

# Center for Courage and Renewal

## Commitment Statement for NAM Action Collaborative on Clinician Well-Being and Resilience

### About the Center for Courage and Renewal

Established in 1997, The Center for Courage & Renewal supports educators, healthcare providers and administrative leaders, clergy and religious leaders, business executives, community leaders and others who are working to bring their whole selves to their personal and professional lives.

The mission of the Center for Courage & Renewal is to create a more just, compassionate and healthy world by nurturing personal and professional integrity and the courage to act on it.

### About the Center's Health & Health Care Initiative

It is well documented that the alarming rates of burnout occurring among physicians and other healthcare professionals directly affects quality of care, safety of patients, treatment outcomes, patient satisfaction, turnover, staff morale, and financial performance. This problem is complex with the culture of medicine and healthcare organizations residing at the core.

Some of the tensions created by the current system include:

- Expertise and reductionism valued over whole-person care
- Independence and invulnerability taught rather than collaboration and connection
- Self-sacrifice promoted at the expense of self-care
- Command and control leadership prevailing over authentic relational leadership
- Cogs in the wheel mitigating sense of autonomy and connection to meaning and purpose
- Finances obscuring mission

Addressing this complex issue requires development of a different kind of leadership at all levels of the healthcare system including physicians and senior executives. Latest neuroscience research concerning leadership and teamwork has identified that inspiring and supportive relationships are crucial. Developing authentic relational leadership skills is an ongoing formation process that requires deliberate, consistent, and explicit implementation based on an individual's worldview, principles of adult learning, and dynamics of behavioral science. It must be highly experiential and take advantage of small-group dynamics and collegial relationships. It must create a safe space for learning that acknowledges the vulnerability involved in transformative learning. It must provide ongoing mentoring and professional coaching. It must focus on emotional wellbeing, wholeness and personal integration as foundational.

**The Health & Health Care Initiative** at the Center for Courage & Renewal focuses on nurturing individual and organizational well-being in healthcare through three targeted strategies designed to diminish healthcare professional burnout and increase engagement by:

- Shifting organizational culture through development of transformative and collaborative leadership at the top level.
- Promoting individual personal development, wholeness, integration and resilience.
- Nurturing relational trust across all sectors of healthcare organizations

Through different curriculum offers such as our Initial Assessment, One day workshop, Leader's retreats, and/or our Embedded Apprentice Model, individuals and organizations can either begin or deepen their commitment to a culture of wellness.

The issues regarding provider well-being and burnout are complex - involving interplay of personal and organizational dynamics. We believe that any intervention needs to address both. Given how medical training, medical culture and organizational structure are designed, they often operate against the cultivation of meaning and purpose, relationships of trust and collaboration, and a feeling of value, all things that directly impact provider burnout and well-being. The CC&R Health Initiative Programs are designed to address this complex interplay from the only place that can ever impact change - each individual at every level of the organization having the opportunity to unite their heart with their soul so together they can create an environment where everyone can thrive.