



School of Wellness
Revolutionizing Self-Care

Leadership and the Promotion of Wellbeing

July 19, 2024

8-9:30 am

Eileen T. O'Grady PhD, NP-BC
Certified Nurse Practitioner and Wellness Coach
www.eileenogrady.net

Disclosures

Eileen T. O'Grady PhD, NP-BC has no financial relationships with commercial interests to disclose



School of Wellness
Revolutionizing Self-Care

Objectives

1. Validate the current health care environment for nurse practitioners.
2. Define key concepts of workplace wellbeing.
3. Synthesize strategies to expand NP leadership capacities.

The U.S. Tsunami of Chronic ILLNESS

Preventable!

WHO: 4 biggest worldwide killers

1. Insufficient Exercise
2. Unhealthy Food
3. Alcohol Abuse
4. Tobacco

U.S.

1. Heart Disease
2. Cancer
3. Medical Errors



School of Wellness
Revolutionizing Self-Care



World Health Organization: <http://www.who.int/gho/ncd/en/index.html>

National Academy of Medicine: Clinician Wellbeing

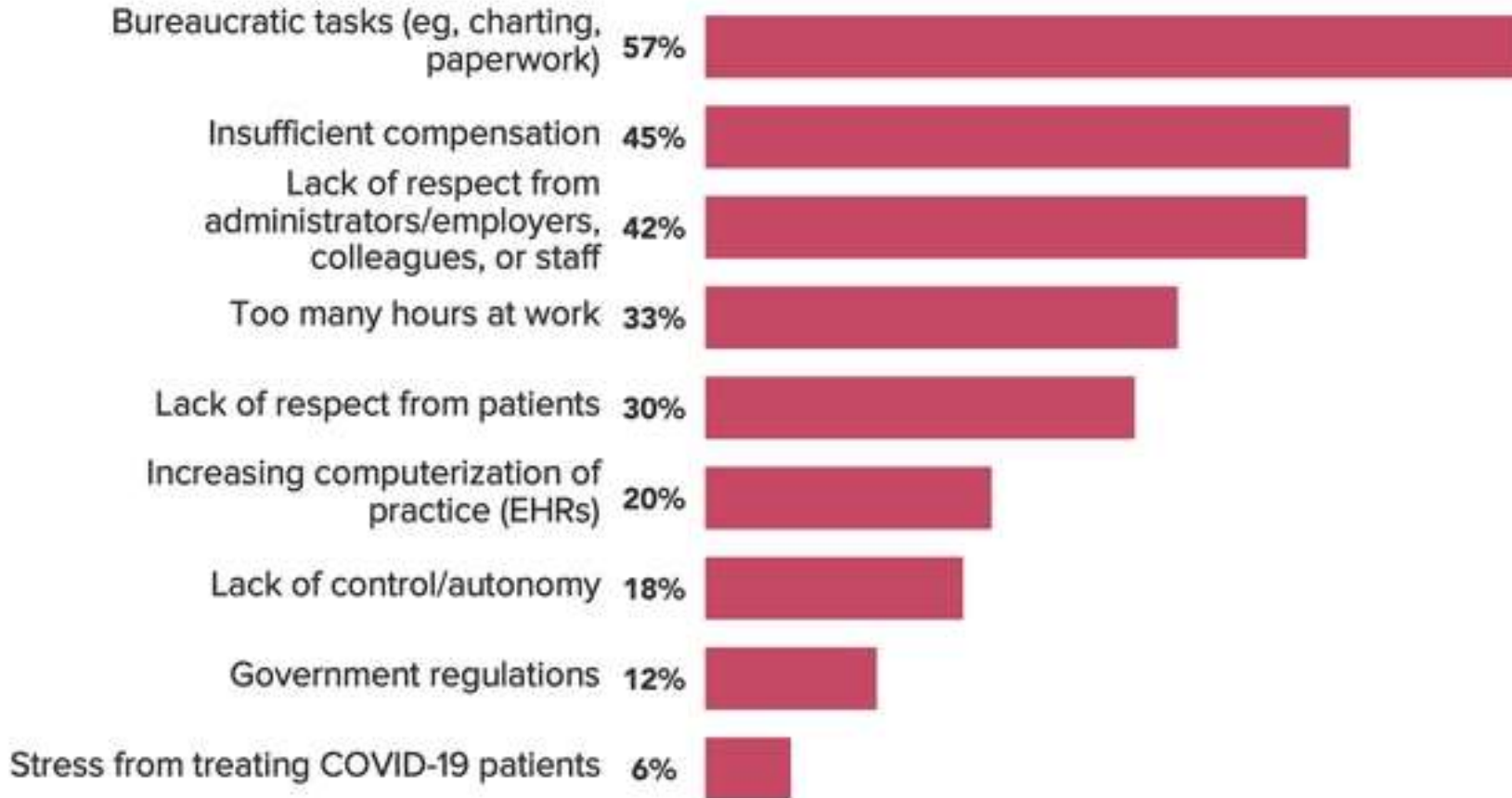


Clinicians:

