

# Keeping Well-Being Real and Relevant while the Waves Keep Crashing

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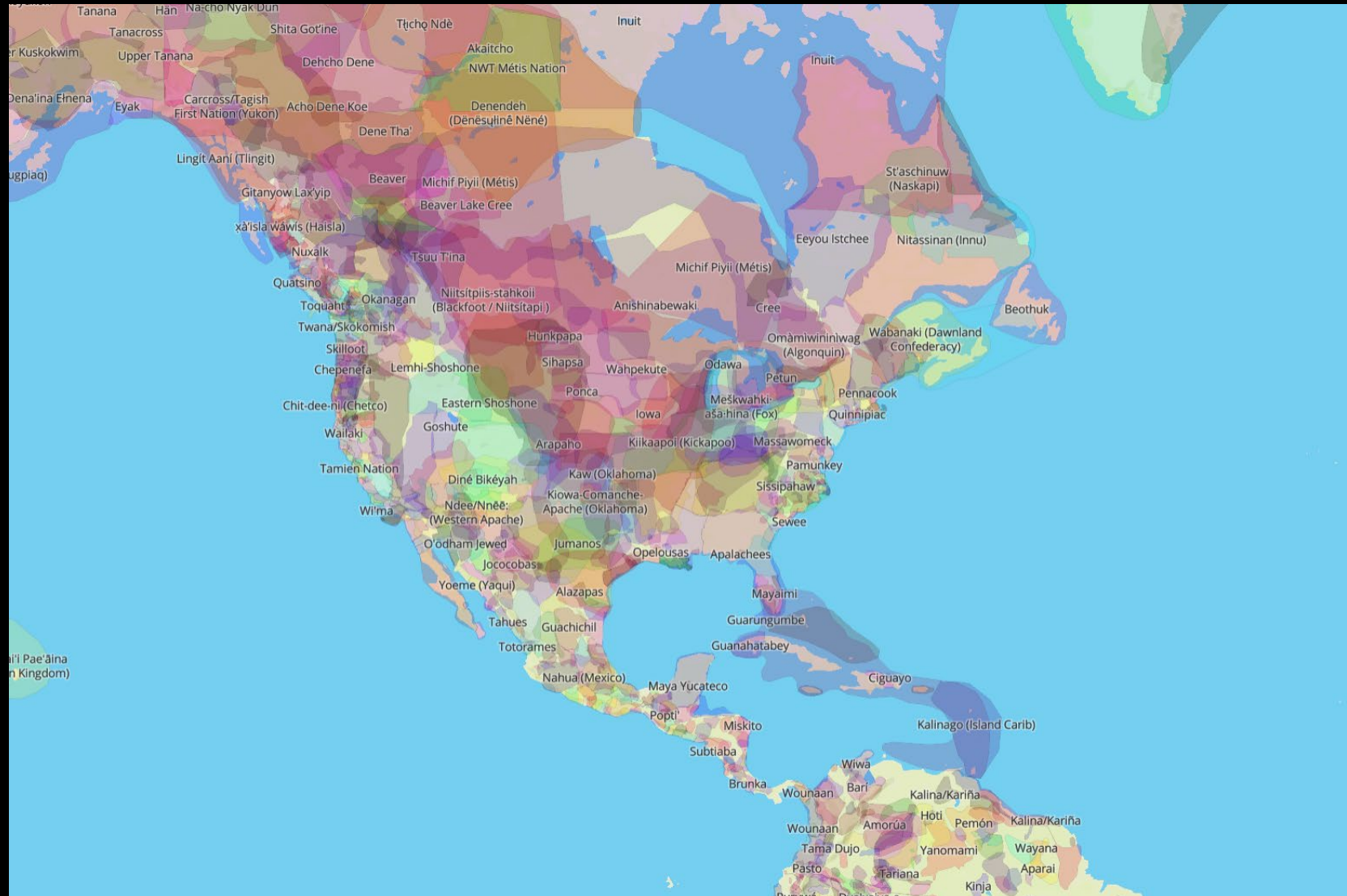


# Land Acknowledgement

**We begin our retreat today with a land acknowledgment.**

**We are meeting virtually, and I am presenting from the place that is now called Atlanta, Georgia on the traditional territories and unceded lands of the Mvskoke (Muscogee) People. We acknowledge the importance of reflecting upon our shared past, present, and future while recognizing the land upon which we currently inhabit.**

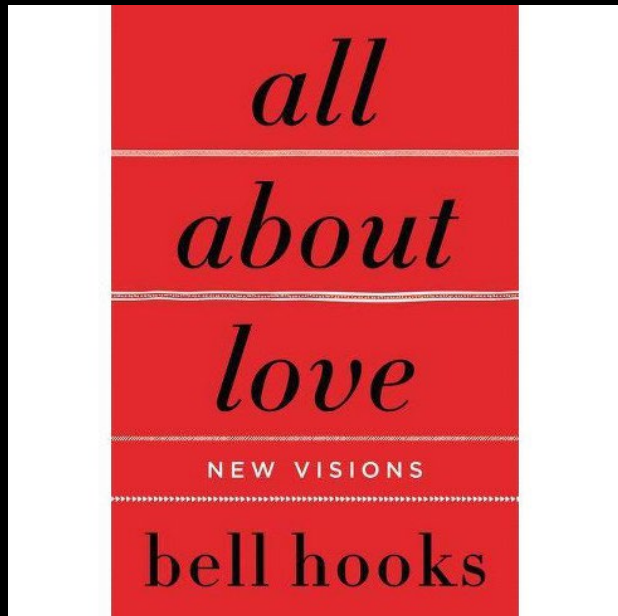
<https://native-land.ca/>



# A Core Concept

“Love makes us feel more alive.”

-bell hooks, *all about love*



“Love is as love does.”

-bell hooks, *all about love*

# NOTES ON GRIEF



**CHIMAMANDA  
NGOZI  
ADICHIE**

“Grief is forcing new skins on me, scraping scales from my eyes. I regret my past certainties: *Surely you should mourn, talk through it, face it, go through it.* The smug certainties of a person yet acquainted with grief. I have mourned in the past, but only now have I touched grief’s core. Only now do I learn, while feeling for its porous edges, that there is no way through. I am in the centre of this churning, and I have become a maker of boxes, and inside their unbending walls I cage my thoughts.” p.13

# 1:9 Million



HEALTH

## THE FINAL PANDEMIC BETRAYAL

Millions of people are still mourning loved ones lost to COVID, their grief intensified, prolonged, and even denied by the politics of the pandemic.

By Ed Yong

Photo Illustrations by Aaron Turner

# What's Concerning:

Open access

Original research

## BMJ Open Impact of leadership behaviour on physician well-being, burnout, professional fulfilment and intent to leave: a multicentre cross-sectional survey study

Mihriye Mete,<sup>1,2,3</sup> Charlotte Goldman,<sup>4</sup> Tait Shanafelt,<sup>5</sup> Daniel Marchalik<sup>3,6</sup>

**To cite:** Mete M, Goldman C, Shanafelt T, et al. Impact of leadership behaviour on physician well-being, burnout, professional fulfilment and intent to leave: a multicentre cross-sectional survey study. *BMJ Open* 2022;12:e057554. doi:10.1136/bmjopen-2021-057554

► Prepublication history and additional supplemental material for this paper are available online. To view these files, please visit the journal online (<http://dx.doi.org/10.1136/bmjopen-2021-057554>).

Received 20 September 2021  
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### ABSTRACT

**Objective** To examine how perceived leadership behaviours affect burnout, professional fulfilment and intent to leave the organisation among physicians.

**Design** Anonymous cross-sectional survey study from November 2016 to October 2018.

**Setting** 12036 attending and resident physicians at 11 healthcare organisations participating in the Physician Wellness Academic Consortium (PWAC) were surveyed to assess burnout and professional fulfilment and their drivers.

**Participants** A sample of 5416 attending physicians with complete data on gender, speciality, leadership, burnout and professional fulfilment.

**Main outcomes and measures** The leadership behaviour of each physician's supervisor was assessed using the Mayo Clinic Participatory Management Leadership Index and categorised in tertiles. Multivariable logistic regression analyses examined the effect of leadership behaviour rating of each physician's supervisor on burnout, professional fulfilment and intent to leave controlling for gender and speciality.

