

HCA Healthcare Graduate Medical Education Workplace Well-Being Approach

While we embrace the importance of individual resilience and well-being (exercise, nutrition, sleep, sunlight, nature, etc.), which should be a focus for individuals, our focus as an organization is in supporting workplace well-being.

We work with top organizational psychologists to help us understand and implement effective well-being initiatives. We have the only funded Physician Wellness Research Lab (“Power Lab”) of psychologists in the country at Claremont Graduate University.

We use two well-research theories to help us determine what an “optimal work and learning environment” is and how to get there: Self-Determination Theory (SDT) and Job Demands-Resource Theory (JDR).

Self-Determination Theory shows that people have three basic psychological needs (BPNs) and the degree to which the environment supports these needs people will flourish and the degree to which the environment thwarts these needs people will have distress. The three BPNs are autonomy, belonging, and competence. In SDT, “meaning” is not technically a BPN (it emerges when the BPNs are met), though we add it deliberately to our model because of the research showing the profound impact of meaning on physician well-being.

Self-Determination Theory

Autonomy

Competence

Belonging

Meaning

Our Well-Being Goal is that throughout your training you have the sense that:

I matter

My work matters

I’m growing and capable

How Do We Support...

Autonomy

All of us want to feel that we are the authors of our actions throughout the day. That we are either free to decide what we do (or don't do) or that we willingly endorse those things that are not intrinsically fun but are needed. Where possible we encourage decision latitude, input on deciding how work gets done, understanding the trainee perspective, taking feelings into consideration, and ensuring that people understand the "why" behind things that can appear onerous.

Belonging

Belonging is a sense of inclusion, relatedness, shared goals, and feeling cared for and caring for others. Belonging is also a byproduct of supporting the other two basic psychological needs – autonomy and competence. We feel we belong when the environment and those in it deliberately helps us feel that we willingly initiate and endorse our actions throughout the day and that we can grow and master new skills.

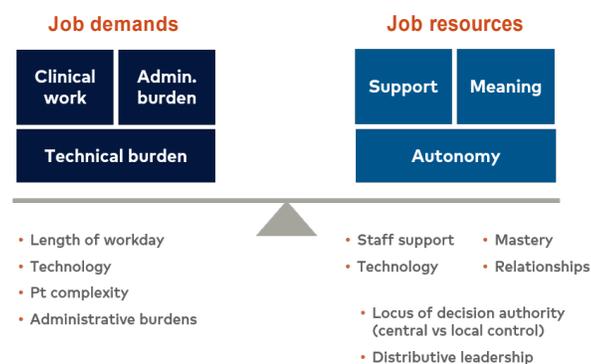
Competence

Although competence is a basic need for all of us, it is especially important during training. Competence support occurs whenever we feel that we are growing, making progress toward our goals, and developing mastery in areas important to us.

Deep Meaning

Meaning in work emerges organically out of environments that support autonomy, belonging, and competence but can also be deliberately identified, amplified, and reflected back to the team. It is one of the most powerful well-being variables.

Job Demands and Job Resources Conceptual Model of Clinician Well-Being



SOURCE: Developed by Christine Sinsky and Mark Linzer.

Job Demand Reduction

Job-Demand Resource theory has shown that workplace burnout in particular is a function primarily of chronically overwhelming job demands. While some job demands are helpful (called "challenge job demands") and lead us to grow, others are detrimental. In particular hindrance job demands which typically do not make sense, get in the way, and create unnecessary barriers to our goals. These hindrance job demands often thwart our basic psychological needs. Thus, creating a program to deliberately and systematically identify, catalogue, sort, and reduce hindrance job demands is a key well-being initiative.