

# Re-Framing Well-Being: Optimizing the Work and Learning Environment

## *Identifying and Reducing Hindrance Job Demands*

### **Basics**

Job Demands-Resource theory shows that, especially for healthcare workers, reducing job demands likely has the greatest impact on workplace burnout. A job demand is anything that requires physical or psychological energy to complete. There are two types of job demands: 1) Challenge demands, that, while costing energy, result in growth and development and therefore are necessary and ultimately beneficial; 2) Hindrance demands, which are things that cost energy but bring no growth and seem to simply stand in the way of our goals. Identifying hindrance job demands, triaging them by impact and feasibility, and then systematically reducing the high feasibility job demands, has a major impact on workplace burnout.

### **Identify Hindrance Job Demands**

- Begin a standard practice of 1:1 rounding on your team asking what is getting in the way
- Begin a standard practice of starting the day “priming” the team by asking them to pay attention to the hindrance job demands during their day and report back at the end of the day to catalogue them.
- Add a standard agenda to didactic days that identify hindrance job demands
- Ensure that hindrance job demands are part of the PEC
- Send out a survey monkey survey periodically asking people for hindrance job demands
- Check with the chief residents routinely around hindrance job demands
- Check with the Program Administrators routinely around hindrance job demands
- Start town halls with C-suites and other leaders inquiring about hindrance job demands

### **Catalogue Hindrance Job Demands**

- Use a word file, excel, SharePoint, or sheet to ensure job demands are recorded and not ignored.
- Put a white board up in the workspace to have people write in hindrance job demands

### ***Triage Hindrance Job Demands***

- Individually or in a team review the hindrance job demands and decide if there are any high feasibility-high impact demands that could be addressed, then address other high-feasibility demands regardless of their impact

### ***Deliberately Work to Solve High-Feasibility Hindrance Job Demands***

- Record who is responsible/accountable, what has been done, a due date, any barriers that arise

### ***Communicate Back***

- All successfully reduced job demands must be communicated back with the clear message that reducing job demands is done because the team matters, their work matters, and we want them to succeed in their daily goals.
- Unsuccessful or low-feasibility job demands also must be communicated back as to the “why” around the decision to no longer pursue their resolution. If you cannot communicate a good “why” escalate to better understand.