**Results** The response rate was 45% across 11 institutions. Half of the respondents were female. Professional fulfilment increased with increasing tertiles of leadership behaviour rating (19%, 34%, 47%,  $p<0.001$ ). The odds of professional fulfilment were 5.8 times higher (OR=5.8, 95% CI: 5.1 to 6.59) for physicians in the top tertile compared with those in the lowest tertile. Physicians in the top tertile were also 48% less likely to be burned out (OR=0.52, 95% CI: 0.45 to 0.61) and reported 66% lower

### STRENGTHS AND LIMITATIONS OF THIS STUDY

- ⇒ First multicentre survey that analysed the effect of supervisor leadership behaviours on physician well-being, professional fulfilment and intent to leave.
- ⇒ Leadership was evaluated by 5416 physicians representing at least 12 specialities from 11 healthcare organisations.
- ⇒ Validated instruments were used to assess burnout, professional fulfilment and leadership behaviour.
- ⇒ Response rate of 45%, although relatively high for a physician survey, may still contribute to selection bias.
- ⇒ Respondents are from member institutions of the Physician Wellness Academic Consortium, which may limit generalisability.

organisations.<sup>1</sup> Solo or small practices are becoming less common, and up to two-thirds of physicians are now employed by large practice groups and 20% of physicians employed by a practice of greater than 100 physicians.<sup>2</sup> The trend to group medicine exists beyond the boundaries of academic medicine or private practice, including university hospitals, health maintenance organisations, practice groups, and health systems.

BMJ Open: first published as 10.1136/bmjopen-2021-057554 on 3 June 2022. Downloaded from <http://bmjopen.bmj.com/> on June 16, 2022. For information on this journal, please go to the journal website at <http://bmjopen.bmj.com/>

## Emotional Exhaustion



Goldia Chan,<sup>1</sup> Li

Emotional exhaustion is commonly reported among health care workers. These modifications in staffing, leadership, and self-assessment can increase compassion fatigue and reduce professional fulfilment. Leadership behaviours can help to alleviate emotional exhaustion in health care workers. This study also reported that leadership behaviours can increase professional fulfilment and reduce emotional exhaustion. Leadership behaviours can help to alleviate emotional exhaustion in health care workers.

### RESEARCH Longitudinal 2003-2018

Kelly C. Lee\*, Jo Cadie Ayers, Judith

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Accepted 12 April 2022

**Abbreviations:** CF, compassion fatigue; CS, chronic traumatic stress

DOI: 10.30802/AALAS-JAALAS-21-000030

## Are you managing an 'unaware underperformer'? Here are 5 ways to help.

Daily Briefing



JANUARY 4, 2021



Original Investigation | Psychiatry

## Emotional Exhaustion Among US Health Care Workers Before and During the COVID-19 Pandemic, 2019-2021

J. Bryan Sexton, PhD; Kathryn C. Adair, PhD; Joshua Proulx, BSEE; Jochen Profit, MD; Xin Cui, PhD; Jon Bae, MD; Allan Frankel, MD

### Abstract

**IMPORTANCE** Extraordinary strain from COVID-19 has negatively impacted health care worker (HCW) well-being.

**OBJECTIVE** To determine whether HCW emotional exhaustion has increased during the pandemic, for which roles, and at what point.

**DESIGN, SETTING, AND PARTICIPANTS** This survey study was conducted in 3 waves, with an electronic survey administered in September 2019, September 2020, and September 2021 through January 2022. Participants included hospital-based HCWs in clinical and nonclinical (eg, administrative support) roles at 76 community hospitals within 2 large health care systems in the US.

**EXPOSURES** Safety, Communication, Organizational Reliability, Physician, and Employee Burnout and Engagement (SCORE) survey domains of emotional exhaustion and emotional exhaustion climate.

**MAIN OUTCOMES AND MEASURES** The percentage of respondents reporting emotional exhaustion (%EE) in themselves and a climate of emotional exhaustion (%EEclim) in their colleagues. Survey items were answered on a 5-point scale from 1 (strongly disagree) to 5 (strongly agree); neutral or higher scores were counted as "percent concerning" for exhaustion.

**RESULTS** Electronic surveys were returned by 37 187 (of 49 936) HCWs in 2019, 38 460 (of 45 268) in 2020, and 31 475 (of 41 224) in 2021 to 2022 for overall response rates of 74.5%, 85.0%, and 76.4%, respectively. The overall sample comprised 107 122 completed surveys. Nursing was the most frequently reported role (n = 43 918 [40.9%]). A total of 17 786 respondents (16.9%) reported less than 1 year at their facility, 59 226 (56.2%) reported 1 to 10 years, and 28 337 (26.9%) reported 11 years or more. From September 2019 to September 2021 through January 2022, overall %EE increased from 31.8% (95% CI, 30.0%-33.7%) to 40.4% (95% CI, 38.1%-42.8%), with a proportional increase in %EE of 26.9% (95% CI, 22.2%-31.8%). Physicians had a decrease in %EE from 31.8% (95% CI, 29.3%-34.5%) in 2019 to 28.3% (95% CI, 25.9%-31.0%) in 2020 but an increase during the second year of the pandemic to 37.8% (95% CI, 34.7%-41.3%). Nurses had an increase in %EE during the pandemic's first year, from 40.6% (95% CI, 38.4%-42.9%) in 2019 to 46.5% (95% CI, 44.0%-49.1%) in 2020 and increasing again during the second year of the pandemic to 49.2% (95% CI, 46.5%-51.9%). All other roles showed a similar pattern to nurses but at lower levels. Intraclass correlation coefficients revealed clustering of exhaustion within work settings across the 3 years, with coefficients of 0.15 to 0.17 for emotional exhaustion and 0.22 to 0.24 for emotional exhaustion

### Key Points

**Question** Is the COVID-19 pandemic associated with an increase in health care worker emotional exhaustion?

**Findings** In this 3-year survey study with an overall sample of 107 122 responses from US health care workers before (2019) and twice during (2020 and 2021-2022) the COVID-19 pandemic, increases were reported in assessments of emotional exhaustion in oneself and in one's colleagues overall and for every role; nurses reported increases each year, but physicians reported decreases in 2020 followed by sharp increases in 2021. Exhaustion score clustering in work settings was suggestive of a social contagion effect of exhaustion.

**Meaning** These findings indicate that emotional exhaustion among health care workers, which was problematic before the pandemic, has become worse; increases in emotional exhaustion may jeopardize care quality and necessitate additional support for the workforce.

+ Invited Commentary

+ Supplemental content

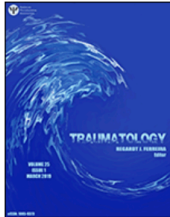
Author affiliations and article information are listed at the end of this article.

14%



(Dr. Shams Syed World Health Organization)

# What's Working:



APA PsycArticles: Journal Article

## Interventions for occupational stress and compassion fatigue in animal care professionals—A systematic review.

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Rohlf, V. I. (2018). Interventions for occupational stress and compassion fatigue in animal care professionals—A systematic review. *Traumatology, 24*(3), 186–192. <https://doi.org/10.1037/trm0000144>

The work associated with caring for suffering and traumatized animals leaves many animal care professionals vulnerable to occupational stress and compassion fatigue. Given the number of negative outcomes these conditions have for the workplace and the individual, the availability of effective therapeutic interventions is extremely important. It was, therefore, the aim of this article to conduct a systematic literature review on intervention programs for occupational stress and compassion fatigue in animal care professionals for the purpose of providing best practice guidelines. The review found that although occupational stress is highly prevalent in the animal care profession, only 4 articles evaluating therapeutic interventions in this population were identified. This small number, combined with the variability in design and outcome measures of the articles, made best practice recommendations on the basis of this review difficult. The author recommends that administrators and/or managers within the animal care profession and mental health professionals wishing to implement therapeutic interventions borrow from research conducted in other areas until a strong research base in the animal care profession is established. A review of occupational stress interventions in the human care profession revealed that cognitive-behavioral techniques, including mindfulness-based approaches, are the most frequently cited approaches for therapeutic interventions in this population. Programs incorporating psychoeducation, coping skills training, and relaxation within a cognitive-behavioral framework with possible mindfulness-based approaches may, therefore, offer mental health professionals, administrators, and/or managers in the animal care profession a useful starting point with which to base future interventions. (APA PsycInfo Database Record (c) 2018 APA, all rights reserved)

Journal Information  
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## Patients, Families, and Artificial Intelligence

