Work-Life Integration

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In today's face-paced world you are bombarded with constant, instant access to information.
Technology has made it possible to be "on" and "at work" 24/7, anywhere, anytime.
But there is more to life than work. We have commitments to home and to self that compete for our time and energy.
And many of us struggle with finding the best way to manage this competition.
But our time and energy are limited resources.
Today we will explore how individuals negotiate the boundaries around the changing and growing demands in the domains of work and life.
Everyone has heard of work life balance, right?

But I encourage you to move away from the term balance and strive for work life integration.

Because work and life typically is not and "either, or", rather both.

The idea is to transition easily between activities that bring you joy and fulfillment, regardless of where they’re located.

Balance implies a scale of taking from one and giving to another. But work and life typically are not and “either, or”.

The idea is to transition easily between activities that bring you joy and fulfillment, regardless of where they’re located.

Integration encompasses that idea of aligning your priorities and managing the boundaries around work and life.

Cultivating the areas of your work and life that are truly important to you.
What does “Work-Life” mean to you?

Exercise:
Turn to the first diagram in your handout.
What does “work & life” mean to you?
Personalize this chart by circling or jotting down elements that fall under the domains of work, home, and self.
What roles or responsibilities do you have? Who are you outside of work?
Take 3 minutes. We will expand on this in a later activity.
Now, before we dive in further, let's start with a baseline. Turn your attention to the oval on the bottom of page 1:

On a scale of 1 to 10, how well do you rate your level of satisfaction with your work-life balance or integration?
How do you feel about your ability to negotiate the boundaries around your work, home, and self?
1= unsatisfied, overwhelmed, or discontent
10= satisfied, energized, and happy

Where are you today?

Where do you want to be?
How satisfied are physicians (and faculty) with their work life balance or integration and career choice?

Here are the results of 2 recent cross-sectional studies of U.S. physicians, which included faculty at academic centers. There were over 7000 responses in one study and over 6000 in the other.

Results revealed that the career satisfaction of physicians is an mean average of 69% (ranges from a mean of 62-76%)

Work-Life Satisfaction is mean average of 49% (ranges from a mean of 44-54%)

Of note:
1. Although there was no strong gender difference, in the most recent study, male physicians reported higher rates of work life satisfaction than female physicians.
2. Physicians have lower work-life satisfaction when compared to the average US worker (57%).
3. Only 54% of physicians would recommend a career in medicine to their children.

# Specialty Satisfaction

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**Highest:**
1. Preventative (Occ) Medicine
2. Dermatology
3. General Pediatrics
4. Radiology

**Lowest:**
4. Neurology
3. OB/GYN
2. Surgical Subspecialties
1. General Surgery

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Looking further at these results, which specialties in medicine do you think reported the highest and lowest levels of work-life satisfaction?

Which specialties do you think were the most satisfied with managing work life?

Which specialties rated the lowest levels of satisfaction with their work-life balance or integration?

(FYI: the highest level of work life satisfaction had the lowest burnout rates, however the lowest level of work life satisfaction did not correlate with burnout rates.)

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Predictors of Physician Satisfaction

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<tr>
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<td>Married, partnered</td>
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<td>Children</td>
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These studies further identified several factors that were strong predictors of career and work-life satisfaction:

Overall career satisfaction was significantly and positively related to:
(+) employment at an academic medical center
(+) Income

Work life satisfaction was significantly and positively associated with:

(+ Control over schedule
(+ Working part time <40 hr/wk
(+ Being Married or partnered
(+ Having children

Predictors of Physician Satisfaction

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<tr>
<td>&gt;50 hrs/week</td>
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<tr>
<td>Sx of burnout</td>
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Satisfaction was negatively associated with:

(-) working more than 50 hrs per week
(-) symptoms of burnout

Although medicine can be incredibly meaningful and personally fulfilling, it is also demanding and stressful.

Additional (-) predictors for career satisfaction include:

- Working >50hr/wk
- Full owner practice
- Reliance on managed care
- Uncontrollable lifestyle
- Private practice
- Declining reimbursements
- Emphasis on productivity

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Physician Burnout (n= 7288)

Many physicians experience professional burnout, a syndrome characterized by:
1. A loss of enthusiasm for work (emotional exhaustion)
2. Feelings of cynicism (depersonalization)
3. And a low sense of personal accomplishment

Of 7288 U.S. physician responses, the mean burnout rate was 45.8%

Physicians in specialties at the front line of access to care are at greatest risk (emergency medicine, internal medicine, and family medicine).

