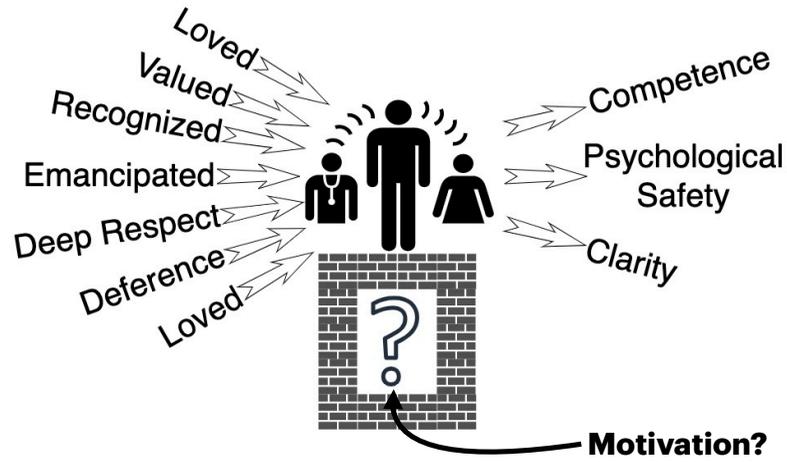
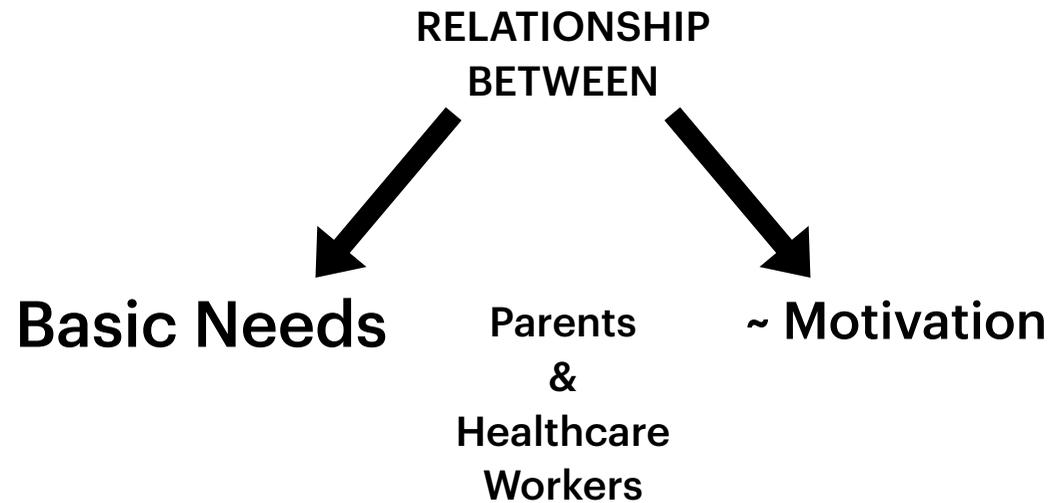


Human Motivation...How?



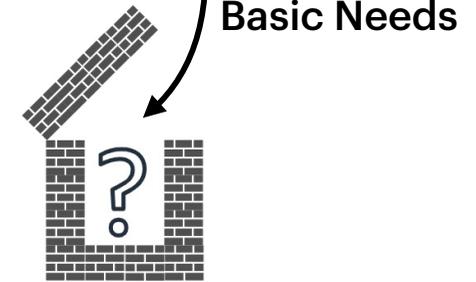
ERICK RIDOUT, M.D.

OBJECTIVES



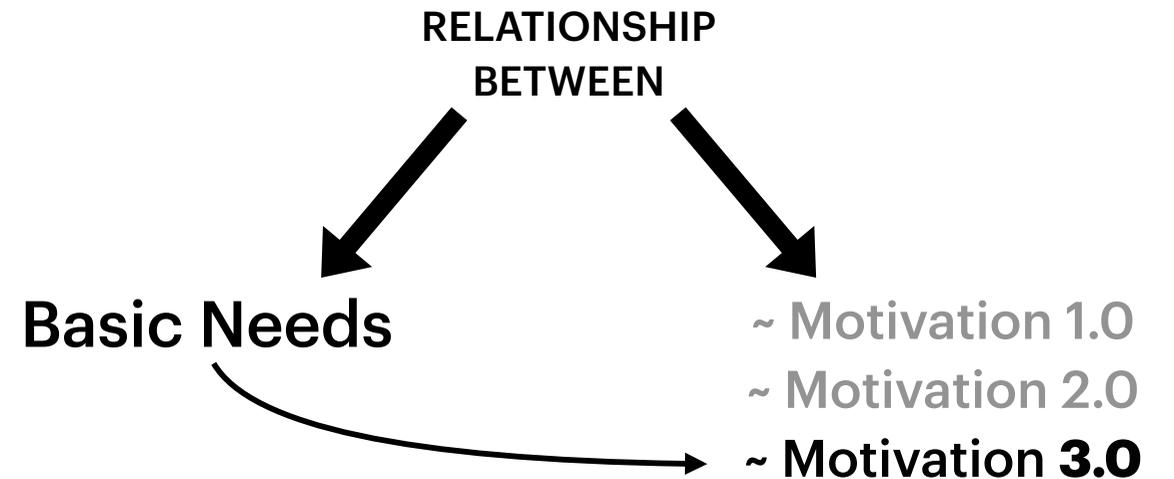
Human Motivation...

~~"There is science to what we do - to drive engagement."~~
 "Satisfy our TEAM'S Basic Needs -" growth
 flourishing



Environment must consider/provide for Basic Needs

OBJECTIVES



Background

- Our actions are MOTIVATED by certain basic physiological and basic psychological needs
- Physiological needs (survival) must be satisfied before progressing to Psychological needs (self-actualization)

Core Principle

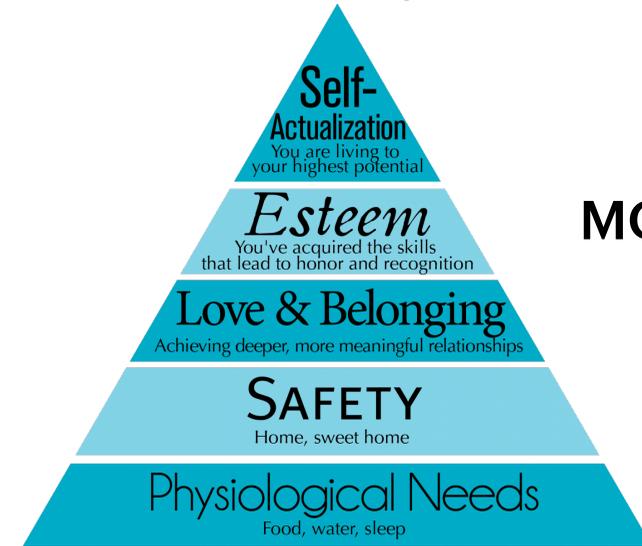
- Humans have an inborn desire to survive and to grow