Steven Lin, MD

DOI: <https://doi.org/10.1016/j.mayocp.2020.01.034> Check for updates

References  
Article Info  
Tables  
Related Articles

Physician burnout has reached epidemic levels in the United States, with data showing 44% of physicians reporting at least 1 major symptom of burnout in the past 12 months.<sup>1</sup> Burnout is linked to serious medical errors, poor patient outcomes, higher cost of care, workforce attrition, substance abuse, and suicide among physicians.<sup>2</sup> Although the reasons behind physician burnout are complex, one thing is certain: a key contributor is the burden of clinical documentation in the electronic health record (EHR). In fact, things have gotten so bad that for every 1 hour physicians spend in front of patients, they spend 2 more hours in front of the EHR, largely on documentation.<sup>3</sup> Although some of that documentation is necessary, a lot of it is waste; that wasted time may add up to \$90 billion to \$140 billion in lost physician productivity every year.<sup>4</sup>

All this has led to the rise of the medical scribe industry and the concept of team documentation. In the past decade, the adoption of scribes has skyrocketed, and we now have a body of literature supporting their use. We know that scribes decrease physician documentation time, improve job satisfaction, and do not detract from patient satisfaction. Scribes

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UPDATE:

Research Report

## Performance Nutrition for Physician Trainees Working Overnight Shifts: A Randomized Controlled Trial

Maryam S. Makowski, PhD, Mickey T. Trockel, PhD, MD, Nikitha K. Menon, Hanhan Wang, MPS, Laurence Katznelson, MD, and Tait D. Shanafelt, MD

### Abstract

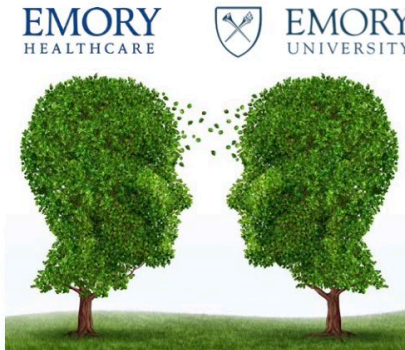
#### Purpose

To compare acute effect interventions with usual on physician trainees' a overnight shifts.

#### Method

This registered, control block randomized cross (NCT03698123) was conducted between October 2018 at Stanford Medicine. working at least 3 over during a 1-week period. During the first night, followed their usual diet. During the intervention carbohydrate-to-protein high carbohydrate-to-protein interventions), participants healthy dinners, snacks upon request, caffeine at the beginning of the

Registered nurse turnover and financial resources only investing in contract RNs (i.e., agencies). Contract RNs are typically 18,21,23,24 The average cost of RN turnover has been estimated services research identifying turnover. This specific distinction hospitals may understand the interventions that reduce RN burnout date that have conceptualized studies published on physician this study aims to fill this burnout-attributed turnover of



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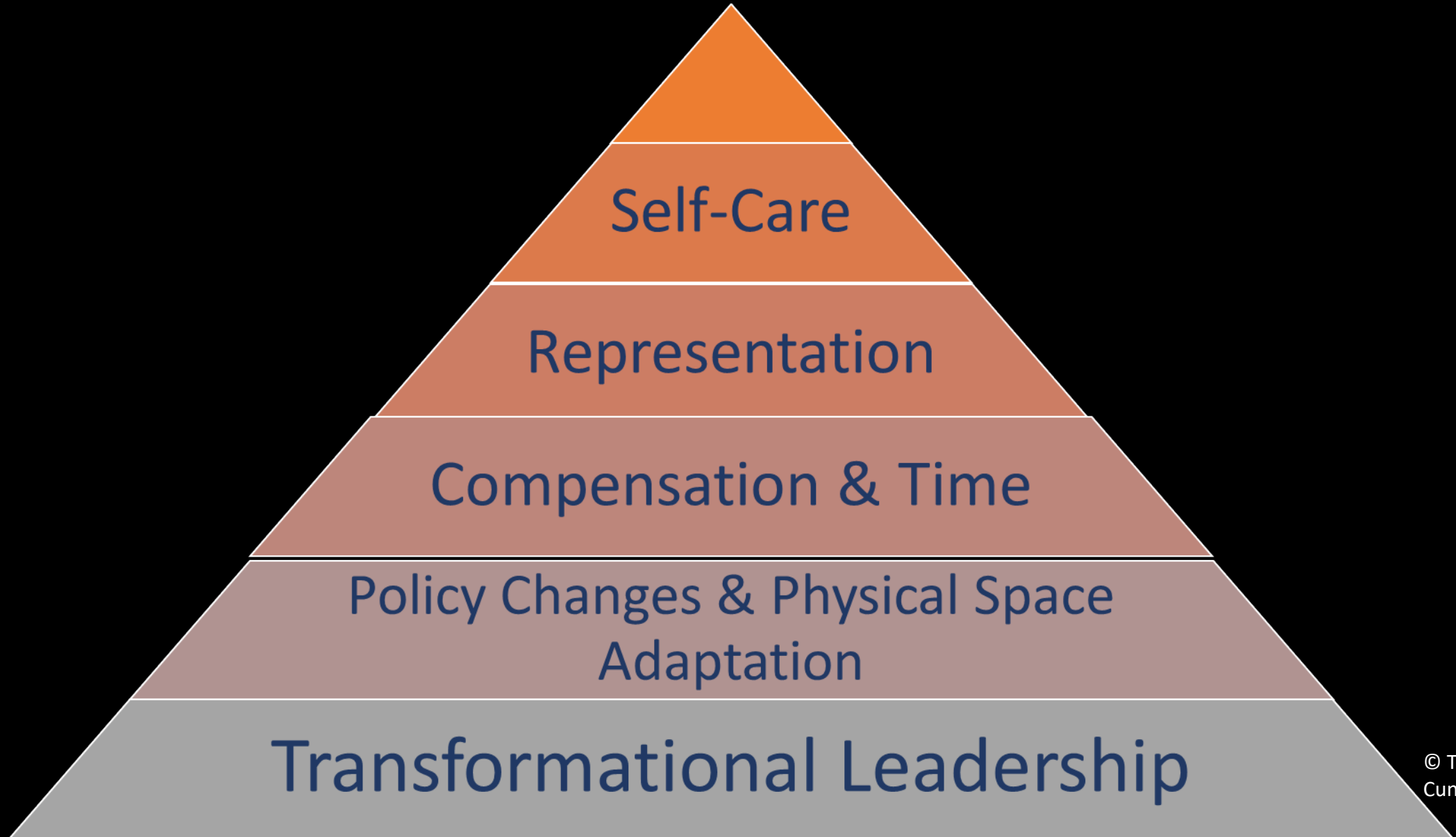
*"Peers were viewed as understanding clinical issues and peer support had been shown to be effective, economically viable, and sustainable."*