- Experienced trauma and burnout during COVID-19 *ON TOP OF* existing large scale systemic pressures and alarming stress levels among the HC workforce.
- Manifest burnout variably—from depression to anxiety to moral distress.
- Expressed their desire for more interventions by their organizations.

National Academy of Medicine. (2024). *Clinician Resilience and Wellbeing*. www.nam.edu

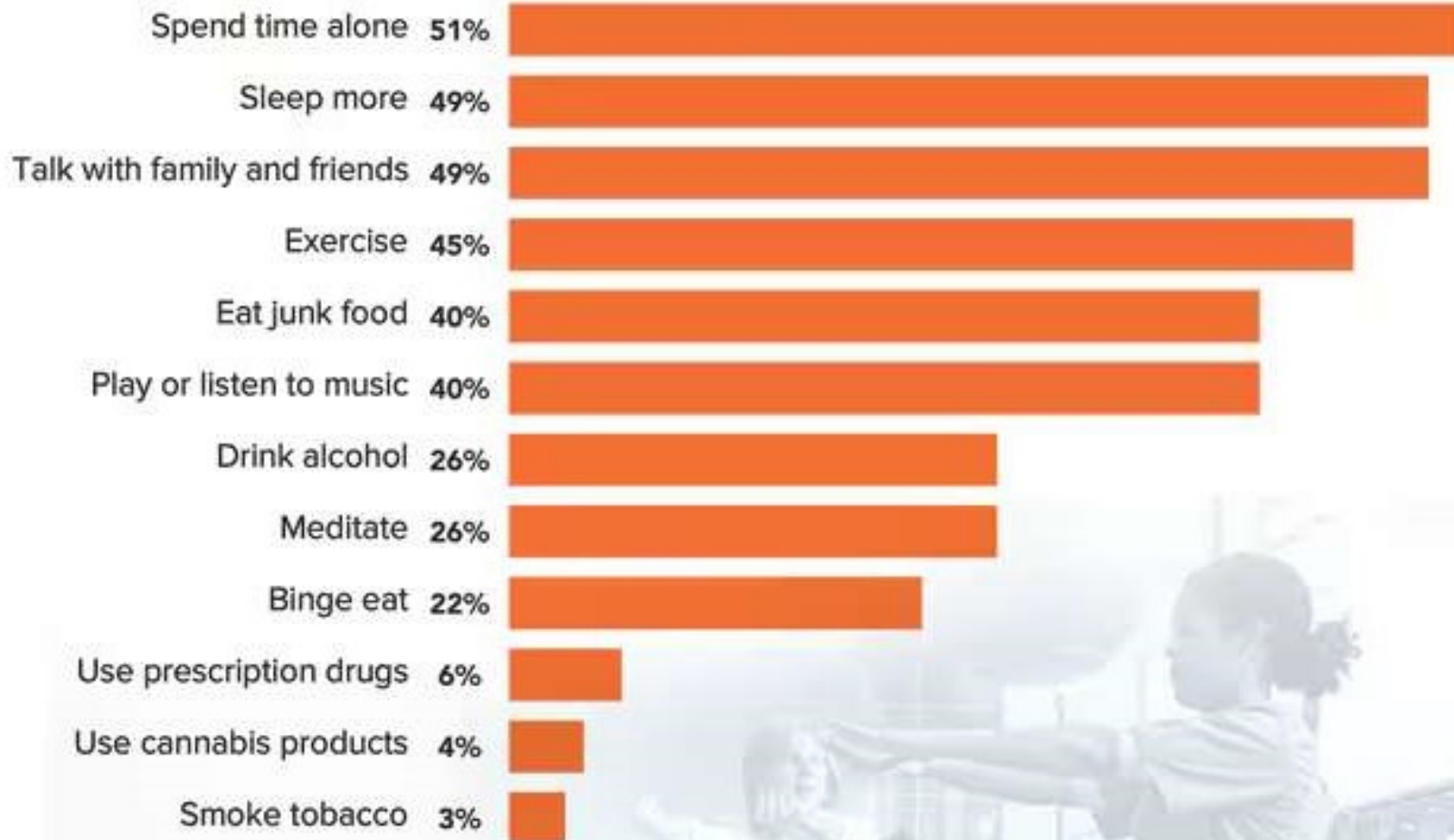
Leading Contributors to NPs' Burnout



Overworked, Stressed and Sad: Medscape NP Burnout and Depression Report 2023. May 6-23, 2023.