Interestingly, specialties with the lowest rates of burnout (Prev Med, Dermatology, General Peds) had the highest rates of work-life satisfaction!

They must be doing something right!

Of 27,276 physicians invited to participate, 7288 (26.7%) completed surveys.

ALTHOUGH THE PRACTICE OF medicine can be incredibly meaningful and personally fulfilling, it is also demanding and stressful. Results of studies suggest that physicians experience professional burnout, a syndrome characterized by a loss of enthusiasm for work (emotional exhaustion), feelings of cynicism (depersonalization), and a low sense of personal accomplishment.

Although difficult to fully measure and quantify, findings of recent studies suggest that burnout may erode professionalism, influence quality of care, increase the risk for medical errors, and promote early retirement. Burnout also seems to have adverse personal consequences for physicians, including contributions to broken relationships, problematic alcohol use, and suicidal ideation.

They were assessed using the Maslach Burnout Inventory:
1. Emotional exhaustion (37.9% reported high; 19.9% intermediate; 42.2% low)
2. Depersonalization (24.4% reported high; 20.5% intermediate; 50.1% low)
3. Sense of personal accomplishment (12.4% reported low; 20.9% intermediate; 66.6% high)

Substantial differences in burnout were observed by specialty. Highest rates among physicians at the front line of access (emergency medicine, general internal medicine, and family medicine) and neurology.

Lowest rates of burnout: Prev Med, Dermatology, General Peds

Collectively, the findings of this national study indicate that:
1. The prevalence of burnout among U.S. physicians is at an alarming level
2. Physicians in specialties at the front line of care access are at greatest risk
3. Physicians work longer hours and have greater struggles with work-life integration than other U.S. workers

For the scientists in the room, having an advanced degree (masters or PhD) did not increase burnout. However, increased hours worked per week did increase burnout rates.

Physicians did not have higher rates of depression or suicidal ideation in the past 12 months compared to the general population. Findings of higher distress among physicians was limited to professional burnout.

However, burnout can have serious personal and professional repercussions. Burn out can lead to:
- Substance abuse (alcohol, drugs)
- Broken relationships (divorce)
- Negative impact on family
- Depression/anxiety

Unfortunately, little evidence exists about how to address this problem. Although extensive literature suggests that contributors include excessive workload,
Early Career Faculty

Career Satisfaction 69%  Work-Life Satisfaction 49%

Early career (<10 yrs):

➢ Lowest career satisfaction (62%)

➢ Highest frequency of work-home conflicts

WHY?

There was another significant trend that applies to you as junior faculty. When the authors looked at the data based on career stage (early, middle, late)

Early career physicians and faculty (defined as <10 yrs) report

➢ Lowest rate of career satisfaction (62%)

➢ They experience the highest frequency of work-home conflicts

➢ With the most difficulty resolving work-home conflicts that allowed both work and home responsibilities to be met

WHY?

Why do early career physicians and faculty report less professional satisfaction and more work-life conflicts?


<table>
<thead>
<tr>
<th>Dimensions of professional satisfaction</th>
<th>Early 0-10 yrs, Mid 11-20 yrs, Late &gt;21 yrs</th>
<th>(Dyrbye 2013 n=1583)</th>
<th>(n=1634)</th>
<th>(n=3906)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with work-life balance &lt;.001</td>
<td>Yes 695 (44.0) 638 (39.3) 2101 (54.0)</td>
<td>No 883 (56.0) 986 (60.7) 1791 (46.0)</td>
<td></td>
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</tr>
<tr>
<td>Satisfied with choice to became a physician &lt;.001</td>
<td>Yes 986 (62.4) 1037 (63.9) 2955 (76.1)</td>
<td>No 594 (37.6) 585 (36.1) 928 (23.9)</td>
<td></td>
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</tr>
<tr>
<td>Satisfied with specialty choice &lt;.001</td>
<td>Yes 1098 (69.4) 1075 (66.3) 2847 (73.4)</td>
<td>No 483 (30.6) 547 (33.7) 1033 (26.6)</td>
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</table>
WHY?

➢ For early career faculty in academic medicine, what factors or pressures impact career satisfaction?