Background

Maslow's Hierarchy of Needs

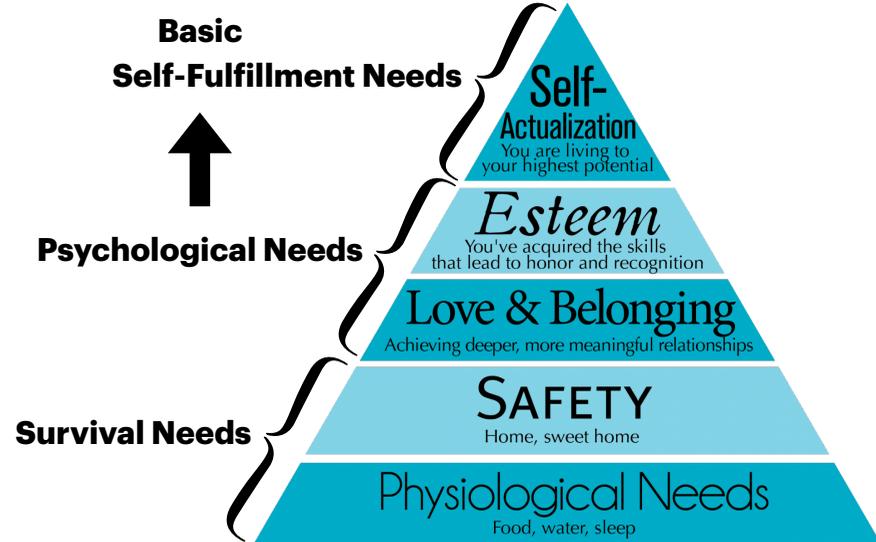
NEEDS



MOTIVATION

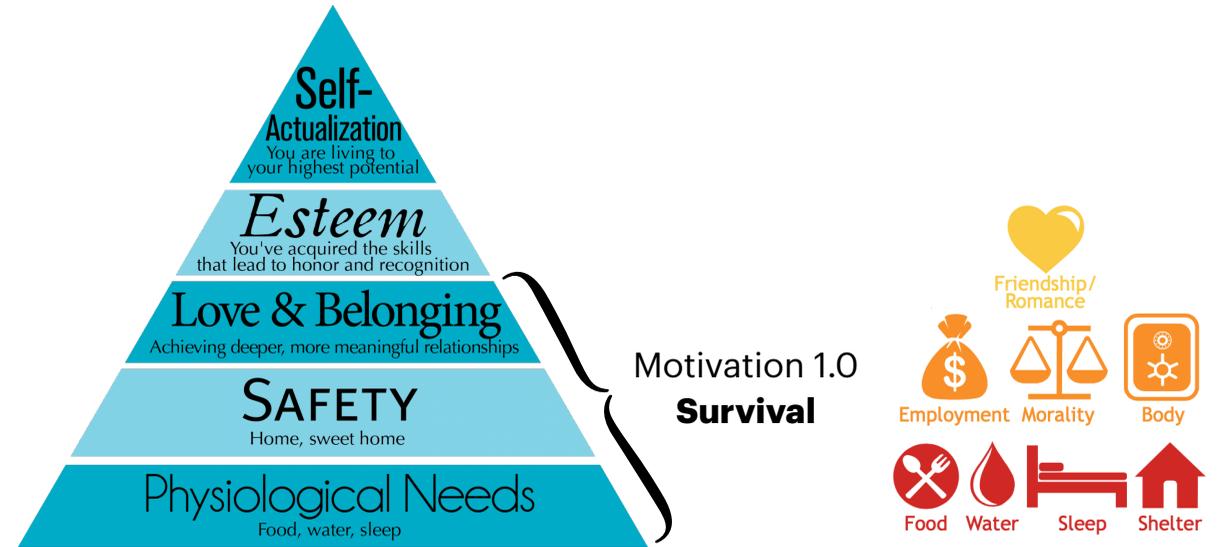
Background

Maslow's Hierarchy of Needs



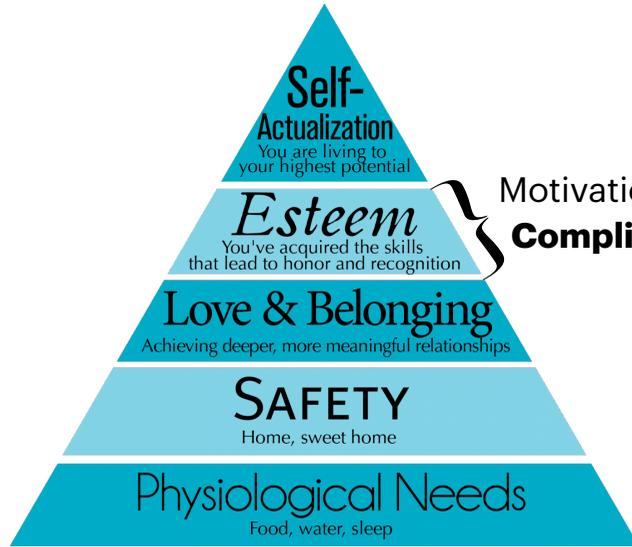
Background

Hierarchy of Satisfying the Needs



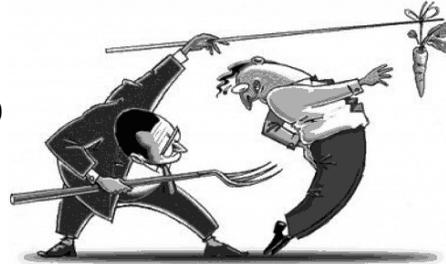
Background

Hierarchy of Satisfying the Needs



Motivation 2.0
Compliance

Extrinsic Motivation

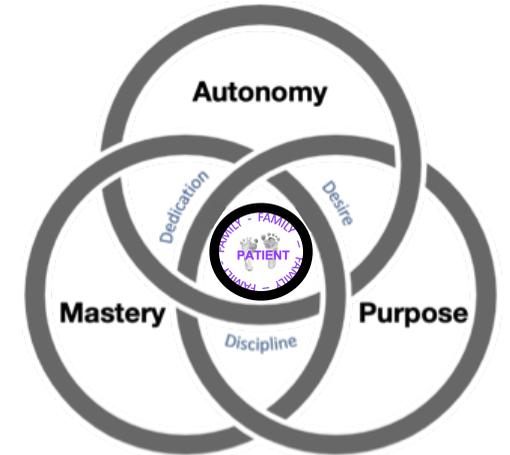
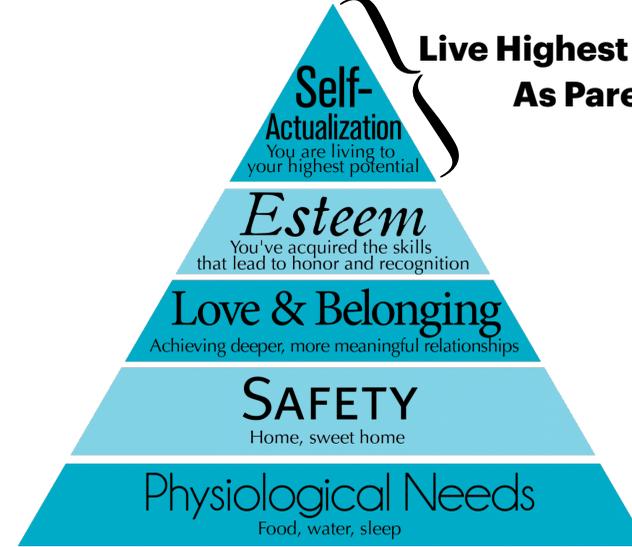


Examples: Management, Quotas, Bonuses, **Carrots & Sticks**
Works for: defined and algorithmic work
Doesn't work when Creativity and Innovation needed
Finite: Motivation/behavior ends

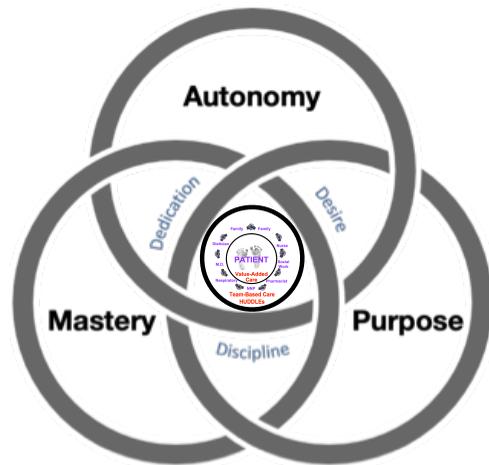


Safe, Valued, and LOVED

Live Highest Potential
As Parents



Self-Actualization



Autonomy, Mastery, Purpose



“Universal nutrients”

“The needs of Autonomy, Mastery, and Purpose appear to be **essential** for facilitating optimal functioning of the natural propensities for growth and integration, as well as for constructive social development and personal well-being.”