Percentages are of respondents who chose this in their top three.

How Do NPs Deal With Burnout?



Overworked, Stressed and Sad: Medscape NP Burnout and Depression Report 2023, May 6-23, 2023.

Not all choices are shown.

First Principles: Promoting our own Wellbeing

- We design **OWN LIVES**
- We are spinning our own fates via daily habits
- We can grow old or we can grow old and wise



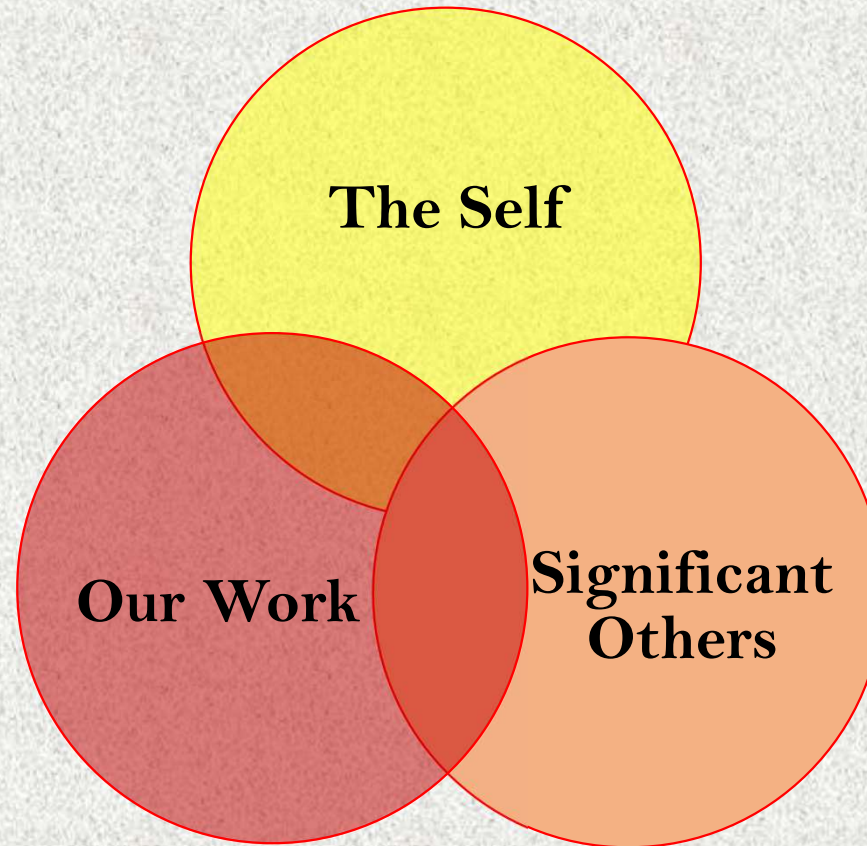
How to host a chronic preventable illness

The Playbook

- Ignore the quality of relationships, sleep, food and don't exercise
- Scavenge the break room for meals
- Let the behavior/actions/inactions of OTHER people dictate our mood and wellbeing
- Only operate on 2 speeds
- Never say no
- Neglect yourself while contorting to please others-- "Pretelize"