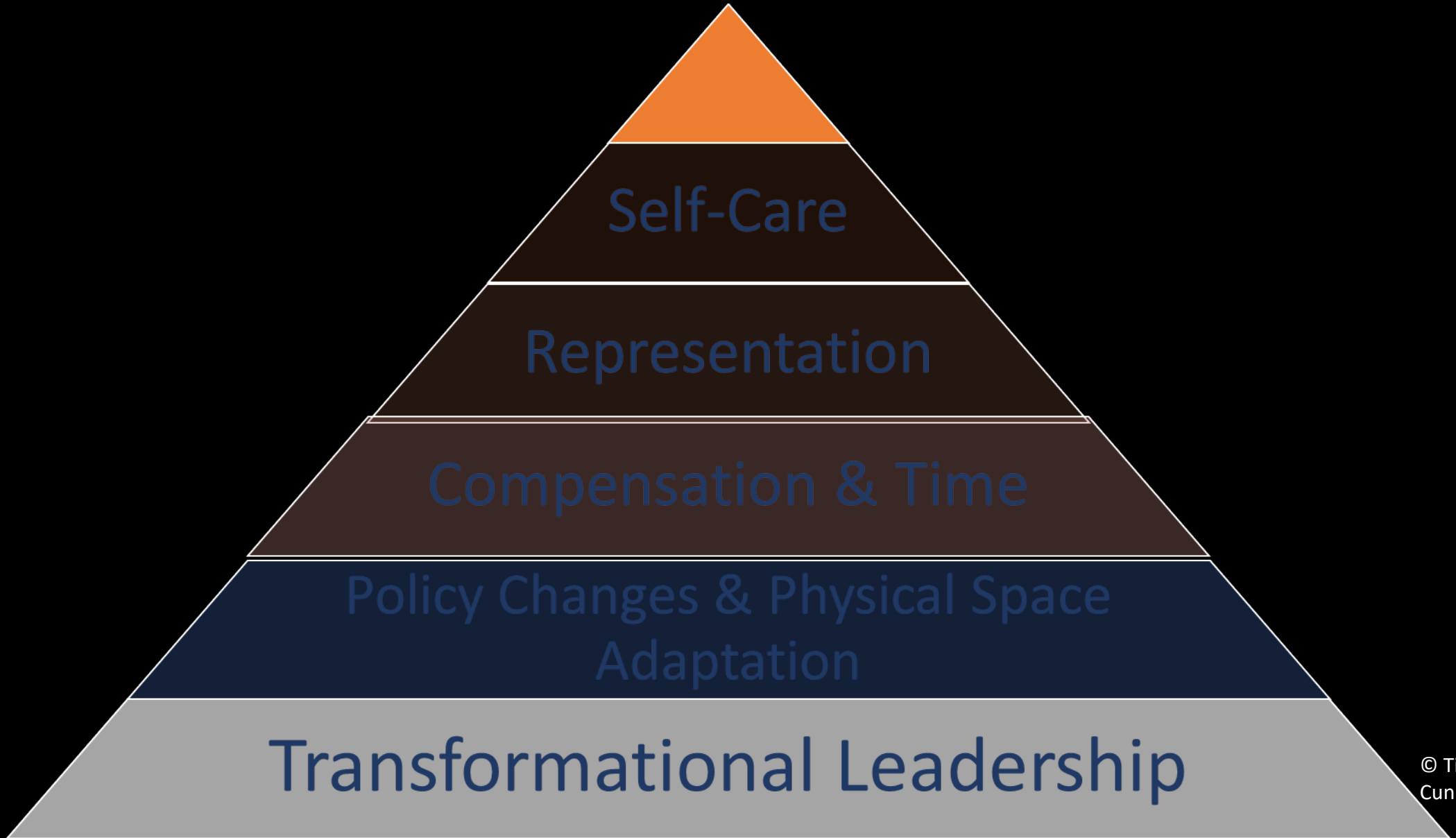
Quality = Right Individuals + Right System + Right Attention



# Workforce Agility and Resilience Model



# Workforce Agility and Resilience Model



NEW YORK TIMES BESTSELLER

# Human**kind**

**A Hopeful  
History**

"Bold and  
thought-provoking...  
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—The Guardian

"The riveting pick-me-up  
we all need right now."  
—People

"A lively social  
history... Bregman  
offers a compelling case for  
reshaping institutions and  
policies along genuinely  
humane lines."  
—The New Yorker