Deci et al., 2000

The environment impacts our motivation, behavior, and wellbeing by addressing (or not) our basic psychological needs (top of pyramid)

Autonomy, Mastery, Purpose

“Universal nutrients”



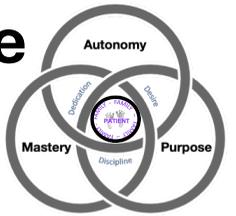
Organizations must consider these
“Universal Nutrients”

when creating policies, practices, and the environment & culture to promote wellness and high-quality performance (engagement)

Deci et al., 2000

Autonomy, Mastery, Purpose

“Universal nutrients”

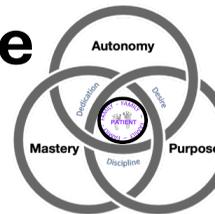


If the basic psychological needs for Autonomy, Mastery, and Purpose are universal...**parents have them too.**

These universal nutrients support flourishing -> overcoming challenges, navigating times of change, and responding with determination and resilience.

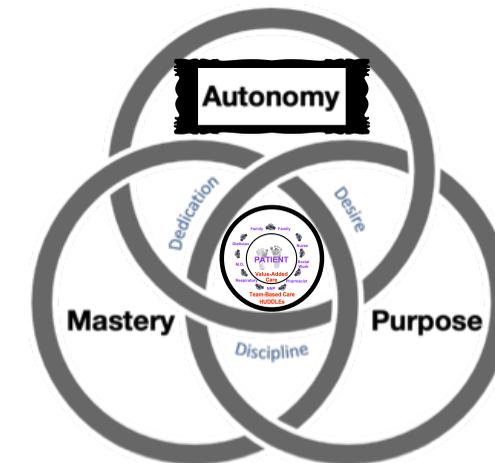
Autonomy, Mastery, Purpose

“Universal nutrients”



If the basic psychological needs for Autonomy, Mastery, and Purpose are universal...**parents have them too.**

These universal nutrients support flourishing -> overcoming challenges, navigating times of change, and responding with determination and resilience.



Goal ➔ Live at Highest Potential as Parents

The “Experience of Freedom” within a job changes motivation from *controlled* to **AUTONOMOUS MOTIVATION**

Autonomy, Mastery, Purpose



- In healthcare, autonomy is a predicting factor for engagement and mental/physical health of caregivers

Van den Brock, 2008

- Work engagement predicts positive organization outcomes

Bakker, 2014

Autonomy, Mastery, Purpose

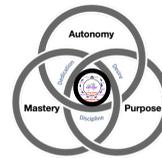


Clarification

- Autonomous - being in control of the decisions we make and actions we take without being coerced or controlled
- Not the same as “go it alone”
- Acting with choice - we can be both *autonomous* and happily *interdependent* with others

Deci et al., 2000

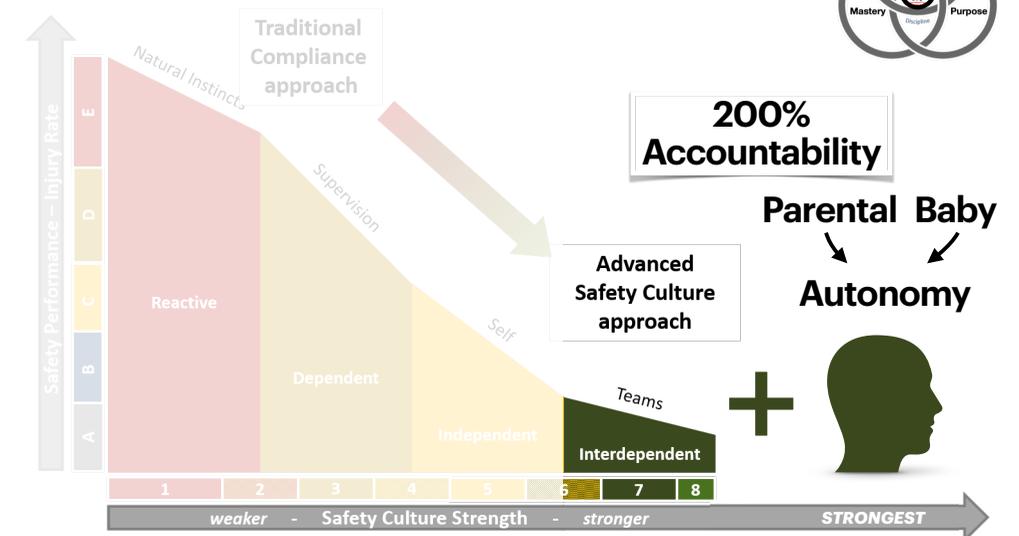
Autonomy, Mastery, Purpose



The CAREGIVER/Family should have the possibility to practice/act autonomously and exercise independent judgement...

Patient care = interdisciplinary endeavor.

Autonomy, Mastery, Purpose



Autonomy, Mastery, Purpose



Two types of Autonomy:

- 1) Clinical Autonomy: Make judgements about patient care
- 2) Control over Discipline Practice: Influence over the practice setting. If something impacts your discipline, you should have a voice (*Sets Guardrails)

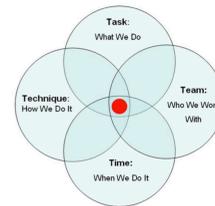
With increasing autonomy...increasing accountability

Autonomy, Mastery, Purpose

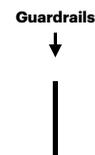
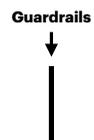


4 Elements of Autonomy

- The more elements one enjoys leads to higher engagement which leads to higher performance



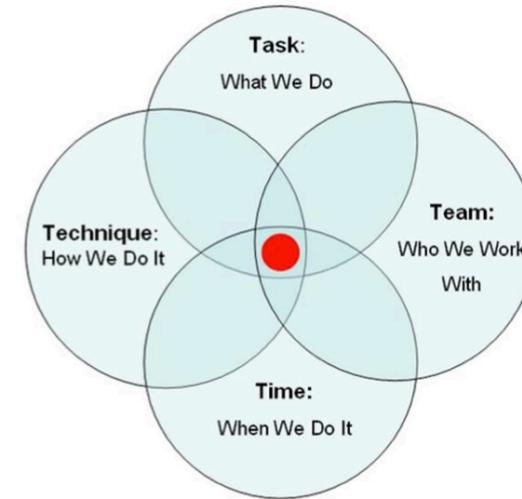
Caveat



Autonomy, Mastery, Purpose



4 Elements of Autonomy



Autonomy, Mastery, Purpose



Nursing

Autonomy, Mastery, Purpose

Nursing



- **Magnet Recognition Program (14 Forces of Magnetism)**
(Exemplary Professional Practice)
- The Ninth Force of Magnetism is **AUTONOMY**

“Ability of the nurse to assess and perform nursing actions for the patient care based on competence, professional expertise, and knowledge.”

Autonomy, Mastery, Purpose

Nursing



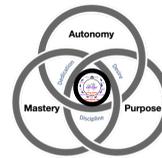
- Positive impact on quality of care & patient outcomes
- Hospitals where RNs enjoy higher levels of autonomy have reduced 30-day mortality rates and fewer failure-to-rescue events
- NICU RNs with higher autonomy (in a collaborative care ecosystem): Lower Mortality and PVL

Rao et al. 2017

Fanellia et al, 2020

Autonomy, Mastery, Purpose

Medicine



Autonomy, Mastery, Purpose

Annals of Internal Medicine®

Association of Work Control With Burnout and Career Intentions Among U.S. Physicians: A Multi-institution Study

Participants:

A sample of U.S. physicians between November 2022 and December 2023.