➢ What unique circumstances contribute to work-life conflict for early career faculty?

Let's work in groups at your table and discover possible answers to these questions:

1. For early career faculty in academic medicine, what factors or pressures impact career satisfaction? (are there unique factors in your specialty or field of study?)

2. What unique circumstances contribute to work-life conflict for early career faculty? 

Or another way of saying this is: Why is the work-life juggle act getting worse for younger generation faculty?

What factors in your career lead to feeling overwhelmed at work?

What factors lead to feeling overwhelmed in your personal or home life?

Early career faculty factors or pressures impact career satisfaction? Specialty specific?

1. Patient care demands
2. Academic responsibilities
3. Economic pressures
4. Productivity demands
5. Younger and less experienced
6. New roles at work
7. New roles at home
8. Time with high stress life events occur (marriage, childbearing, child rearing)
9. Learning curve for medicine
10. Establishing practice
11. Establishing lab
12. Less autonomy and flexibility than senior colleagues
13. Childbearing and rearing young children: press conflict with tenure clock and promotion timelines. (junior faculty with young children)
14. Dual career couples: 90% of the spouses of women faculty are employed full time, and 50% of the spouses of male faculty work full time
15. Technology enables us to be always connected
Potential circumstances and factors influencing Physician Satisfaction

<table>
<thead>
<tr>
<th>Career</th>
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</table>
| • Patient care demands  
  – Long hours, on-call duties, EMR, covering 24/7  
• Practice or hospital demands  
• Academic responsibilities  
  – Promotion and tenure requirements  
  – Teaching demands  
  – High expectations for research productivity  
  – Service to university/hospital  
• Economic pressures  
  – Declining reimbursement for clinical services  
  – Increased competition for research funding  
  – Minimal compensation for teaching  
• Productivity demands, Fast paced  
• ACA/ Changing front of healthcare reform  
• Fewer people needing to do more work  
• Speed of flow of information  
• Speed of flow of change  
• For early career:  
  – Learning curve for medicine  
  – Establishing practice  
  – Funding, grants, establishing lab  
  – Less autonomy and flexibility with schedule  
  – work-related restrictions  
| • High stress life events (positive and negative)  
  – Marriage, childbearing, childrearing  
  – Divorce, illness, tragedy  
• Junior faculty with children:  
  – Childbearing and rearing years conflict with tenure clock and promotion timelines  
• Sandwich generation caring for children and aging parents (dependent care)  
• Dual Career Couples  
• Technology enables us to always be connected |
Work-life Initiatives:

1. Workplace Culture is Changing

2. Research: Work-Life Integration is a Priority

3. Major Recruitment and Retention Issue

The workplace, including institutions of higher learning and healthcare organizations, recognize the need to provide initiatives that support work-life balance or integration:

The reality is,

1. The workplace culture is changing... Both in terms of gender and generation
2. That leads to research (some of which we looked at) that shows work-life integration is becoming a priority
3. That work-life concerns are a major recruitment and retention issue
1. Workplace Culture is Changing

➢ Gender divide is narrowing

2012 US workforce 51% women

Women: 48% medical students
46% residents
37% faculty

*Women remain underrepresented in rank & leadership positions


The workplace culture is changing in terms of gender.

Gender divide is narrowing with 51% women in the U.S. workforce.

In academic medicine, women comprise

48% of medical students,
46% of residents,
and 37% of medical school faculty

Although, of note women still remain underrepresented in rank and leadership positions
2. Work-life integration is a priority

But work life issues are no longer just a woman’s concern. As gender trends change with more women in the workforce, dual career professionals are becoming commonplace.

In academic science and engineering fields today, half the married male faculty have partners who work full-time, whereas about 90% of married women faculty have partners who are employed full-time. This younger generation of professionals, often desire to work as a team to integrate career and home life.

As far as division of duties, one study in academic medicine found that, 41% of women faculty report taking care of the majority of home and family responsibilities, 41% report sharing duties equally with their partner, and 17% report their partner as doing the majority.

As you might expect, more men today are reporting work-life balance as a priority (50% now up from 30%), and the effects of work-life conflict are felt by both partners.
1. Workplace Culture is Changing

➢ Multiple generations working together

The workplace culture is changing generationally.

With Multiple Generations working together... they challenge how work has been done and bring new technologies, ideas and expectations of work-life integration.