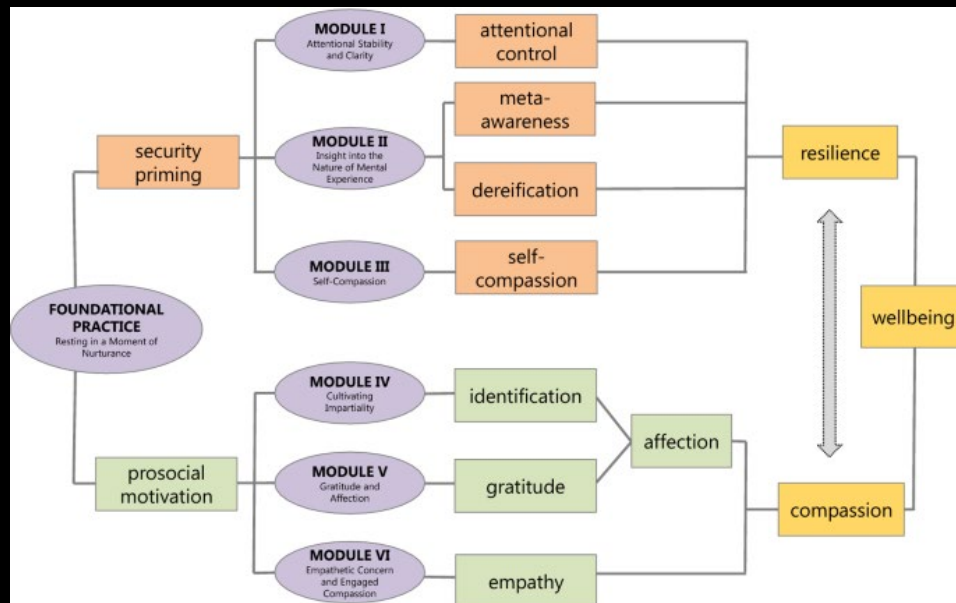
Author of  
*Utopia for  
Realists*

## Rutger Bregman

# PYGMALION

## VS.

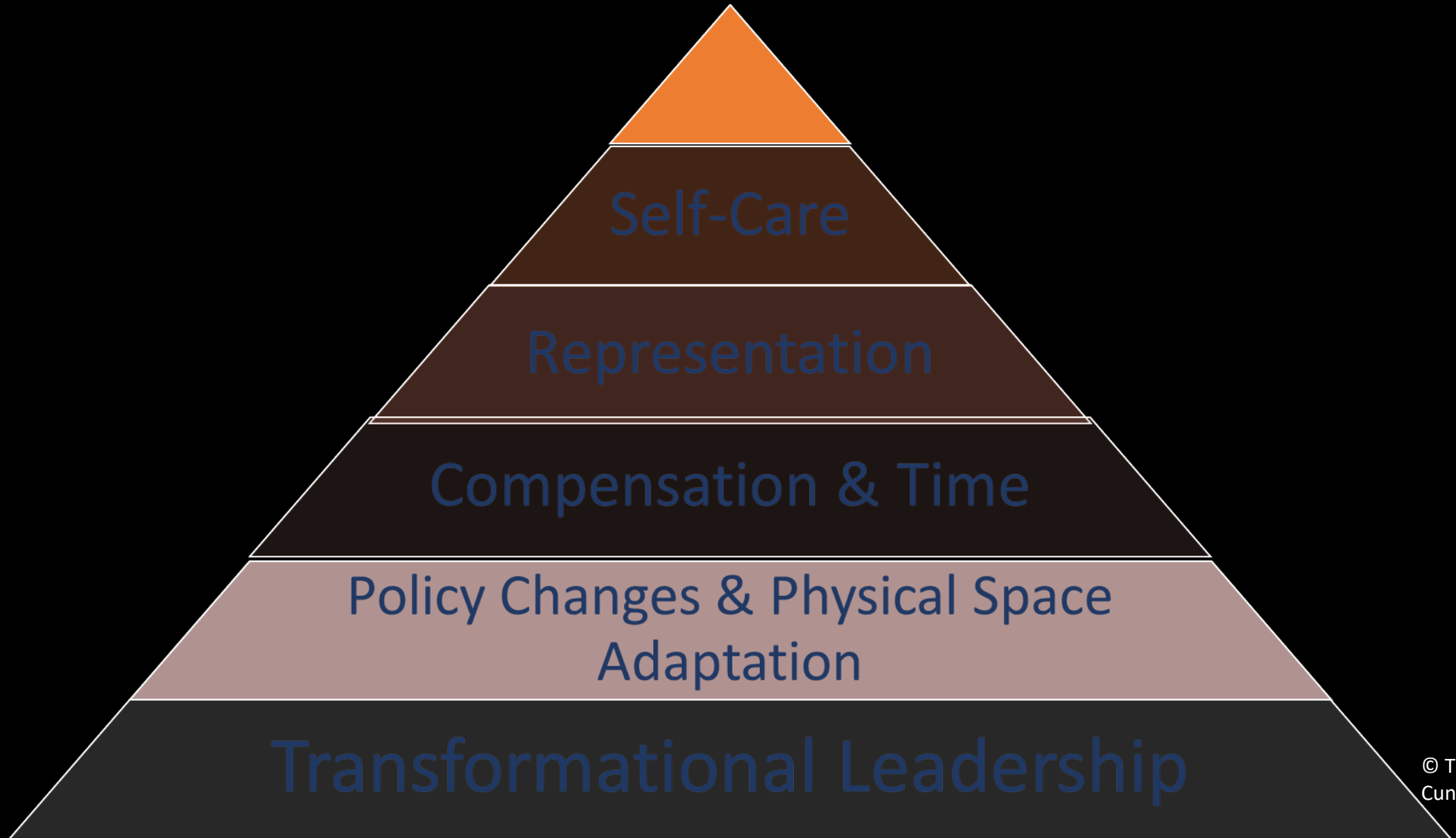
# GOLEM



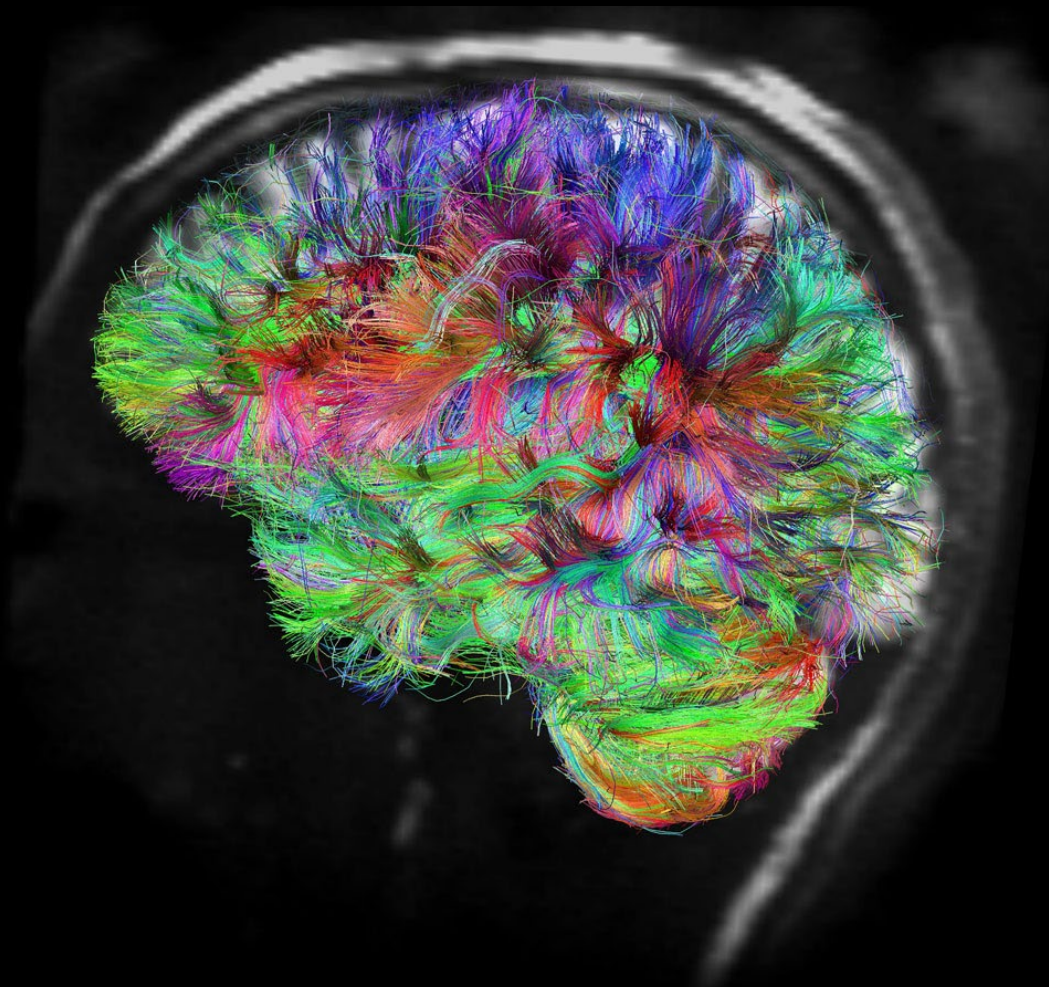
## Cognitive-Based Compassion Training

<https://compassion.emory.edu/cbct-compassion-training/index.html>

# Workforce Agility and Resilience Model







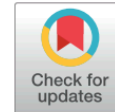
RESEARCH ARTICLE

# "Give me a break!" A systematic review and meta-analysis on the efficacy of micro-breaks for increasing well-being and performance

Patricia Albuлесcu , Irina Macsinga \*, Andrei Rusu, Coralia Sulea, Alexandra Bodnaru, Bogdan Tudor Tulbure 

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## Abstract

Recovery activities during short breaks taken between work tasks are solutions for preventing the impairing effects of accumulated strain. No wonder then that a growing body of scientific literature from various perspectives emerged on this topic. The present meta-analysis is aimed at estimating the efficacy of micro-breaks in enhancing well-being (vigor and fatigue) and performance, as well as in which conditions and for whom are the micro-breaks most effective. We searched the existent literature on this topic and aggregated the existing data from experimental and quasi-experimental studies. The systematic search revealed 19 records, which resulted in 22 independent study samples ( $N = 2335$ ). Random-effects meta-analyses shown statistically significant but small effects of micro-breaks in boosting vigor ( $d = .36, p < .001; k = 9, n = 913$ ), reducing fatigue ( $d = .35, p < .001; k = 9, n = 803$ ), and a non-significant effect on increasing overall performance ( $d = .16, p = .116; k = 15, n = 1132$ ). Sub-groups analyses on performance types revealed significant effects only for tasks with less cognitive demands. A meta-regression showed that the longer the break, the greater the boost was on performance. Overall, the data support the role of micro-breaks for well-being, while for performance, recovering from highly depleting tasks may need more than 10-minute breaks. Therefore, future studies should focus on this issue.

## OPEN ACCESS

**Citation:** Albuлесcu P, Macsinga I, Rusu A, Sulea C, Bodnaru A, Tulbure BT (2022) "Give me a break!" A systematic review and meta-analysis on the efficacy of micro-breaks for increasing well-being and performance. PLoS ONE 17(8): e0272460. <https://doi.org/10.1371/journal.pone.0272460>

