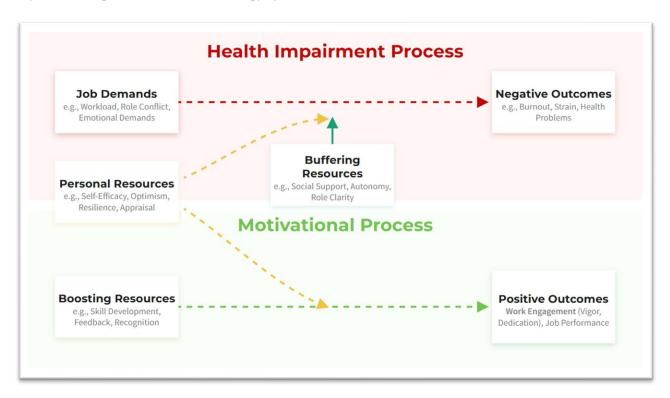
## Job Demands-Resource Theory

Bakker, A. B., & Demerouti, E. (2017). Job demands—resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <a href="https://doi.org/10.1037/ocp0000056">https://doi.org/10.1037/ocp0000056</a>

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2023). Job demands—resources theory: Ten years later. Annual Review of Organizational Psychology and Organizational Behavior, 10(1), 25–53.

https://doi.org/10.1146/annurev-orgpsych-120920-053933



### ♦ Job Demands

Aspects requiring sustained effort, leading to energy depletion and Strain.

- High Workload/Effort, Daily Demands
- Emotional, Cognitive Demands
- Role Conflict/Ambiguity, Team Conflict
- Hindrance Demands (e.g., bureaucracy)
- Abusive Supervision, High-Effort Conditions

### Buffering Resources

Resources that mitigate the negative impact of demands on Strain outcomes.

- Job Autonomy / Decision Latitude
- Social/Supervisor Support, Dyadic Exchange
- Psychosocial Safety Climate
- Working Conditions (e.g., Streamlined Documentation)

### → Negative Outcomes

Physical and psychological costs from depletion: the Strain outcomes.

- Burnout (Exhaustion & Cynicism)
- Mental Strain / Depression / Workaholism
- Sickness Absence, All-cause Mortality
  Fatigue / Attentional Difficulties
- Physical Health (e.g., Type 2 Diabetes)

#### ⊕ Boosting (Job) Resources

Job resources that satisfy basic needs and stimulate Growth and motivation.

- Feedback & Recognition, Work Values
- Transformational/Ethical Leadership
- Organizational Justice, Team Resources
- Proactive Work Behavior (e.g., Job Crafting)
- Capitalization on Positive Family Events

### Personal Resources

Individual attributes related to Resilience and sense of control.

- Self-Efficacy/Optimism, State Neuroticism
- Resilience, Proactive Personality
- Trait Emotional Intelligence (EI)Self-Insight / Strengths Use
- · Proactive Vitality Management

### Positive Outcomes

The motivational results of ample resources and fostering Engagement.

- Work Engagement (Vigor, Dedication, Absorption)
- · Task & Contextual Performance
- Flourishing / Life Satisfaction
- Creative Work Performance / OCB
- Positive Emotions/Affect, Vitality

# Stanford Model of Occupational Well-being

Stanford Medicine WellMD & WellPhD Center. (n.d.). The Stanford Model of Occupational Well-Being. Stanford Medicine. Retrieved September 22, 2025, from <a href="https://med.stanford.edu/wellmd/about/model-external.html">https://med.stanford.edu/wellmd/about/model-external.html</a>



#### ( Culture of Wellness

- Supportive Leadership: Commitment to and accountability for well-being.
- Teamwork Climate: Fostering psychological safety and mutual respect.
- Values Alignment: Connecting individual and organizational values.
- Recognition & Appreciation: Regular gratitude practice and acknowledging contributions.
- Just Culture: Prioritizing fairness, equity, inclusion, and transparency.

### Workplace Efficiency

- Redesign Inefficient Systems: Identifying and improving workflow processes.
- Clinician Involvement: Engaging physicians and scientists in process improvement.
- Effective Communication: Workspace design and protocols that facilitate connection.
- Top-of-License Practice: Aligning roles with skills and training.
- **Team-Based Models:** Implementing collaborative care delivery.
- Streamlined Documentation: Minimizing EHR inbox burden.
- Predictable Scheduling: Realistic staffing with coverage for planned absences.

### 8 Individual Factors

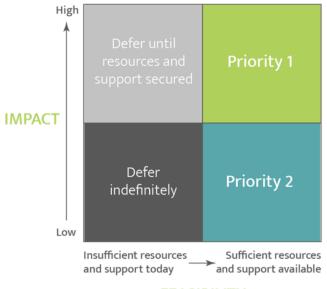
- Self-Valuation: Prioritizing self-care and personal growth.
- Crisis Intervention: Safety net resources for acute stressors.
- Reduced Stigma: Promoting mental health service utilization
- Peer Support Programs: Your area of expertise!
   Protected time for peer support.
- Health Promotion: Worksite evidence-based health programs.
- Financial Counseling: Resources for financial management.
- Life-Needs Support: Child care, elder care, afterhours meals, etc.
- Personal Relationships: Mitigating the negative impact of work on relationships.

## Listen-Sort-Empower

American Medical Association. (n.d.). *Organizational-level strategies to mitigate burnout*. AMA Ed Hub. https://edhub.ama-assn.org/steps-forward/module/2767765

Shared **Theirs** Yours No local control to control to control to remedy remedy remedy • These are LOFI that your team • These are LOFI that will • Escalate these LOFI to the next has the authority to address require partnerships with level of leadership that you do other leaders or work units • Advance these LOFI to Part 2 to remedy · Leadership must commit to · Action should be temporarily feedback regarding their plans postponed for these LOFI in a timely manner Assess Feasibility and Impact of LOFI High

Figure 3. The SORT Process, Part 1: LOFI Remedy Domains of Control



**FEASIBILITY** 

# Multi-Level Support for Organizational Well-being

A Comprehensive Framework for Healthcare Systems

# Individual & Team Clinical Support

**Focus:** Immediate, direct psychological care and trauma recovery services following acute distress or adverse events.

### Examples:

- Confidential one-on-one counseling for trauma and burnout.
- Stress First Aid and Critical Incident Debriefing
- Supervision and clinical consultation for peer support programs.
- Urgent intervention services for individuals involved in sentinel events.

### **Team & Leader Support**

**Focus:** Developing local resiliency capacity, enhancing psychological safety, and empowering frontline leadership.

### Examples:

- Leadership coaching focused on culture and wellness metrics.
- Consultation on resolving team conflict and improving communication.
- Stress First Aid (SFA) mentorship and implementation support for unit leaders.
- Interventions to measure and improve team culture or efficiency (psychological safety; QI).

### **Courses and Trainings**

**Focus:** Proactive education and widespread skill-building for individual and collective self-management and mutual support.

#### Examples:

- Resilience and self-care skills workshops for all staff.
- Communication training (e.g., crucial conversations, difficult news).
- Stress First Aid (SFA) basic awareness and peer support training.
- Trainings on Improvement Models and principles of Occupational Well-being

### **System Designs**

**Focus:** Addressing the root causes of systemic stress and burnout through structural, process, and policy changes.

### Examples:

- Integrating well-being metrics into organizational dashboards.
- Optimization projects for documentation/workflow burden reduction.
- Developing and implementing just culture principles/policies.
- Formal adverse event and moral injury response protocols.