Conclusion:

In this large, cross-sectional study, poor control over specific aspects of work was associated with burnout and intentions to reduce clinical effort or leave one's organization. Efforts to reduce burnout and improve retention should consider how to provide physician control over appropriate aspects of their clinical work environment.

Poor CONTROL over work =
Burnout (**Moral Injury**)
Reduce clinical effort
Leave organization

Allow for Autonomy =
↓ Burnout (**Moral Injury**)
Improve Retention



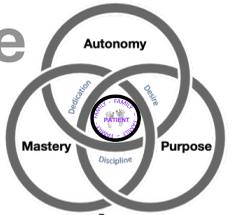
Shanafelt, 2024

Autonomy, Mastery, Purpose



Families

Autonomy, Mastery, Purpose



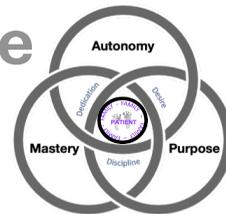
Family-Involved Care/Parents

- Cultivate environment where parents are supported to be self-initiating and autonomous (interdependent)

Psychological Need	Need-Supportive Behaviors
Autonomy Support	Elicit the parent's perspective and emotions
	Provide options from which to choose (care involvement)
	Provide rationale for advice given
	Minimize Control...Proceed Interdependly
	Avoid Judgement

Ryan, 1995 & Grolnick, 2003

Autonomy, Mastery, Purpose

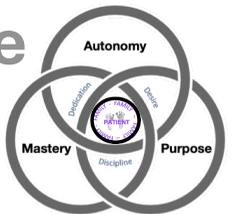


Family-Involved Care/Parents

- Single-Family Rooms:
 - Self-paced connections to the world from a safe place
 - Allowed full expression of parents' emotions
 - Allowed family bonding on their terms
 - Fathers took more active role

Larsen, 2024

Autonomy, Mastery, Purpose



Family-Involved Care/Parents

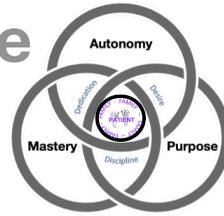
- Single-Family Rooms:
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 - Fathers took more active role

Regain Loss of Control
 Make Self-Determined Decisions
 Develop and Grow as Parents.

Larsen, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



JMIR PEDIATRICS AND PARENTING Piris-Borregas et al

Parental Autonomy in the Care of Premature Newborns and the Experience of a Neonatal Team: Observational Prospective Study

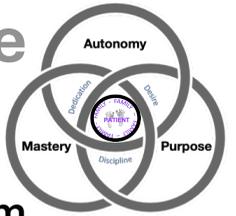
Short Paper

Parental Autonomy in the Care of Premature Newborns and the Experience of a Neonatal Team: Observational Prospective Study

Piris-Borregas, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



The Cuidame (“Take Care of Me”) Program

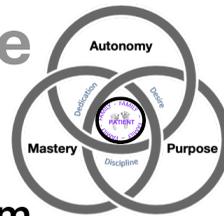
“kwee-dah-meh”

- **Background:** Parental involvement in care important -> increasing parental autonomy may contribute additional benefits
- **Objective:** The study aimed to examine how the time required by parents to achieve autonomy in the care of their very low-birth weight infants was modified during the implementation of a training program.
- **Methods:** Observational prospective study (in context of QI initiative). The Cuidame (“Take Care of Me”) program aimed at achieving parental autonomy. Parents tracked autonomy across 11 areas, supported by nursing staff, and introduced/reinforced by medical team.

Piris-Borregas, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



The Cuidame (“Take Care of Me”) Program

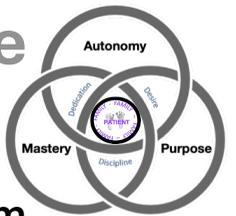
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Piris-Borregas, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



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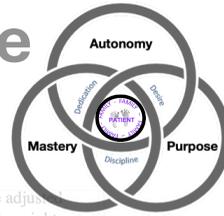
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Piris-Borregas, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents

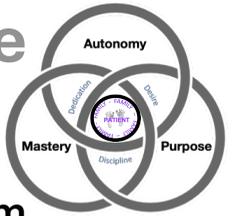


Area of care	Days, median (IQR)		P value	P value adjusted for birth weight and gestational age
	Period 1: from September 1, 2020, to July 15, 2021 (n=54)	Period 2: from July 15, 2021, to May 31, 2022 (n=43)		
Kangaroo mother care	14 (7-23)	21 (10-31)	.04	.02
Feeding	53.5 (34-68)	44.5 (37-62)	.39	.049
Observation of neurobehavior	18 (9-33)	11 (7-16)	.04	.049
Handling, posture, and contact	16.5 (7-36)	22.5 (11-37)	.24	.17
Diaper change	9.5 (4-20)	14.5 (9-32)	.01	.04
Stress and pain prevention	13 (6-26)	12 (7-26)	<.001	.61
Prevention of sensory deprivation	6.5 (2.5-16)	7 (4.5-9)	.35	.82
Patient safety	9 (4-17)	9 (5-19)	.90	.90
Cleanliness	15.5 (7.5-39)	23.5 (13-37)	.25	.07
Prevention of health care-associated infections	1 (1-2)	6 (3-12)	<.001	<.001
Participation in clinical rounds	10.5 (5-20)	7 (4-10.5)	.049	<.001

Piris-Borregas, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



RESULTS

The Cuidame (“Take Care of Me”) Program

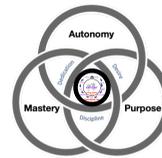
Changed the culture of care in the NICU

Resulted in autonomy of most families in caring for their Newborns during admission

Make Parental Autonomy a desired outcome...
Achieve Parental Autonomy.

Piris-Borregas, 2024

Autonomy, Mastery, Purpose

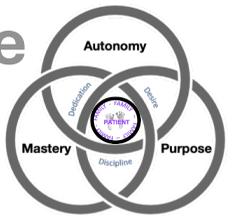


BABIES

Autonomy, Mastery, Purpose

BABIES

Dependent Patient



Ethical Complexity

Inability of the baby to exercise Autonomy -
Incapable of making decisions on their own

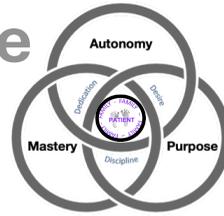
Berseth, 1987

Ethical Complexity

Autonomy, Mastery, Purpose

BABIES

Dependent Patient



making decisions



**Influence may be exerted by multiple interested Parties
(Ethics, Social, Legal)**

Parents

Physicians

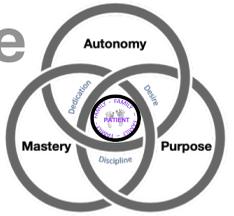
State

Berseth, 1987

Autonomy, Mastery, Purpose

BABIES

Dependent Patient



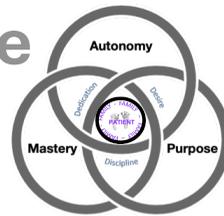
**Inability of the baby to exercise Autonomy -
Incapable of making decisions on their own**

Berseth, 1987

Autonomy, Mastery, Purpose

BABIES

Dependent Patient



POKE

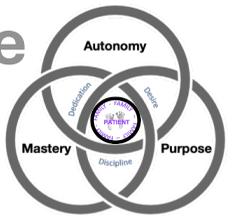
**ABILITY of the baby to exercise Autonomy -
Have A VOICE & ONLY WANT TO EXPERIENCE
CARE THAT ADDS VALUE**