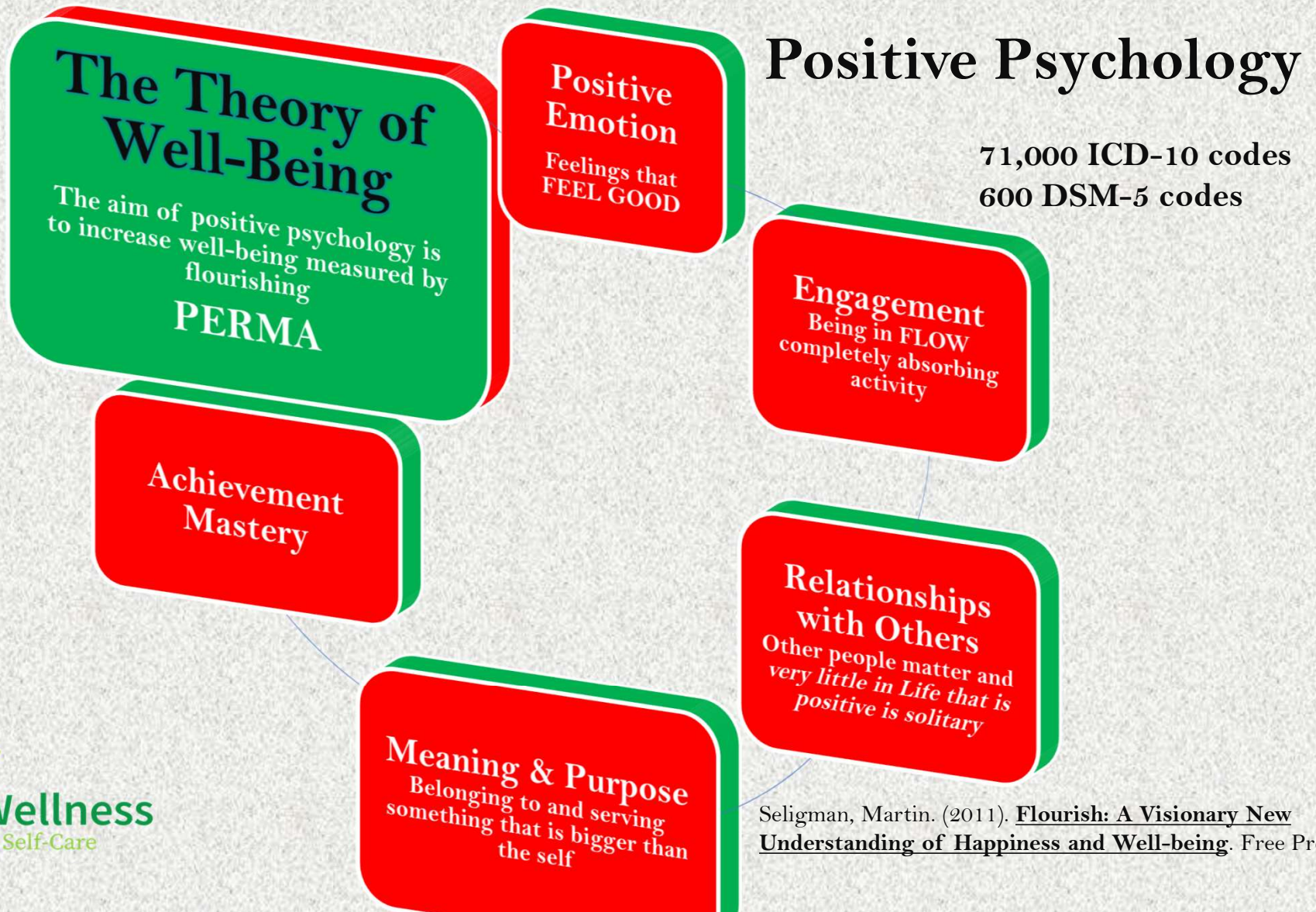
Venn Diagram your Life Our 3 Marriages

 Balance




School of Wellness
Revolutionizing Self-Care

Whyte, David (2010). The Three Marriages: Reimagining Work, Self and Relationship. Penguin Publishers.