**Editor:** Michael B. Steinborn, Julius-Maximilians-Universität Würzburg, GERMANY

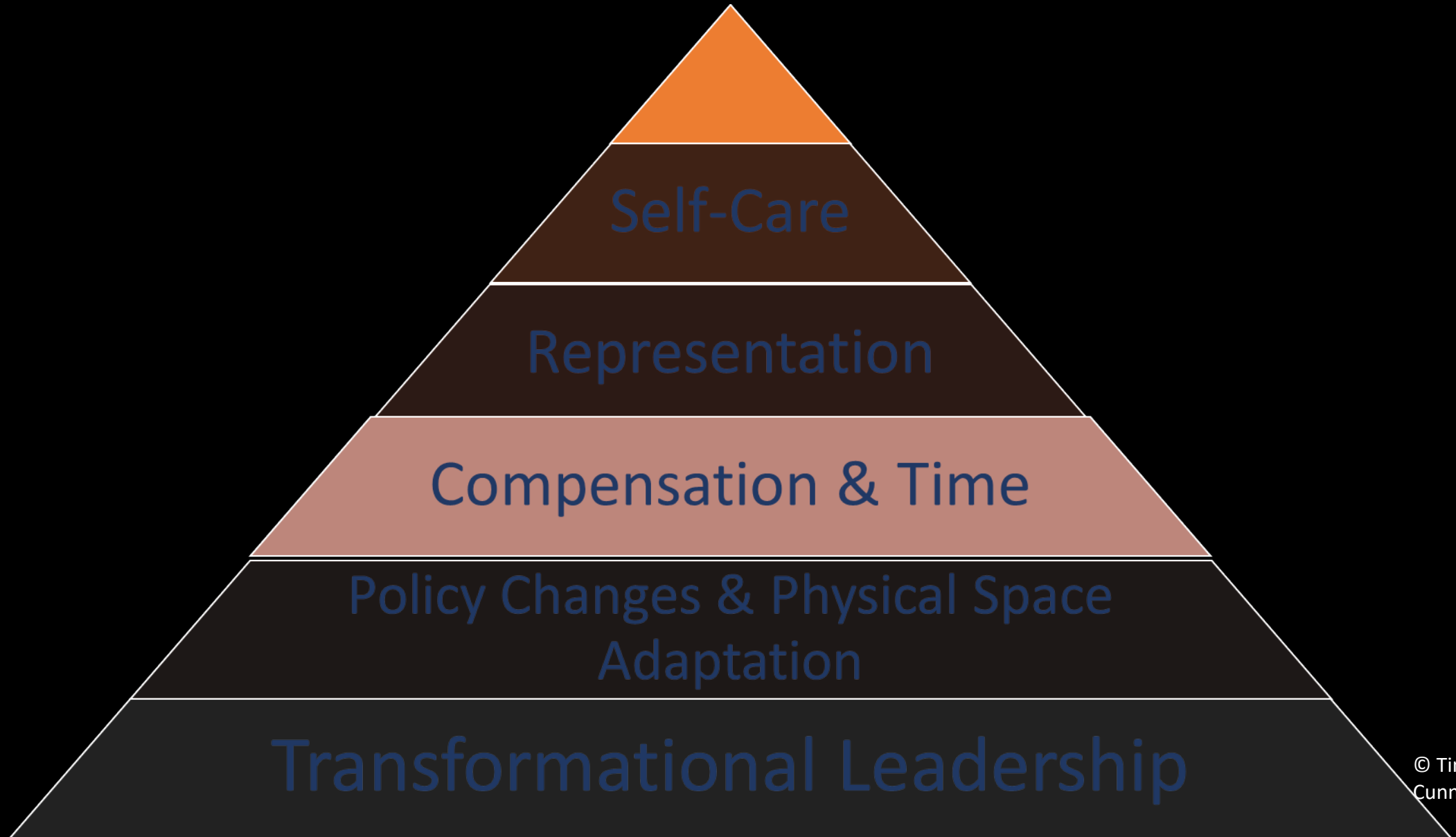
**Received:** March 12, 2022

**Accepted:** July 19, 2022

**Published:** August 31, 2022



# Workforce Agility and Resilience Model



# Associations Among Nurses' Mental/Physical Health, Lifestyle Behaviors, Shift Length, and Workplace Wellness Support During COVID-19

## Important Implications for Health Care Systems

**Bernadette Mazurek Melnyk, PhD, APRN-CNP, FAANP, FNAP, FAAN;**  
**Andreanna Pavan Hsieh, MPH;**  
**Alai Tan, PhD;**  
**Alice M. Teall, DNP, APRN-CNP, FAANP;**  
**Dan Weberg, PhD, RN, MHI, BSN;**  
**Jin Jun, PhD, RN;**  
**Kate Gawlik, DNP, APRN-CNP, RN;**  
**Jacqueline Hoying, PhD, RN**

Work cultures supportive of wellness and shorter shift length have been associated with better mental/physical health outcomes in nurses, but how the coronavirus disease-19 (COVID-19) pandemic impacted such outcomes is not known. This study's aims were to (1) describe the mental/physical health, well-being, and healthy lifestyle behaviors of nurses during the pandemic; (2) explore the pandemic's impact on their health and healthy lifestyle behaviors; and (3) determine the associations of perceived workplace wellness support and shift length with nurses' health, well-being, and healthy lifestyle behaviors. A cross-sectional descriptive design was used with 264 nurses associated with Trusted Health. Nurses completed a survey containing valid and reliable scales measuring depression, anxiety, burnout and quality of life, perceived wellness culture, and healthy lifestyle behaviors. Results indicated that more than 50% of nurses had worsening mental/

*Nurs Admin Q*  
Vol. 46, No. 1, pp. 5-18  
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Research Report

## Performance Nutrition for Physician Trainees Working Overnight Shifts: A Randomized Controlled Trial

Maryam S. Makowski, PhD, Mickey T. Trockel, PhD, MD, Nikitha K. Menon, Hanhan Wang, MPS, Laurence Katznelson, MD, and Tait D. Shanafelt, MD

### Abstract

#### Purpose

To compare acute effects of 2 dietary interventions with usual dietary habits on physician trainees' alertness during overnight shifts.

#### Method

This registered, controlled, block randomized crossover trial (NCT03698123) was conducted between October 2018 and May 2019 at Stanford Medicine. Physician trainees working at least 3 overnight shifts during a 1-week period were recruited. During the first night, participants followed their usual dietary habits. During the intervention nights (low carbohydrate-to-protein ratio and high carbohydrate-to-protein ratio interventions), participants received healthy dinners, snacks, water, and, upon request, caffeinated beverages, at the beginning of their shifts and

were instructed to eat meals before 10 PM. The sequence of interventions on the second and third nights were block randomized across study weeks. Outcome measures (a priori) were overnight changes in validated measures of specific neurobehavioral dimensions: psychomotor vigilance, sensory-motor speed, working memory, and risk decision making, as well as self-reported sleepiness and work exhaustion.

#### Results

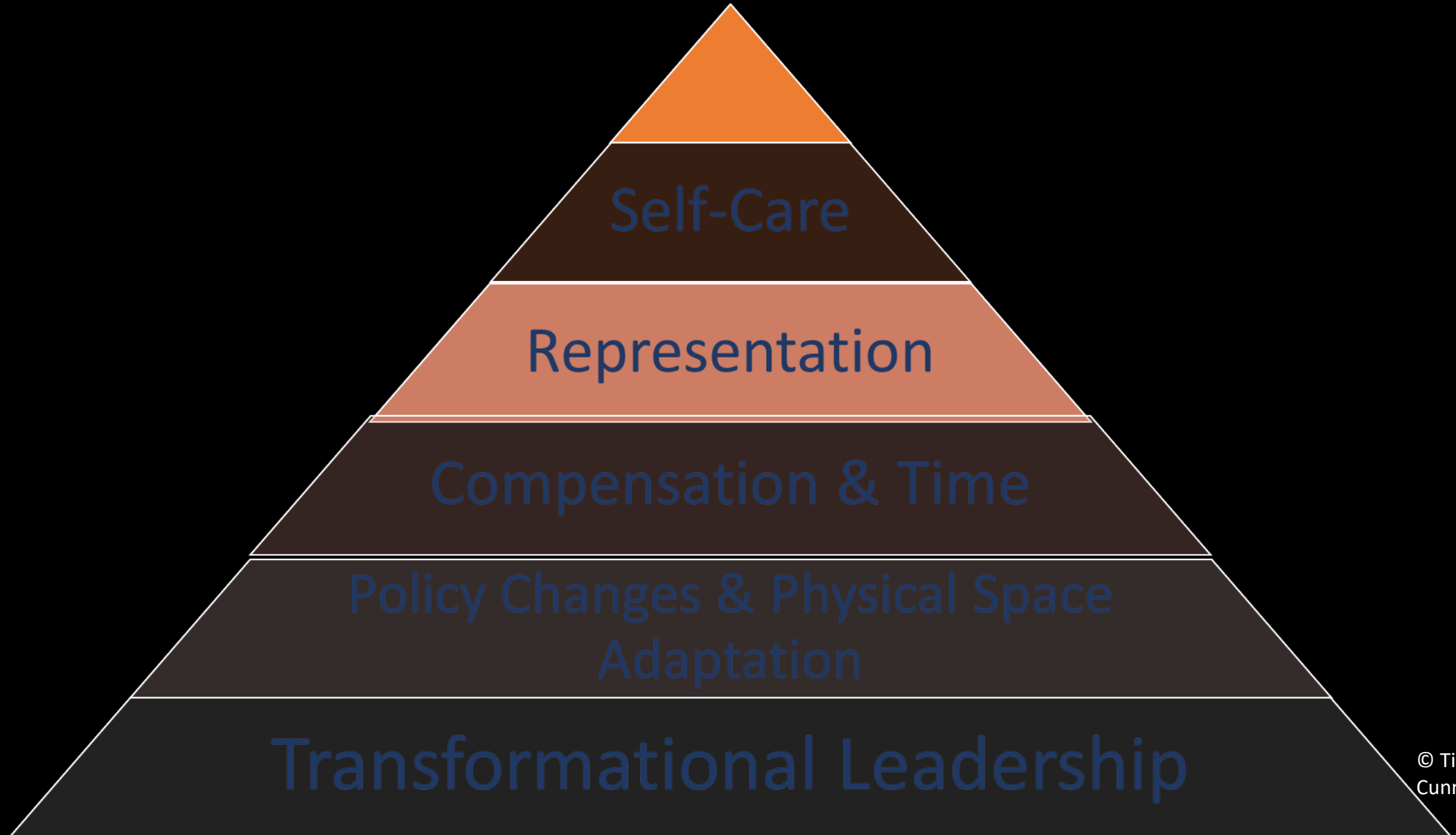
Sixty-one physician trainees participated in this study. Compared with usual dietary habits, overnight changes in psychomotor vigilance scores (scale 0-1,000) improved by 51.02 points (95% CI: 12.08, 89.96) and sleepiness (scale 1-7) improved by 0.69 points (95% CI: 0.33, 1.05) under the low carbohydrate-to-protein ratio intervention. Compared

with usual dietary habits, overnight changes in sleepiness (scale 1-7) improved by 0.61 points (95% CI: 0.25, 0.96) under the high carbohydrate-to-protein ratio intervention. Neither intervention had beneficial effects relative to usual dietary habits with respect to sensory-motor speed, working memory, risk decision making, or work exhaustion. There were no differences in outcomes between low carbohydrate-to-protein ratio and high carbohydrate-to-protein ratio interventions.