2. Work-Life Integration is a Priority

Academic Medicine Generations

88% important mentoring topic

Physician & Scientist (1 in 3 over 55 yo)
Sandwich Generation
Students: specialty choice

Work-life needs and flexibility cross generational lines, and this is true in academic medicine.

More younger professionals place a high value on family, career flexibility, and work-life balance than their predecessors.

In a Needs Assessment of medical students, residents, and junior faculty, 88% reported that work-life balance was an important topic for which they sought guidance and mentoring.

More medical student graduates are considering work-life issues in their specialty choice: including work hours & call schedules

Sandwich generation are the “working caregivers.” Those junior to mid career faculty who face raising their children and caring for their aging parents. Work-life policies become a necessity: including dependent care, family leave, flexible work arrangements

The aging baby boomer generation is reflected in the physician and scientist workforce where 1 in 3 are now over the age of 55. Work-life needs might include phased retirement, flexible leave policies, and benefits.

And research shows that 69% of mid to senior faculty report they recognize and value their need for work life policies in the future.

3. Major Recruitment & Retention Issue

Cost savings of retention

Turn-over 7% annually
Academic Medicine

Cost to replace 1 faculty: $115,000 - $600,000 +


Obtaining Human Capital is cited as biggest investment challenge facing organizations today (more than financial, or technological investment)

Therefore, Attracting, Retaining and Rewarding the best people is a priority

In academic medicine and healthcare, retaining faculty leads to significant cost savings.

The average turnover of medical school faculty is 7% annually, and it is highest in the first 5 years. (estimated at 10-45%)

In terms of dollars, it is estimated that the cost of replacing 1 academic medicine faculty member ranges from $115,000 to over $600,000, depending on the field. Turnover has indirect costs including disruption in research and patient care.
3. Major Recruitment & Retention Issue

Top 3 Strategies to keep good talent:

1. Workplace Flexibility (58%)
2. Trust in Leadership (47%)
3. Meaningful Work (40%)

Source: SHRM 2010 Survey Human Potential Poll

In order to remain competitive, many organizations recognize 3 key factors necessary to recruit and retain the best talent:

1. The first being, Workplace Flexibility (which includes flexible scheduling, use of technology, and HR policies)
2. Supportive leadership
3. Meaningful work that has purpose in meeting organizational objectives

SHRM 2010 Survey Human Potential Poll

Recent survey of senior male Fortune 500 executives demonstrated a high level of support for company career flexibility. 30% wondered if their sacrifices during their careers were worth it. 87% believed that enabling flexibility options would give their company a competitive advantage in attracting and retaining talent. It is the concept of "wise elders"— that more senior aging baby boomers are guiding future generations. (Aumann. Times are changing: gender and generation at work and home. 2008 Study of the Changing Workforce; The New Male Mystique. Accessed Nov 2011 online)
Workplace Flexibility

1. When

2. Where

3. How much

4. Continuity

Source: Kossek & Michel, Handbook of I-O psychology, American Psychological Association 2011

Let's explore the term "Workplace flexibility" together, because it may have adaptability to your own career.

Workplace Flexibility refers to having flexible options for when you work, where you work, how much you work, or the continuity of work. You have to question the reasonable assumptions about how things get done.
Workplace Flexibility

1. When one works (timing)

schedule
shifts days, nights, weekends
compressed work week

(+): less turnover, absentee, better use of 24/7 systems

(-): fatigue, sleep issues, child or dependent care 24/7

Source: Kossek & Michel, Handbook of I-O psychology, American Psychological Association 2011
Workplace Flexibility

2. Where one works

location

- technology (telecommuting)
- virtual consults/education

(+ ) anywhere, anytime, expands access, frees up office space, saves travel

(-) managing boundaries, culture shift from “face time” to “results oriented”

Source: Kossek & Michel, Handbook of I-O psychology, American Psychological Association 2011

Flexibility in where one works includes:
- The location or place
- Can include the use of technology to work remotely
- Including teleconferencing or video conferencing
- In medicine, it can include providing virtual consults and education to remote locations

The Benefits are numerous and include:
(+ ) Being anywhere at anytime
(+ ) It expands access (to care for patients and to education for learners),
(+ ) It frees up office space or allows office sharing,
(+ ) you don’t waste time commuting

