Gratitude

Think of someone who has done something amazing for you; this person can be alive or no longer with us. This person contributed to your well-being in a big way.

Spend the next few minutes writing a brief note, telling this person what they did, how it impacted you, and what this says about them.

Be genuine, kind, and appreciative in your note.
A hundred times a day I remind myself that my inner and outer life depends on the labors of others, living and dead, and that I must exert myself in order to give in the same measure as I have received and am still receiving.

—Albert Einstein
What just happened...

The emotions associated with giving and receiving this letter are similar to the emotions following our greatest accomplishments.

As a result —

Our understanding of success expands to include accomplishments we have previously taken for granted, even for the recipient.

(e.g., a struggling teacher who receives a letter from a grateful student recalibrates how successful she has really been)
What just happened...

Try doing this monthly or bimonthly, as part of a predictable routine

Benefits are powerful, but only last 4-6 weeks, so repeated use is encouraged
Logistics for Positive Rounding

• Who?

• How?

• When?
Logistics for Positive Rounding

• Common questions and concerns:

  – What should I do if I’m doing positive rounding and staff keep focusing on safety concerns?

  – Can we combine safety and positive rounding visits?
Benefits of Pausing and Reflecting

• A healthcare-system-wide survey of workplace norms (N = 10,496) included three items on positive reflection:

  • The learning environment in this work setting allows us to gain important insights into what we do well
  • The learning environment in this work setting allows us to pause and reflect on what we do well.
  • In this work setting local management regularly makes time to pause and reflect with me about my work.

• Chronbach's alpha: .863
Workplace Norms by the 1st and 4th Quartiles of Positive Reflection

- **Burnout Climate**: $t = -51.89, p < .001$
- **Problems with Work-life Balance**: $t = -29.37, p < .001$
- **Teamwork**: $t = 59.95, p < .001$
- **Safety Norms**: $t = 89.30, p < .001$
DUHS Good Catch Recognitions
Responsiveness
Conveying that you are present and that you care.

Perceiving others as responsive is central to our feelings of intimacy, trust, empathy, and attachment

Understanding
Listening, gathering information and “getting the facts right” for the event

Validation
Reinforcing the other person’s self-view and making him/her feel valued and respected

Caring
Communicating feelings of affection and concern for the partner
Responsive Behaviors

Showing Understanding:

- Asking Questions - e.g., more details, “What happened after that?”
- Paralinguistic behavior/utterances e.g., “mm-hm”, “yes”
- Summarizing or paraphrasing, repeating back key phrases, adding relevant information
- Voicing understanding, e.g., “I understand” “I see”

Responsive Behaviors

Showing Validation:

- Agreeing with the person/taking their side
- Expressing understanding of why the event was important to the person
- Acknowledging partner’s emotions and how they are justified
- Effort validation - acknowledging how hard partner worked, and/or job well done (e.g. “all that hard work paid off”, or “there’s nothing more you could have done”)

Responsive Behaviors

Showing you care:

▪ Expressing love/care

▪ Emphasizing joint outcomes or involvement, e.g., “We’ll get through this together” *Language of “we”

▪ Expressing empathy

▪ Nodding, smiling, eye contact

▪ Lifting the mood or extending positive mood (e.g., shared laughter)

▪ Being physically affectionate, (e.g. hugging, hand on shoulder/arm, holding hands)

Tool: One Good Chat

- Bit.ly/resilbite
- Select “Relationship Resilience”

Take a moment to reflect back on a conversation that made you feel relatively **warm** and **uplifted**. The nature of the conversation does not matter; in fact, it could have been:

- Short/long
- In person/over the phone
- Loved one/neighbor/coworker/stranger (like a store clerk or server)

The point is that it left you feeling replenished and not drained. You might recall that you really enjoyed the interaction.

- What about the conversation made you feel close to this person?
- What did you do in the interaction that helped make this a meaningful conversation?
- In what ways did you feel seen, heard, and understood by the other person?
- How did this interaction make you feel about your relationship to this person?
Expressing Gratitude

What is the adaptive function of “Gratitude”?

**Find:** initiation of new relationships

**Remind:** orients people to existing relationships

**Bind:** promotes maintenance and investment in the relationship
Expressing Gratitude to Others

Two common ingredients in an expression of gratitude:
1) Focus on the benefits
2) Other-praise - the “You” in “Thank You!”

Make your gratitude socially potent — include what the kind thing says about that other person in your “thank you”

It boosts that person’s perception that you are responsive and their positive emotions, especially love.
Positive Rounding Vs. Safety Rounding

• Duke 2016 Safety Culture Survey

Did leaders ask for information about what is going well in this work setting (e.g., people who deserve special recognition for going above and beyond, celebration of successes, etc.)?

Hypothesis 1: HCWs who report being exposed to positive rounding will report lower burnout climate, personal burnout and higher levels of work life balance.

Hypothesis 2: Both positive rounding and senior leader rounding will independently predict greater HCW well-being.
DUHS workers (and work settings) who reported experiencing positive rounding (62%), compared to workers who did not, reported:

- 1) Lower burnout climate, $t(8,765) = -24.14, p < .001$
- 2) Lower personal burnout, $t(8,778) = -25.11, p < .001$
- 3) Higher work-life balance, $t(8,647) = 17.87, p < .001$
Positive Leader Walkrounds Occurred in this Work Setting

- Yes
- No

- Burnout Climate
- Personal Burnout
- Work-Life Balance
Positive Vs. Safety Rounds

Multiple regression analyses showed that both safety and positive rounding uniquely predicted all three outcomes:

1) Lower burnout climate, \( \text{reg: } b = -.15, p < .001; \text{pos: } b = -.20, p < .001 \)

2) Lower personal burnout, \( \text{reg: } b = -.16, p < .001; \text{pos: } b = -.19, p < .001 \)

3) Higher work-life balance, \( \text{reg: } b = .14, p < .001; \text{pos: } b = .13, p < .001 \)
Take Home

• Burnout/Resilience predicts quality
• Positive Emotion & calibrating to situation are keys to resilience
  – Frequency...not magnitude of positive emotion
• Cultivate positive emotion: Positive Rounding, gratitude, WISER

• WISER: bit.ly/3wiser
• www.dukepatientsafetycenter.com
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Click the link to sign up for our Resilience Intervention: WISER.


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