#### Conclusions

Dietary interventions may mitigate negative effects of physician trainee sleep deprivation during overnight shifts. Future studies are warranted to further examine the effectiveness of nutritional strategies on physician alertness during overnight shifts.

# Workforce Agility and Resilience Model



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## Vanderbilt should lose Magnet status over RaDonda Vaught's treatment, nurses say

Mackenzie Bean - Friday, August 5th, 2022



Some nurses are urging the American Nurses Credentialing Center not to renew Vanderbilt University Medical Center's Magnet designation, arguing that the hospital's response to RaDonda Vaught's fatal medication error and conviction do not align with the program's mission to create an environment where nurses flourish.

Nashville, Tenn.-based Vanderbilt University Medical Center is applying for redesignation of its Magnet designation for Vanderbilt University Hospital's adult enterprise and must undergo a site evaluation this month, according to a [public notice](#) posted on the organization's website.



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THE JOURNAL OF NURSING ADMINISTRATION

## Evolution of Structural Empowerment

*Moving From Shared to Professional Governance*

Joanne T. Clavelle, DNP, RN, NEA-BC, FACHE  
Tim Porter O'Grady, DM, Edd, APRN, NEA-BC, FAAN

Marla J. Weston, PhD, RN, FAAN  
Joyce A. Verran, PhD, RN, FAAN

**OBJECTIVE:** The aim of this study is to describe the maturation of the concept of *shared governance* to *professional governance* as a framework for structural empowerment.

**BACKGROUND:** An analysis of the literature and concept clarification of structural empowerment and shared governance demonstrate that the concept and attributes of shared governance have evolved toward professional governance.

**METHODS:** A comprehensive, deductive literature review and concept clarification of structural empowerment, shared governance, and related constructs was completed.

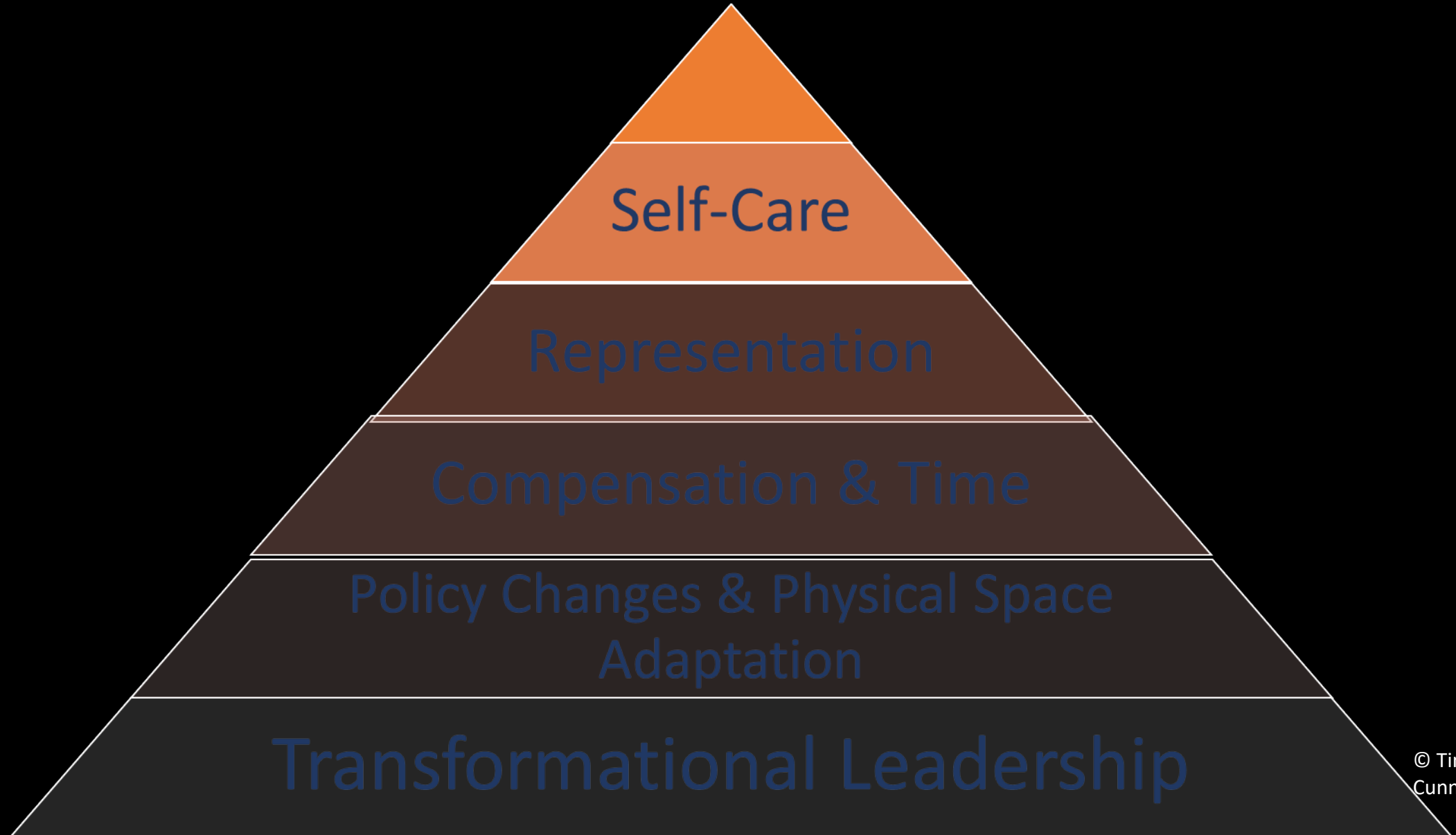
**RESULTS:** The concept and practice of shared governance has matured to a concept of professional governance with the attributes of accountability, professional obligation, collateral relationships, and effective decision-making.

For over 40 years, shared governance (SG) has served as a nonhierarchical structural framework within healthcare organizations to create an environment that supports professional nursing practice and interdependence with management.<sup>1,2</sup> The structure of SG supported the profession of nursing in estab-

lishing itself as an independent discipline and advancing its purposes.<sup>3</sup> The term *shared governance* implies a distinctive differentiation and balance of accountability between the profession and organization in which it practices. Shared governance is distinguished from other participatory management or employee work group empowerment approaches because of its specific emphasis on the profession of nursing's control and ownership for decisions and actions related to practice, quality, competence, and knowledge management.<sup>4</sup> Working interdependently as a partner with organizational leadership, nurse-owned decisions are integrated with management decisions to achieve desired and mutually agreed upon outcomes.<sup>1,2</sup>

Shared governance enables and supports a professional practice environment that aligns with the Magnet® model component of structural empowerment and supports nursing ownership of practice, engagement, role development, professional development, and a positive practice environment.<sup>5,6</sup> Structural empowerment is a conceptual antecedent of SG, whereby professional staff access to empowerment structures is enabled through authentic and supportive leadership<sup>7,8</sup> and positively impacts professional autonomy, sense of organizational justice, respect, and trust.<sup>9</sup>