Potential concerns include:
(-) managing boundaries between work and home
(-) added home stress
(-) the culture shift that must take place from being “face time” oriented (i.e. seeing you at work means you are working harder) to “results oriented”
Workplace Flexibility

3. How much workload

part-time work
reduced load
partial leave of absence

(+) retain talent, creativity, decreased burnout

(-) less $, job creep, maintaining career track, culture bias

Source: Kossek & Michel, Handbook of I-O psychology, American Psychological Association 2011
Workplace Flexibility

4. Continuity of work

leaves
sabbaticals

Source: Kossek & Michel, Handbook of I-O psychology, American Psychological Association 2011

Finally, flexibility in the continuity of work involves taking breaks in work activity and time-off:
• short- and long-term leave
• And sabbaticals

Many of these flexible work arrangements and leave options are determined by an organization's work-life policies.

Work in small groups and come up with 3 ways in which your specific jobs might become more flexible or currently utilize flexible work arrangements.
Medical institutions have recognized that in order to remain competitive and attract top talent, they must adopt initiatives to support faculty and their work-life choices.

Two recent studies examined the flexibility of work life policies for faculty at medical schools across the county.
Access to flexible career options is a strategy to reduce work-family conflict. Work-life policies should include Flexible Time Policies, as well as those supporting health, dependent care, lactation, and personal wellness, at the least.

In addition, I have listed other policies and benefits that support work-life flexibility.

Depending on your group, department or hospital, the work-life culture can vary greatly. What you expect from your work-life integration might not match the expectations in your group, department, or hospital.

It is critical to communicate with your supervisor, mentor and department leadership your own values and priorities and negotiate better work-life options if the need arises.
Let's turn back to the diagram of your Work - Home - and Self and explore how you manage these work-life domains.
This work-life indicator was developed to categorize how we manage our work-life domains. 
(How many of you have taken this work-life indicator) If you have not, you can go online to their test, and it will spit out your profile.

I want to briefly describe the 3 elements of this indicator, and guide you through thinking about what your style might be:

1. Your Behaviors: Are you a separator or an integrator when it comes to work and family? 
   - Is your behavior to clearly separate work and family by leaving work at work and family or personal life at home? If so you are a SEPARATOR.
   - Or are you like most of us, and behave as an INTEGRATOR. Where you do not have a clear line between work and family, you often bring work home and at other times deal with personal or family needs during work. An integrator can lean one way or the other. Either they allow family to interrupt work or work to interrupt family.

2. Identity: the degree to which you invest yourself in your work and family roles
   - Work focused Identity (e.g. I invest a large part of myself in my work.)
   - Family focused Identity (e.g. I invest a large part of myself in my family.)
   - Dual focused on both

3. Boundary Control: How well do you feel in control of how you manage the boundaries and divide your time and attention between your work and personal life.
   - These are Classified as: High, Medium, Low control
   (i.e. I control whether I am able to keep my work and personal life separate)

What are YOU?

Your Work Life Indicator profile (Integration) is comprised of three factors:

Behaviors: the degree to which you combine (integrate) or separate your work and family life
   - Work to Family Interruptions (i.e. I regularly bring work home)
   - Family to Work Interruptions (i.e. I take care of personal or family needs during work)
   (Classified as: Integrators, Separators, Cyclers, Work Firsters or Family Firsters,)

Identity: the degree to which you identify with and invest yourself in your work and family roles
   - Work-Centric Identity (e.g. I invest a large part of myself in my work.)
   - Family-Centric Identity (e.g. I invest a large part of myself in my family.)
   (Classified as: Work Focused, Family Focused, Dual Focused, Other)

Boundary Control: the degree to which you feel in control of how you manage the boundaries and divide your time and attention between your work and personal life. (i.e. I control whether I am able to keep my work and personal life separate)
(Classified as: High, Medium, Low)
Work-Life well-being

• What matters most for well-being:

✓ Alignment:

✓ Control:

What matters most for work-life well-being (i.e., avoiding the idea of work-life conflict)?

Two concepts, that of ALIGNMENT and CONTROL

Alignment: between personal values/identity/priorities & allocation of time/energy

(think about moving from balance on the outside to balance on the inside: “Wherever you go, there you are.” Zen saying. Many of us are tempted to believe that “If I just had a less demanding job I’d have more work-life balance or satisfaction.” however our level of stress has more to do with our response to events or the job itself. Focus your energy on evolving your skill sets and strengthen our prioritization muscles. What mindset keeps you stressed out?)