Blue Zones

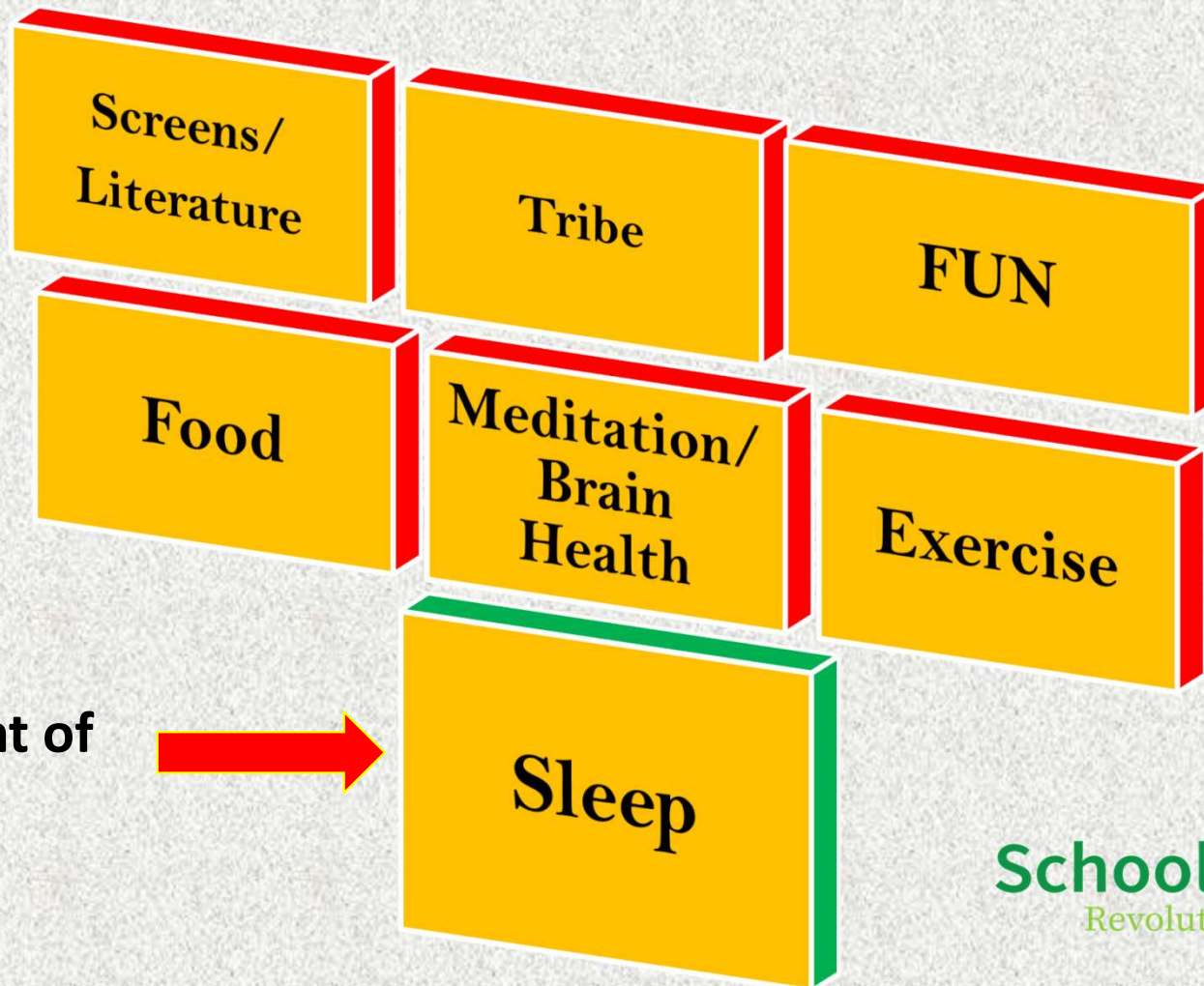
1. Move naturally
2. Purpose
3. Downshift
4. 80% Rule
5. Plant slant
6. Wine @ 5
7. Sleep
8. Belong/Loved ones first



Buettner, D. (2010). The Blue Zones: Lessons for Living Longer from the People who've Lived the Longest. National Geographic.

NETFLIX: Live to 100: Blue Zones

Bedrock Behaviors



Core element of
your job

Habit Science



- **Decide it**
- **Fresh-start it**
- **Chunk it**
- **Stack it**
- **Link it to your identity**
- **Claim Agency**

Serve up the NO


3: 1 Ratio



- NO...BUT...
- NO to the request, BUT – attend to the relationship
- Heck NO
- Consider the Future YOU

Eisenhower Matrix

“What is important is seldom urgent and what is urgent is seldom important”

	IMPORTANT	NOT IMPORTANT
URGENT	Kitchen Fire Crying baby Somebody embezzling \$\$ Refrigerator broken	Interruptions Distractions
NOT URGENT	Exercise Eat real food Repair the rel'ship Get the degree/learn the language Do the art CEOs DO MORE of THESE	Meetings with no agenda Gossip Too much TV Frenemies 