RIDOUT, FOREVER

Autonomy, Mastery, Purpose

BABIES

Dependent Patient



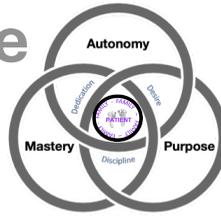
POKE

**ABILITY of the baby to exercise Autonomy -
Have A VOICE & ONLY WANT TO EXPERIENCE
CARE THAT ADDS VALUE**

***Freedom of Speech (A Voice) can be seen as a tool that
Empowers individuals to exercise AUTONOMY***

RIDOUT, FOREVER

Autonomy, Mastery, Purpose

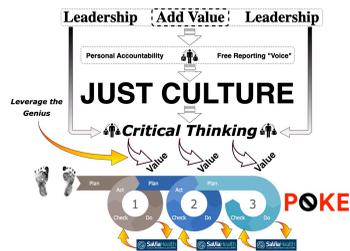


BABIES

Dependent Patient

**ABILITY of the baby to exercise Autonomy -
Have A VOICE & ONLY WANT TO EXPERIENCE
CARE THAT ADDS VALUE**

POKE



RIDOUT, FOREVER

Leadership | Add Value | Leadership

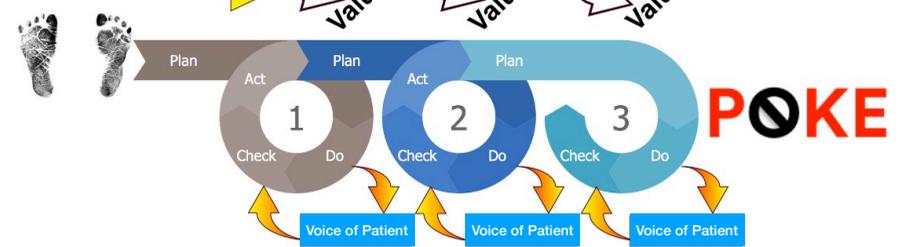
Personal Accountability | Free Reporting "Voice"

JUST CULTURE

Leverage the Genius

Critical Thinking

Value Value Value



Leadership | Add Value | Leadership

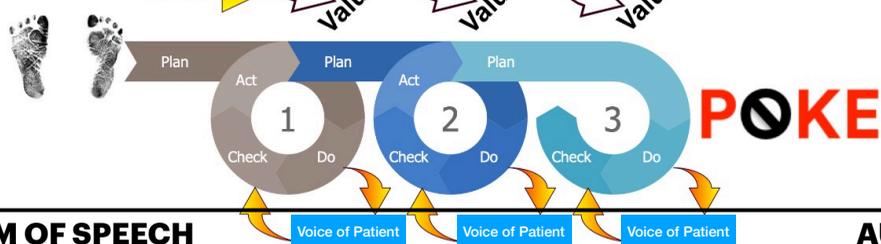
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Critical Thinking