Control: of how you manage work-life relationships and interruptions

Move from “work harder” to “work with passion”

There is a part of our work that we each do that we can do for hours that doesn’t seem to deplete us. It energizes us. It puts us in flow. Here we are at our most creative and resourceful when in that flow. How can you find this work and spend time doing it? DELEGATE the tasks and activities that suck the creativity and passion out of you.
Work-Life well-being

✓ Alignment:

personal values, allocation of time, identity, priorities & energy

“Wherever you go, there you are.” Zen saying

Prioritize... Delegate...

Alignment

Are your personal values, identity, and priorities IN ALIGNMENT WITH how you allocate your time and energy?
(we’ve already emphasized that your time and energy are limited resources)

Where you spend your time and energy is a reflection of your values and identity

“Wherever you go, there you are.” Zen saying. (so be present and align your values with where you choose to be. You are in charge of your own happiness.)

Focus your energy on strengthening you skills to PRIORITIZE and DELEGATE (get rid of those activities that suck the creative energy out of you).
Work-Life well-being

✓ Control:

how you manage boundaries around work-life relationships and interruptions

The myth of multitasking...

Minimize Interruptions

Control:

How well do you manage the boundaries around your work-life relationships and interruptions.

Do you have strategies to manage these boundaries? How well do you minimize distractions?

This myth of multitasking is that: Every time you take your attention away from one task (or switch tasks), when you return it takes time to catch up. That's time wasted.

A recent study of US workers found that half make it only 15 minutes before being interrupted.

An observational study of emergency medicine physicians found that they experienced interruptions and mean of every 6 minutes and switched tasks every 9 minutes.

(in medical settings, this can lead to increased error.)

The strategy to increase control, is to find ways to MINIMIZE INTERRUPTIONS.
Work-life conflict arises when there is a lack of value alignment and loss of boundary control leading to competition between our work and life for our time and energy (our limited resource).

Kossek. Organizational and Culture Change for Work-Family Effectiveness. www.thesustainableworkforce.org
Work-life conflict can lead to stress, discontent, and negatively impact health and productivity.

Work-life enrichment arises when the positive events and relationships at work or at home enrich each other.

1. Spillover (refers to times when the negative or positive effects of the workplace on the worker are felt by the worker at home. (negative spillover includes anxiety, depression, anger)

2. Crossover (refers to times when effects of the workplace on the worker are felt by others at home, (such as partners or children.)
Take Inventory and Prioritize your work life domains:

WORK

HOME

SELF

Next, let's turn to page 2 of your handout and take complete and exercise in which you will take inventory and prioritize your work life domains.

Please take about 5 minute to work on this. Complete each section considering your WORK, HOME, and SELF. (this is similar to your IDP if you have completed one before)

What are your values, at the core of who you are? What are your passions? What energizes and motivates you?

Then what is your vision for you work, home, and life? Who do you aspire to be?

Once you have completed your own, if you feel comfortable, please find a colleague next to you and share your priorities.

Now that we have taken inventory of your values and priorities, let's look at strategies to help align your values with your time during a busy day in your life.
Next you will all find a blank calendar. Our goal with this is to record a day in your work-life and then to analyze it with a partner.

1. Select a day in your life, preferably one where you felt a bit overwhelmed. Maybe a day when your met yourself coming and going and were completely drained of energy at the end of the day.
2. Record your daily schedule. (look at your device if you need, or generally fill in the typical duties you do in a day)
3. Fill in as much detail as possible about how your spend your time
4. Include events and tasks for work, home, and self
5. In the yellow column: Mark which items are for Work, Home (catch all), and Self

Instructions:
✓ Record your schedule on a busy day. Fill in as much detail as possible. Include time for work, home, & self.
✓ In yellow column, mark items with W (work), H (home), and S (self).
Analyze your schedule using these tips to better utilize your time, align your values, and control the boundaries around work, home, and self.

1. **Prioritize**
2. **Delegate**
3. **Time Wasters**
4. **Double Dip**
   1. **Transition Times**
   2. **Use Technology**
   3. **Minimize Interruptions**

With a partner, analyze your daily schedule using some of these tips and principles:

- Can you come up with creative ways to improve your work-life well-being? If you are missing something you value (maybe for yourself), how can you fit that in?