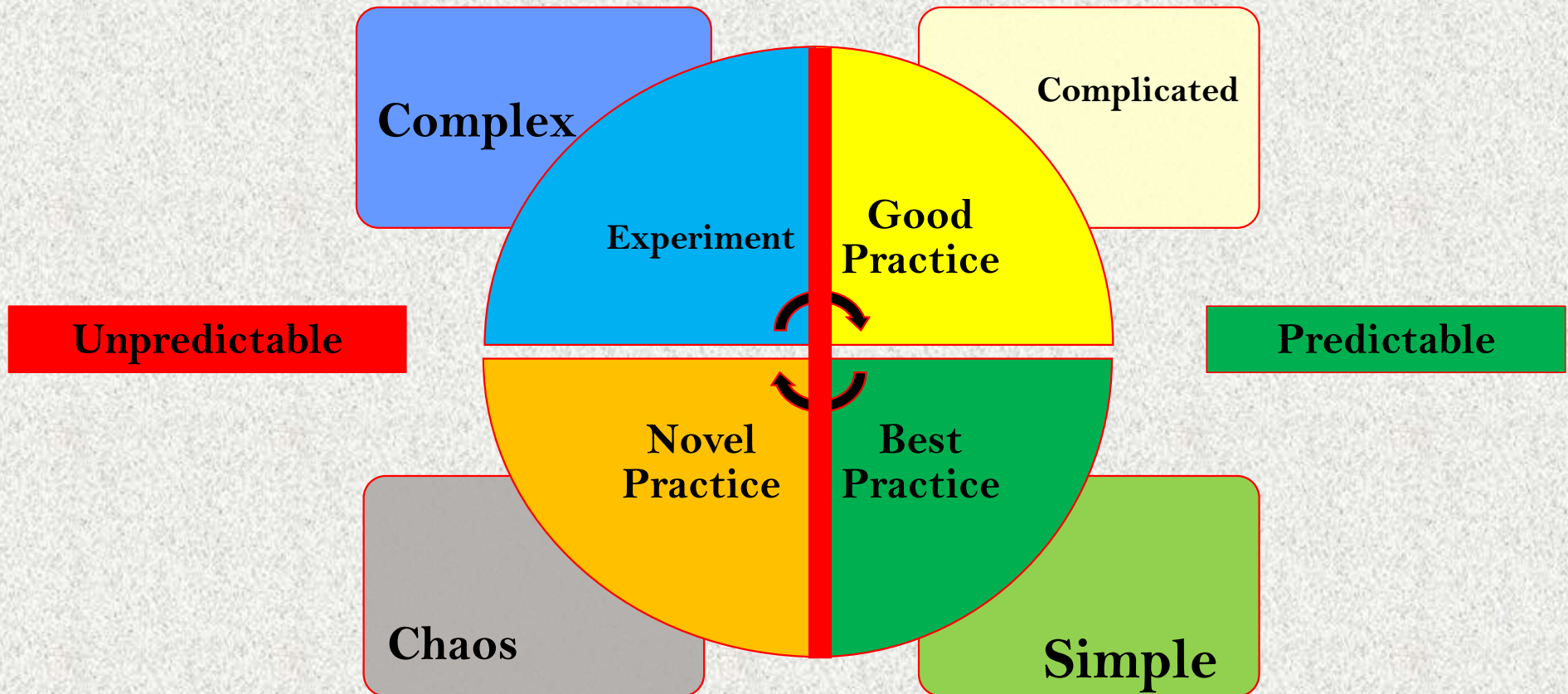


Complexity/Uncertainty

- Not solvable
- Unpredictable
 - Everything is connected, can only assess probability
 - Can only see clearly in hindsight
- No right answers (emergent patterns)
- Unknown unknowns
- Our expertise not helpful

What's your Habitat?