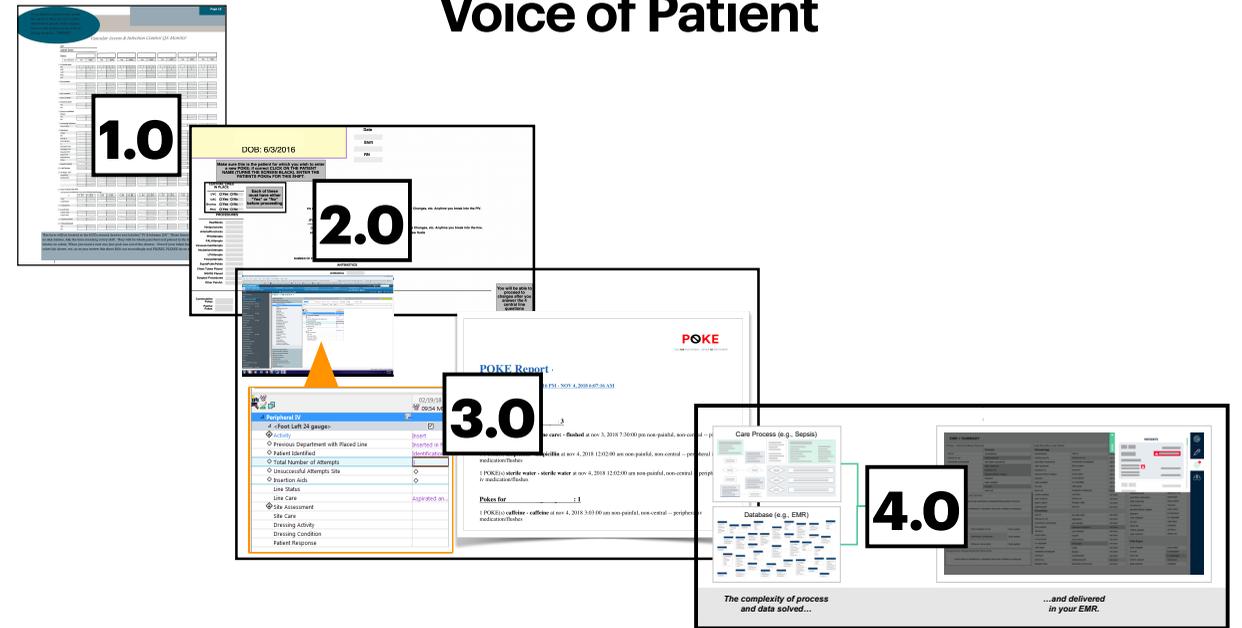
Value Value Value

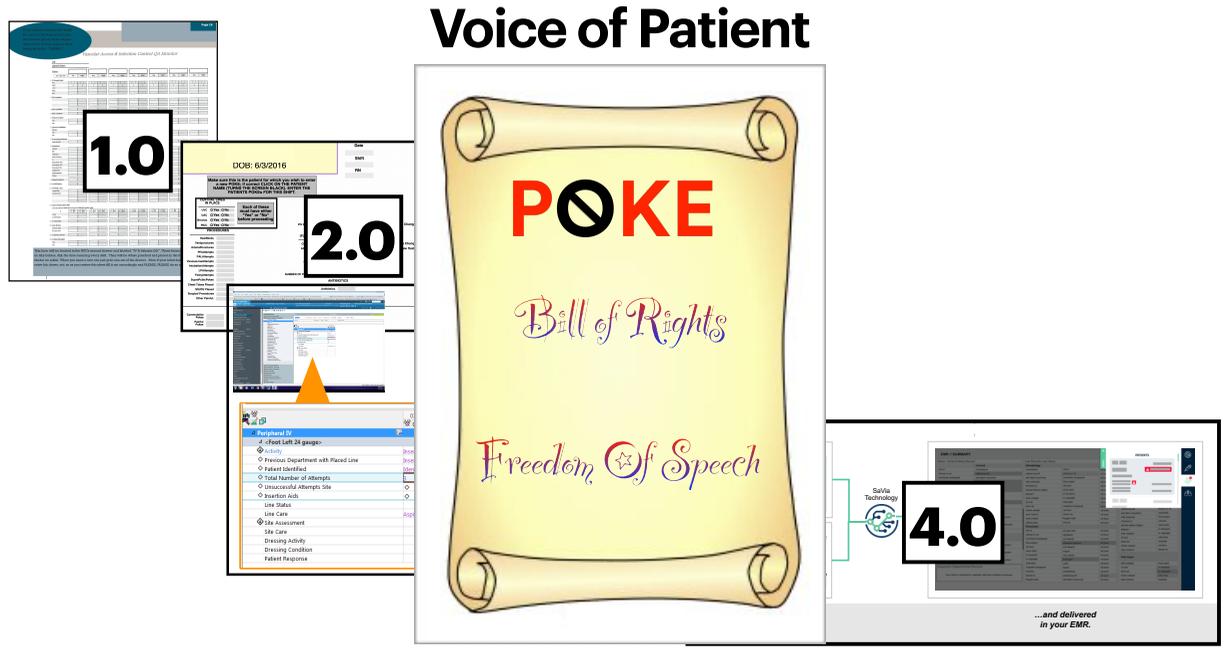


FREEDOM OF SPEECH

AUTONOMY

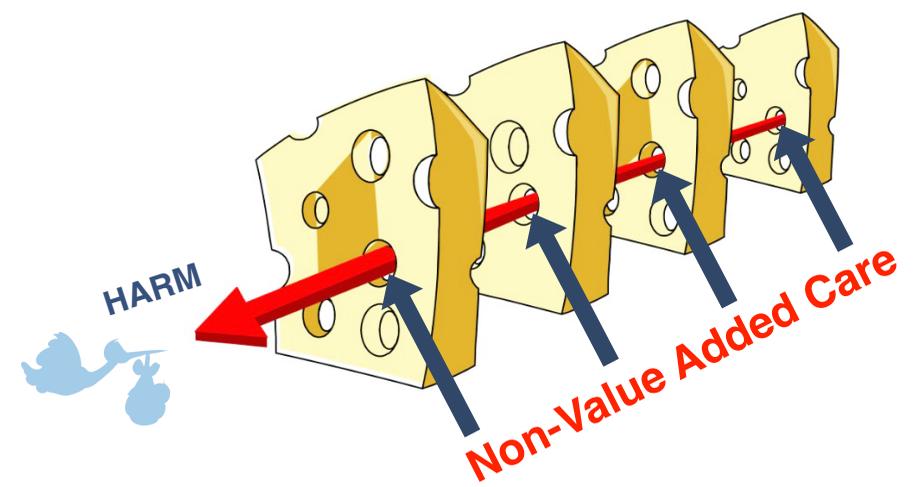
Voice of Patient





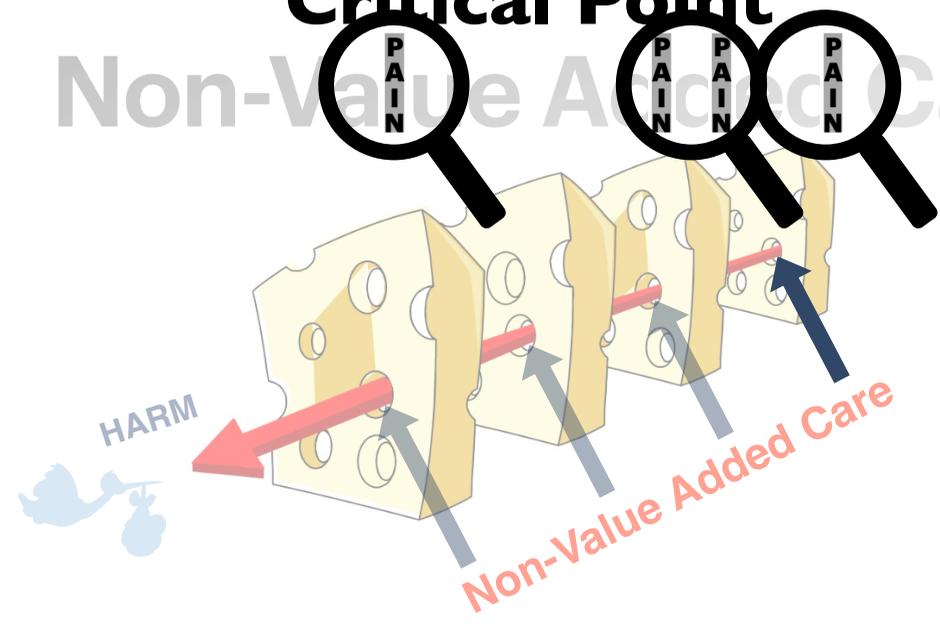
Critical Point

Non-Value Added Care

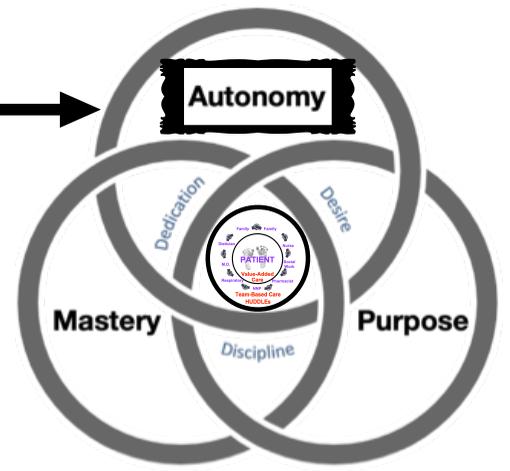


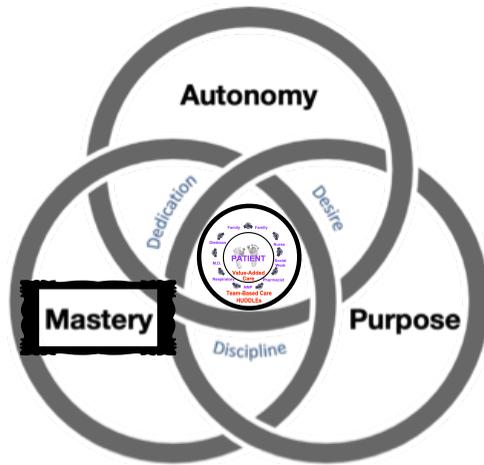
Critical Point

Non-Value Added Care



Cultivate →





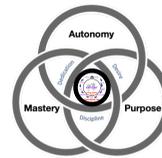
Autonomy, Mastery, Purpose



“I strive to explore and become better.”

- Get better (daily) at something that **matters**
- Single biggest day-to-day motivator at work is making progress in meaningful work
- Important aspect of engagement - help caregivers find their work interesting and challenging

Autonomy, Mastery, Purpose



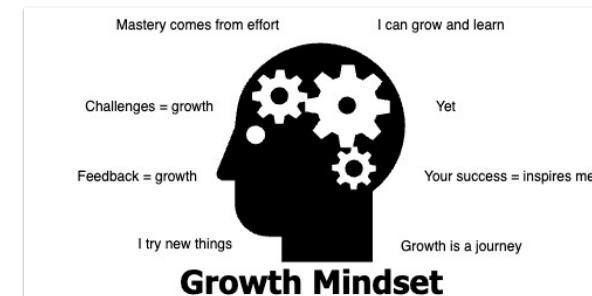
Create environment where all can pursue mastery:

Mastery is Mindset (Growth)
 Mastery is Pain (Grit)
 Mastery is an Asymptote (Joy of pursuit)

Autonomy, Mastery, Purpose



Create environment where all can pursue mastery:
Mindset (Growth)



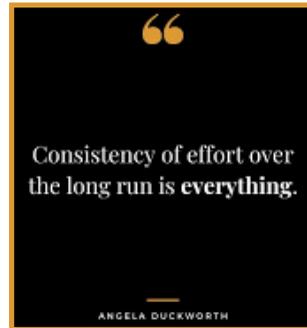
Type - I: believe effort can increase one’s ability to perform a task that matters

Autonomy, Mastery, Purpose



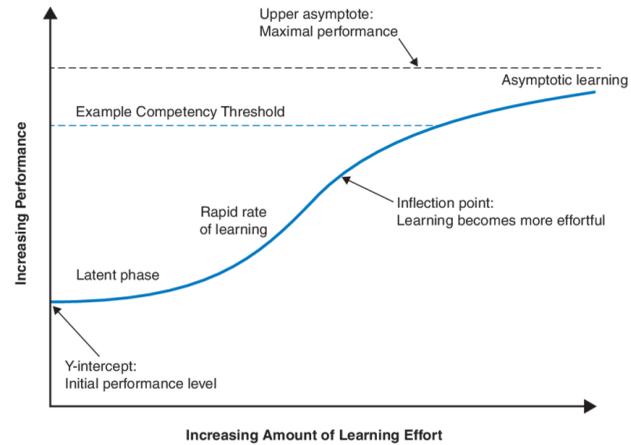
Create environment where all can pursue mastery:

Pain (Grit)



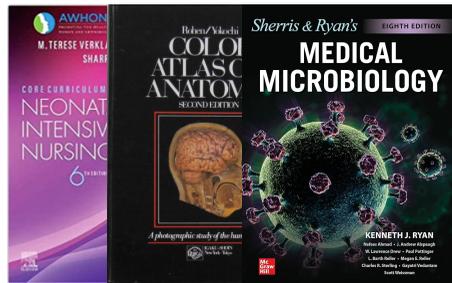
Type - I: Putting effort in (even if long road) is satisfying and adds meaning to life

Autonomy, Mastery, Purpose



- Skills most worth pursuing have asymptotic learning curve
- Continuously improve
- Patient care - no matter how many times we perform a procedure... always a way to improve
- Perfection will always be beyond grasp...totally worth pursuing

Autonomy, Mastery, Purpose



**Read, Read, Read
Learn, Learn, Learn**

Have freedom (autonomy) to experiment/try new way without expectation of perfection

**I never lose,
I either win or learn.**
- Nelson Mandela

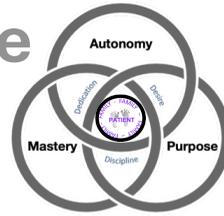
Autonomy, Mastery, Purpose



Families

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



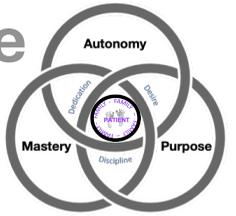
- Family-Centered education:
 - Dynamic process in which family members are trained to develop **mastery** in caring for family members with the disease
- Family-centered education transforms parents from inactive to actively involved in caring for their infant

Friedman, 2015

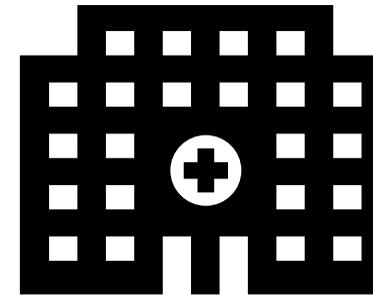
James, 2014

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



- Single Family Rooms - Qualitative Analysis
- Danish University Hospital NICU

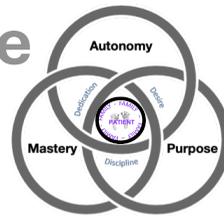


- 5000 Deliveries/year
- 1200 NICU admissions/year
- Single Family Room
 - Two Parent Beds
 - Incubator/Crib
 - Full Bathroom

Larsen, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents

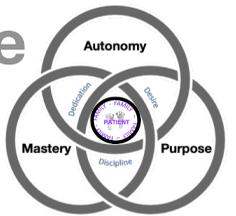


- Single Family Rooms - Qualitative Analysis
 - Room for free speech and the father's expanded role
 - Father's role and identity had enhanced opportunity to develop in SFR (Mastery and Purpose)
 - Less vulnerable space to develop identity as parent

Larsen, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents

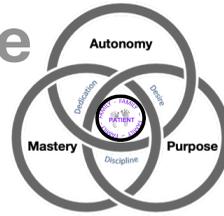


- Single Family Rooms - Qualitative Analysis
 - Simulating Home (Purpose)
 - Supporting family formation and bonding
 - Practicing new skills and learn roles (Mastery)
 - "I like you can be inexperienced in private..." to learn and develop mastery without burden of being watched
 - Nurses noted parents in SFR become independent at new roles and skills more quickly. (Autonomous)

Larsen, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents

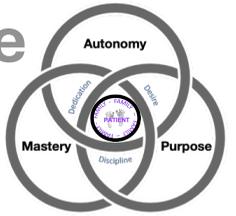


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Larsen, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents



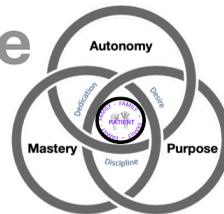
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(Mastery)

Larsen, 2024

Autonomy, Mastery, Purpose

Family-Involved Care/Parents

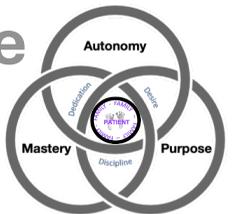


- Single Family Rooms:
 - Increased parent involvement, less noise, and higher staff and parental satisfaction.
 - Increased parental privacy and hands-on involvement, lower depression and stress scores.

Tandberg et al., 2019

Autonomy, Mastery, Purpose

Family Integrated Care in NICU



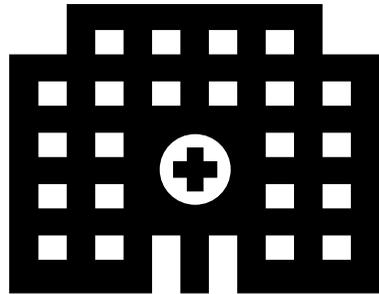
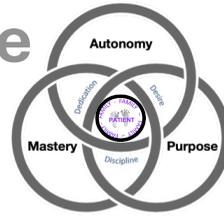
- Patient and family centered care main focus is respect, dignity, information sharing, and family participation.
- ↓
- These principles adopted in NICUs in response to parents describing the environment as stressful and overwhelming
- ↓
- Family Integrated Care - based on FCC principles but - a novel approach to integrate the parents as care team members

Kubicka et al, 2023

Autonomy, Mastery, Purpose

Family Integrated Care in NICU

- Case-control design assessing parental stress before and after NICU-wide FICare implementation



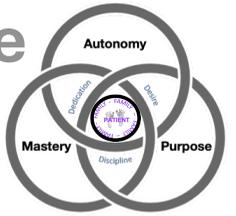
- Level III (30 Beds)
- 450 NICU admissions/year
- 30 - 50 VLBW/year
- Parent Stressor Scale: NICU

Kubicka et al, 2023

Autonomy, Mastery, Purpose

Family Integrated Care in NICU

- Intervention:
 - Educational Program: one-on-one bedside teaching by NICU staff and utilization of mobile phone application (in-house developed with feedback from former NICU parents)
 - Hands-on skills participation at bedside by nurses
 - Daily/Near-daily participation on multidisciplinary rounds

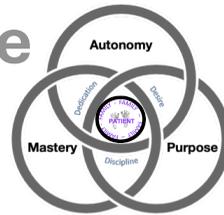


Kubicka et al, 2023

Autonomy, Mastery, Purpose

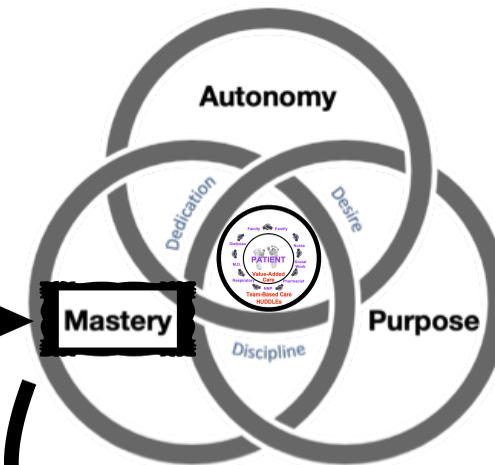
Family Integrated Care in NICU

- Parent Stressor Scale: NICU (PSS:NICU)
- Results:
 - **PSS:NICU Score significantly lower ($p < 0.001$) with FICare (vs. pre-implementation)**
 - **Parents learning 5 - 15 skills had lower stress than those learning <5 ($p = 0.008$)**
 - Utilization of educational app associated with improved communication frequency ($p = 0.007$) and quality ($p = 0.012$)
 - No associations found between parental stress and infant gestational age, length of stay or birth weight.