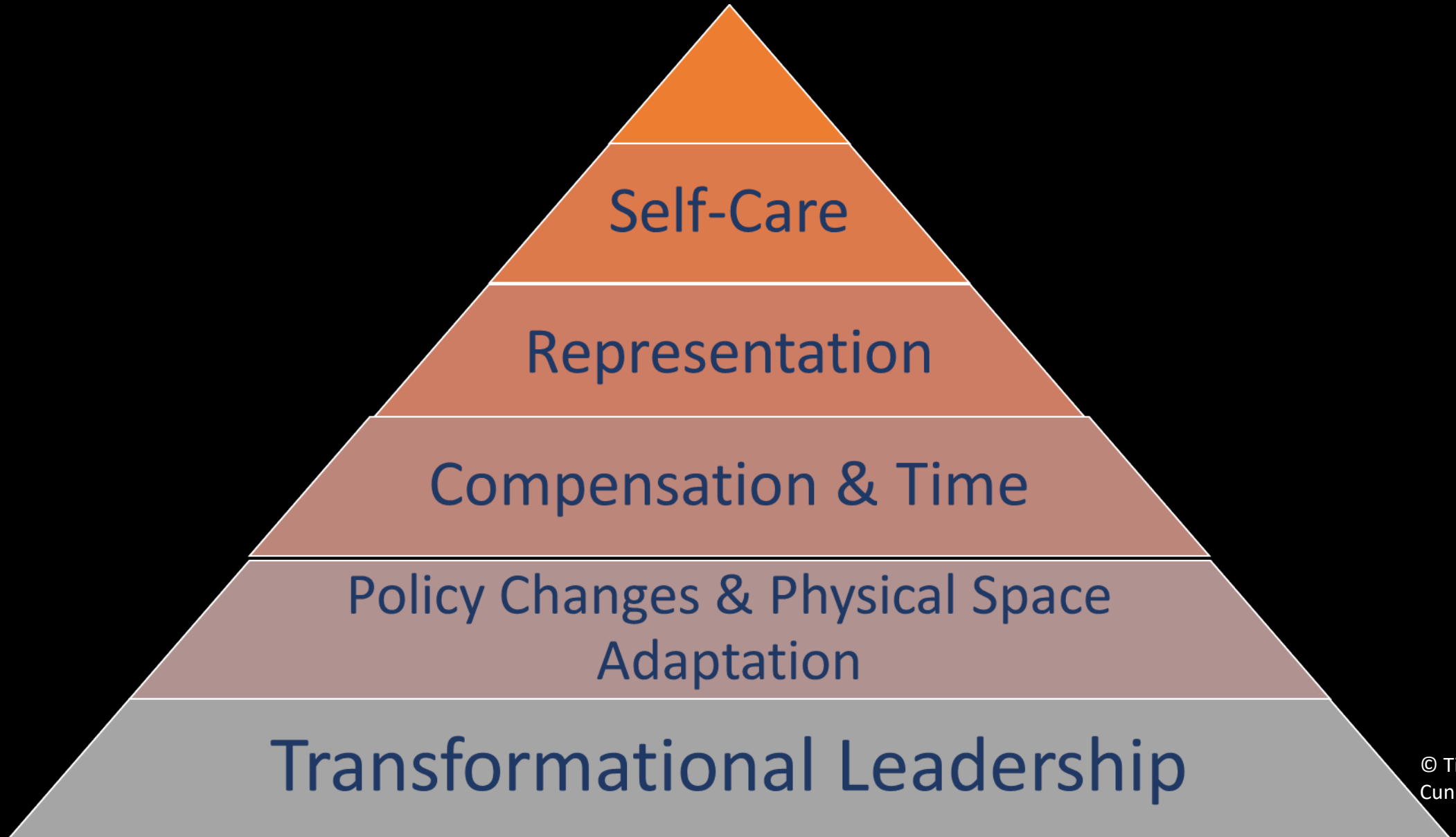
# Workforce Agility and Resilience Model



# The Evidence is Clear



# Workforce Agility and Resilience Model



Beginning

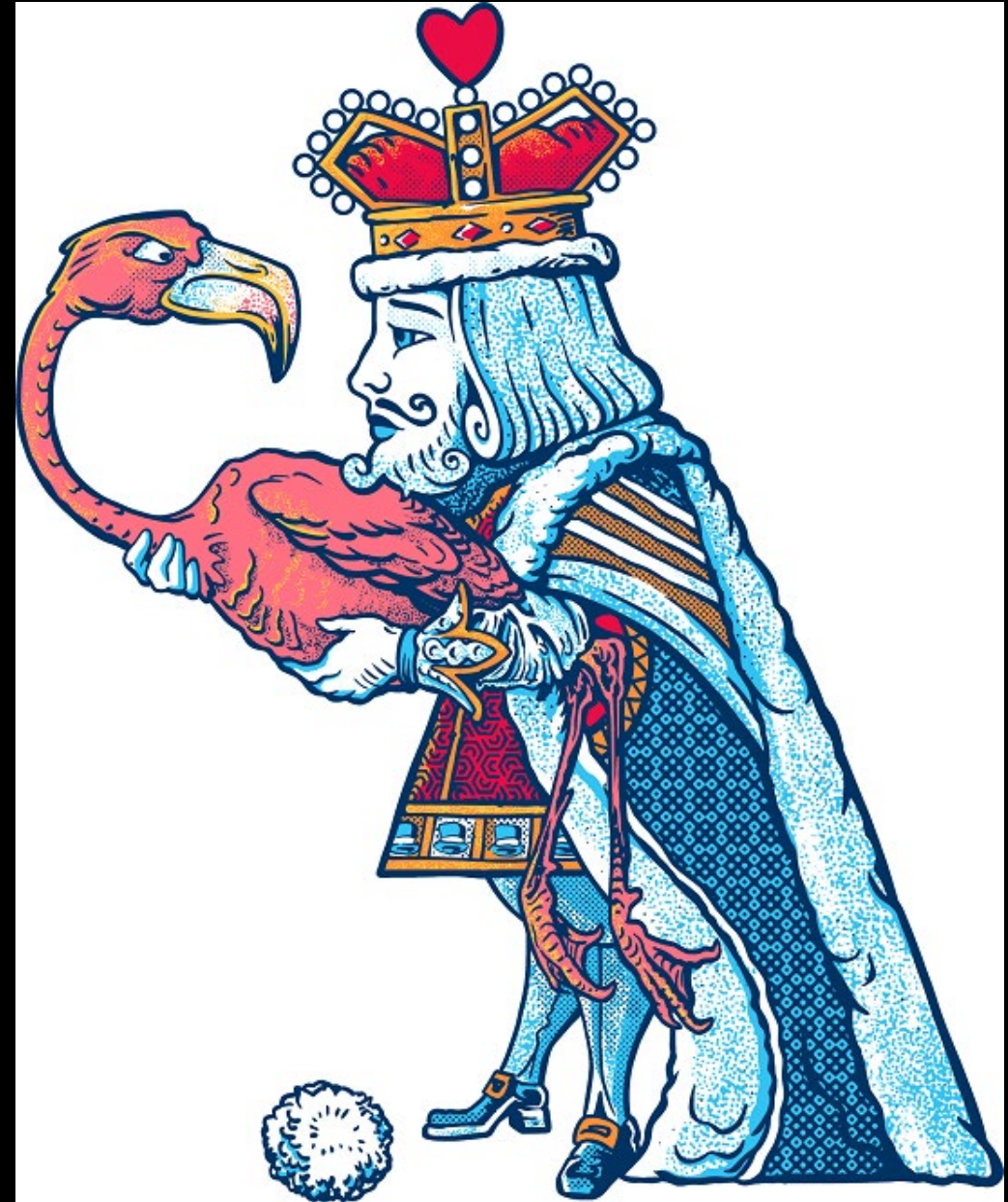
Middle

End



“Begin at the beginning,” the King said gravely, “and go on till you come to the end: then stop.”

-from *Alice's Adventures in Wonderland*, by Lewis Carroll, ch. 9



End

Middle

Beginning

What is your story?



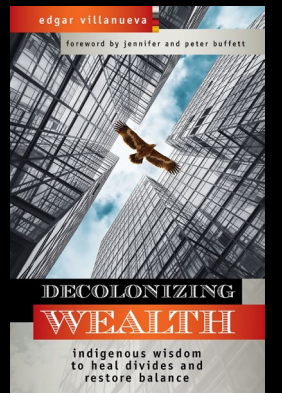
# METAGNOSIS

REVELATORY NARRATIVES  
OF HEALTH AND IDENTITY

DANIELLE SPENCER

# Scarcity Abundance

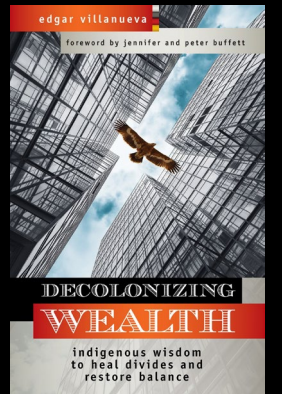
Villanueva, E. (2021). *Decolonizing wealth: Indigenous wisdom to heal divides and restore balance*. Berrett-Koehler Publishers.





# Abundance Scarcity

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“Tomorrow belongs to those of us who conceive of it as belonging to everyone; who lend the best of ourselves to it, and with joy.”

-Audre Lorde, *A Burst of Light and Other Essays*, p.96

# Thank you

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“The Flower Carrier” Diego Rivera