Cynefin *(habitat)* Framework



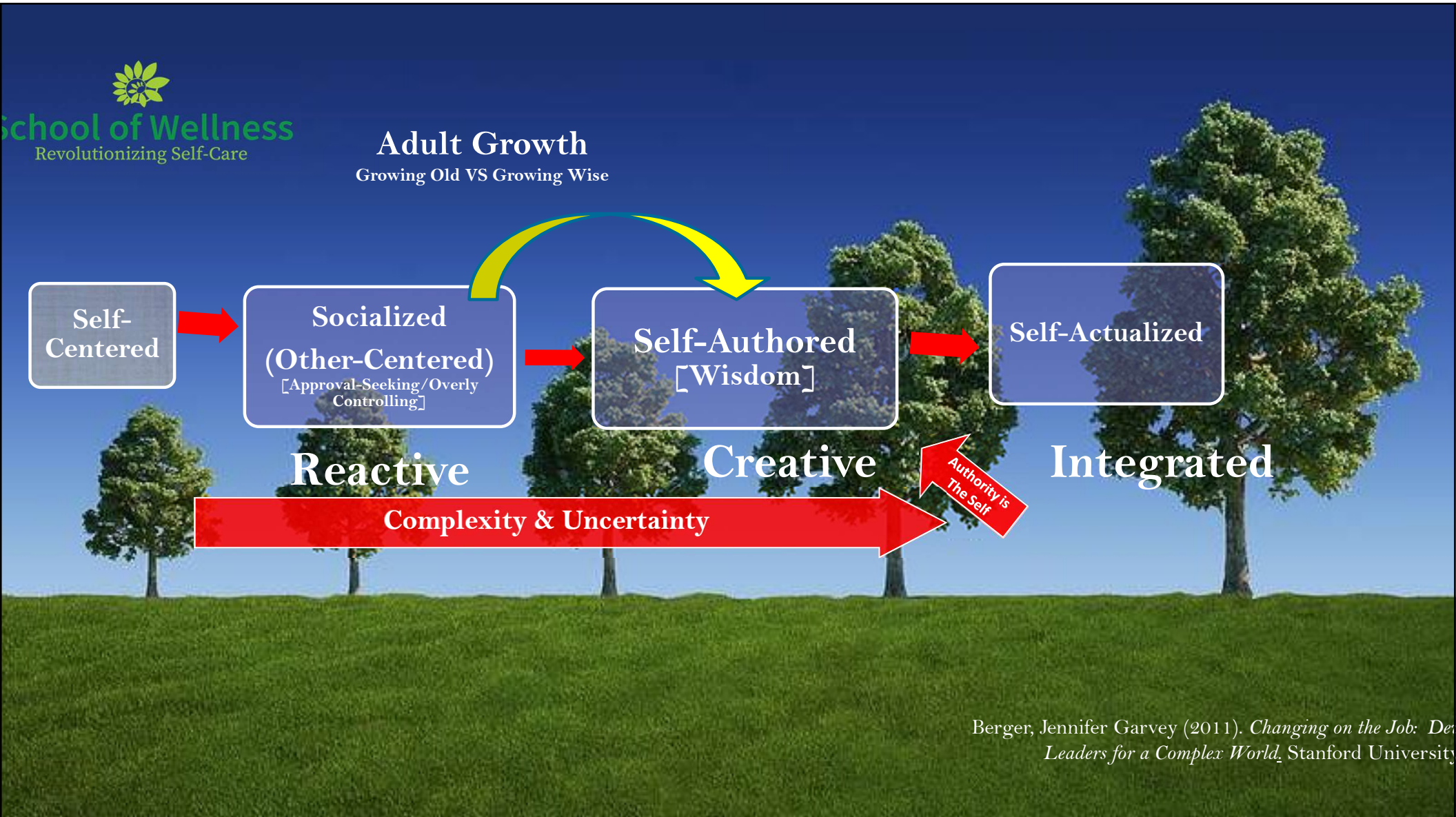
Snowden, D. and Boone, M. (2007). 'A Leader's Framework for Decision Making,' *Harvard Business Review*, November.



Common

...but unhelpful responses to complexity

- Cling to command and control
- Make complex problems simple
- Not challenging received wisdom
- Overreliance on best practices when context shifts
- Fuse to facts rather than follow emergent patterns
- Fast and loose *Urge to Action*
 - to hasten the solution



Brain Health for Agility



School of Wellness
Revolutionizing Self-Care



- **Negativity Narrows**
- **Positivity Builds and Broadens**
- **Interrupt LOOPING**
- **Self-Pity is Corrosive**
 - **to host and those in proximity**
- **We can Learn to Not React!**
- **Q-Tip**



The Calm Flight Attendant

- Practice Arriving
- Emotions are not ignored
 - Pay attention-Self-aware-notice when hooked
 - Emotions provide powerful information
 - Stay curious a little longer
- Amplify (success)and dampen (fails)
- Generate safe-to-fail practices
- Ban blame

CEOs Reveal What Makes them Successful

- Sleep 6.9 hours/night
- Most exercise 45 minutes a day
- 6 hours a day *Not Working*
 - 3 hours with family
 - 3 hours downtime (tv, reading, hobbies)
- Email: not conducive to thoughtful discussion
 - Steps to avoid digital avalanche
- Agenda Driven (43% of their time)
 - Time bound AND open-ended priorities
 - Making meetings shorter and more effective



Porter, M. & Nohria, N. (2018). How CEOs Manage Time
Time is the scarcest resource leaders have. Where they allocate it matters—a lot. *Harvard Business Review*.