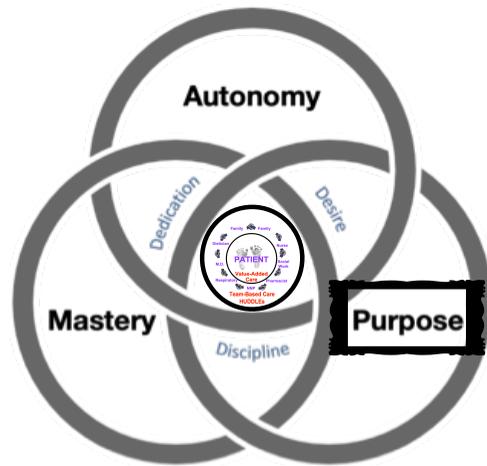


Kubicka et al, 2023

Develop →

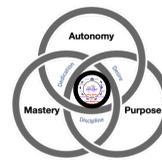


Over your whole career



I have a **passionate belief** that **patients and caregivers** deserve to experience care delivery **free of harm**

Autonomy, Mastery, Purpose



- Individuals working **Autonomously** towards mastery perform at high levels - those doing so in the service of others - even more
- The most deeply motivated (engaged) pursue outward (selfless) causes with authenticity
- Authenticity is “being the author of one’s actions - acting in accord with one’s true inner self”

Autonomy, Mastery, Purpose



Purpose = relatedness:
refers to mutual feeling of having supportive connections with colleagues



Autonomy, Mastery, Purpose



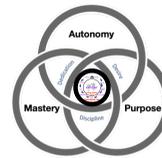
Internalizing and accepting values of those around you

Autonomy, Mastery, Purpose



- Zen and the Art of...doing what you do well (particularly when in the service of others)
- The closer our day job (one that pays the bills) comes to our life's work (which we find intrinsically valuable to our purpose/meaning in world) - the better for all of us.

Autonomy, Mastery, Purpose



Family + Meaning

- Three key macronutrients to happiness: Enjoyment, Satisfaction, and MEANING (LOVE)
- Meaning:
 - Faith
 - Friends
 - Family
 - Meaningful work in service of others

Autonomy, Mastery, Purpose



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Autonomy, Mastery, Purpose

Meaning



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Brooks, 2023

Autonomy, Mastery, Purpose

Meaning



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Autotelic

Brooks, 2023

Autonomy, Mastery, Purpose

Meaning



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Autotelic

Brooks, 2023

Autonomy, Mastery, Purpose

- Communicate Vision
- Recognize Contributions
- Demonstrate Impact



Autotelic



Elective extubation during skin-to-skin care in preterm newborns is safe and well-tolerated
Morey-Olivé, 2024

Does extremely early expression of colostrum after very preterm birth improve mother's own milk quantity? A cohort study
O'Brien, 2024

Cooling and physiology during parent cuddling infants with neonatal encephalopathy in usual care: CoolCuddle-2 study
Odd, 2024

Early skin-to-skin contact and the risk of intraventricular haemorrhage and sepsis in preterm infants
Linnér, 2024

Inpatient Skin-to-skin Care Predicts 12-Month Neurodevelopmental Outcomes in Very Preterm Infants

Travis, 2024

- Communicate Vision
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- Demonstrate Impact

Autonomy, Mastery, Purpose



Communicate Vision
Recognize Contributions
Demonstrate Impact

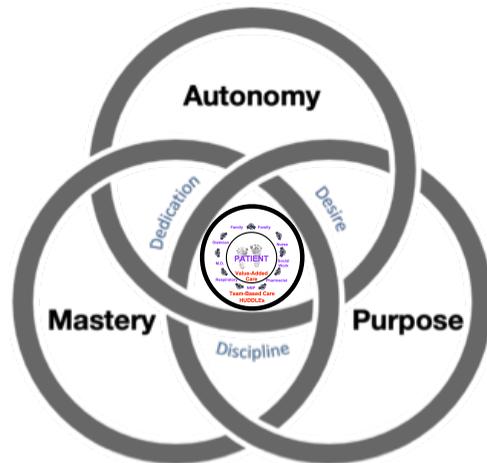


Autotelic

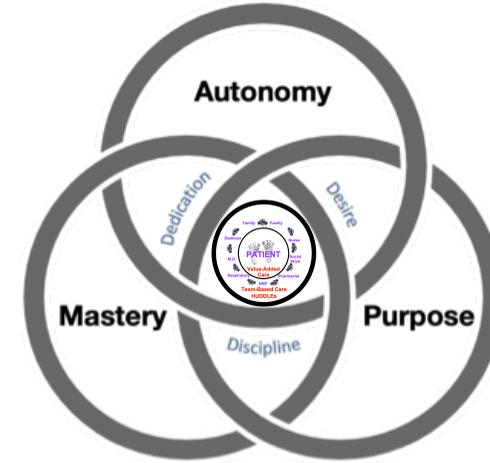
Close Collaboration with Parents

- Educational intervention for NICU Staff = listen to parents and collaborate with them
 - Increases parents' presence in NICU and Skin2Skin with their infant
 - Parent-Infants Closeness = important mediating mechanism for benefits of parenting interventions
 - Consistent family-centered care culture = promote family presence, better developmental environment for preterm infants

He, 2021



Drive Engagement and Support Growth:
Ensure absolute Clarity in the Purpose
Lead...don't manage...embrace Autonomy in the work
Lead (pour value) to cultivate the Mastery



**Provide These Essential Nutrients....
to everyone.**

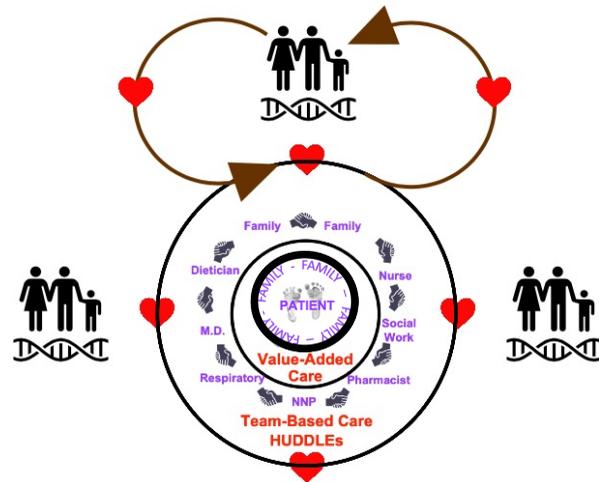
**Those you
LEAD**

**Deserve to grow to
the full expression
Of themselves.**

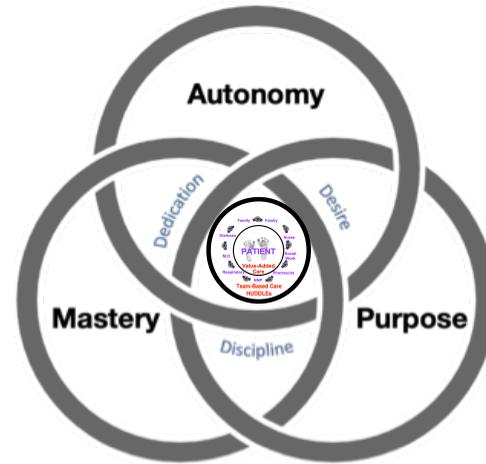
You

**Deserve to grow to
the full expression
Of yourself.**

Serving Those We are Blessed to Lead



Safe, Valued, and LOVED



Intrinsic Motivation

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