The 5 Dysfunctions of a TEAM



Lencioni, Patrick. (2002). *The 5 Dysfunctions of a Team*. Jossey Bass.



Trust

Choosing to risk making something you value vulnerable to another person's actions.

Distrust

What is important to me is not safe with this person in this situation (or any situation).

Conditional Trust

Must negotiate each transaction.

Feltman, Charles. (2008). The Thin Book of Trust. An Essential Primer on Building Trust at Work. Thin Book Publishing.



Trust Capacities

- Connection before correction
- Address the human spirit, rather than instinct
- Ask, “what would a highly accountable person would do *right now?*”
- No naming or blaming people
- When truly curious, no certain path: force uncertainty...
- Partnership statements

Trust Accelerators



- **Repair (NEVER too late to do this!)**

Re-establish trust and connection when trust has been broken

- **Return to the disconnection**
- **Take responsibility**
- **Acknowledge harm**
- **An Operating Manuel on YOURSELF**
 - **Core Values**
 - **Management style**
 - **Communication**
 - **Feedback**
 - **Working with Claire: An Unauthorized Guide**

Ditch the Drama at Work

Cy Wakeman



- **2 hours day each employee spends on *drama****
 - Argue with reality/immutable facts rather than accepting facts
- **Drama creates energy waste- BMW Driving**
- **Venting is unproductive, feeds ego/storyline**
- **NO EGO/Reality Based Leadership Podcast**

Wakeman, Cy. (2017). No Ego: How Leaders Can Cut the Cost of Workplace Drama, End Entitlement, and Drive Big Results. St. Martins Press.

Reality Based Leadership

Cy Wakeman



- We can't change the circumstances: **we must change ourselves**
- Deals with **FACTS**
- Uncover destructive thought patterns in self and others
- Stop managing and start leading
- Liberate yourself from the complaints of others
 - What would great look like right now?
 - If you were here to help, what would you do right now?
- Focus and build-up the high accountable people

Wakeman, Cy. (2017). No Ego: How Leaders Can Cut the Cost of Workplace Drama, End Entitlement, and Drive Big Results. St. Martins Press.

BRAVING: The Anatomy of Trust

- **Boundaries**
Making clear what's okay and what's not okay, and why
- **Reliability**
You do what you say you'll do.
- **Accountability**
You own your mistakes, apologize, and make amends.
- **Vault**
You don't share information or experiences that are not yours to share.
- **Integrity**
Choosing courage over comfort; choosing what's right over what's fun, fast, or easy
- **Nonjudgment**
I can ask for what I need, and you can ask for what you need without judgment.
- **Generosity**
Extending the most generous interpretation to the intentions, words, and actions of others.



Brown, Brene. (2012). *Daring Greatly: How the Courage to be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*. Gotham Books.

National Academy of Medicine Exemplars

- Every single clinician meets with a therapist
- Regularly address meeting hygiene
- Reduce clerical burden and tame EHR
- Scribes/CNAs
- Base productivity requirements in reality
- Track the cost of burnout/turnover
- Schwartz and Lavender rounds
- Strengthen leadership and commitment to well-being at every level!

<https://nam.edu/compendium-of-key-resources-for-improving-clinician-well-being>



Choosing WELLNESS



Forward by
Dr. Loretta Ford
Founder of the global
Nurse Practitioner
Phenomenon

Unconventional Wisdom
for the Overwhelmed, the Discouraged,
the Addicted, the Fearful, or the Stuck

EILEEN T. O'GRADY

- Sign up for Eileen's short blog
"Wellness Pearls"
- Wellness Week In COSTA RICA
- Contact me for a consultation
- Find favorite:
 - Podcasts
 - Documentaries
 - TED Talks

www.eileenogrady.net



School of Wellness
Revolutionizing Self-Care

The RUNDOWN

- Resilience flows from well-resourced people, not a character trait
- Know your habitat (complexity and best practices don't mix)
 - Experiment and stay out of traps
- Complexity is forcing all of us to grow
- Pay *Attention*: Energy goes where the energy flows
- Stay *Agile*: Flexible folks don't break. Better to bend!
- Claim *Agency*: Solve problems with discipline/a practice
- Fiercely practice Bedrock behaviors
- Create your own weather pattern – assume CEO of your whole life
- Don't "tolerate" bad team behavior
- Look for 15% solutions