- Are you in ALIGNMENT: do our values, identity, and priorities align with how we spend our time and energy?

  1. **PRIORITIZE**: Looking at the items you just listed as your priorities and values. Do you prioritize your time based on the things you value? (Are you giving quality time to the things you value other days of the week?) Are your living by your priorities? Are you spending quality time in the relationships that matter most to you?

  2. **DELEGATE**: Identify tasks that you DELEGATE to later or delegate to others?
   - At Work: Identify tasks or projects that other can do, and empower them to do it.
   - At Home: “Hire it done!” or delegate it to later.

  3. **Are there TIME WASTERS** that can be eliminated or combined with something else (watching TV, can you record that game and watch it while cooking or working out later)?

  4. **DOUBLE DIP**: Are their items you could do with someone else, making it more efficient and spend time in that relationship?
   - **AT HOME**: Combine the activities with your family/friends. (Make date night a cooking class. Go to yoga with your friend or sister. Join a stroller fit class with young children.)
   - **AT WORK**: Find ways to make things count twice (ie write a lecture, turn it into a book chapter)

  5. **TRANSITION TIMES**: How do you utilize your transition times (commuting to and from work, people mover)
   - **Decompress on your commute**
   - **Mentally move to work** (do CME on commute)
   - **Mentally move to home** (focus on family needs)

- **BOUNDARIES**

  6. **TECHNOLOGY**: Can you leverage technology to help control boundaries (either by separating or integrating work-life)?
   - Telecommuting: have a separate work space to minimize interruptions
   - Conference or video conferencing to eliminate travel time
   - Block out “no technology” times with family
   - Electronic schedule to communicate with work and family
   - Communicate remotely (call kids or face-time if you work evenings)

  7. **MINIMIZE INTERRUPTIONS**: how can you better eliminate distractions and minimize interruptions
Here is a sample of one of my days in December.

<table>
<thead>
<tr>
<th>Time</th>
<th>Schedule</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00 am</td>
<td>ED Shift ends (3p-12a)</td>
<td></td>
</tr>
<tr>
<td>1:00 am</td>
<td>Commute home</td>
<td></td>
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<tr>
<td>2:00 am</td>
<td>Sleep</td>
<td></td>
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<tr>
<td>3:00 am</td>
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<tr>
<td>4:00 am</td>
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<td></td>
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<tr>
<td>8:00 am</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:00 am</td>
<td>8:45 kindergarten/ 9:30 preschool</td>
<td></td>
</tr>
<tr>
<td>10:00 am</td>
<td>Grocery Store/ laundry/ address cards</td>
<td></td>
</tr>
<tr>
<td>11:00 am</td>
<td>Work/ email/ edit manuscript</td>
<td></td>
</tr>
<tr>
<td>12:00 pm</td>
<td>Treadmill/get ready/ pack dinner</td>
<td></td>
</tr>
<tr>
<td>1:00 pm</td>
<td>Commute to work</td>
<td></td>
</tr>
<tr>
<td>2:00 pm</td>
<td>Meetings meeting</td>
<td></td>
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<tr>
<td>3:00 pm</td>
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<tr>
<td>4:00 pm</td>
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<td></td>
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<tr>
<td>12:00 am</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
✓ Analyze your schedule using these tips to better utilize your time, align your values, and control the boundaries around work, home, and self.

1. Prioritize
2. Delegate
3. Time Wasters
4. Double Dip
5. Transition Times
6. Use Technology
7. Minimize Interruptions

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<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00 am</td>
<td>Commute home</td>
</tr>
<tr>
<td>1:00 am</td>
<td>Sleep</td>
</tr>
<tr>
<td>2:00 am</td>
<td></td>
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<tr>
<td>3:00 am</td>
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<td>4:00 am</td>
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<td>5:00 am</td>
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<td>10:00 am</td>
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<tr>
<td>11:00 am</td>
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<tr>
<td>12:00 pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00 pm</td>
<td></td>
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<tr>
<td>2:00 pm</td>
<td></td>
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<tr>
<td>3:00 pm</td>
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<tr>
<td>5:00 pm</td>
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<tr>
<td>6:00 pm</td>
<td>Commute from work</td>
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<td>7:00 pm</td>
<td>Dinner</td>
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<td>9:00 pm</td>
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<tr>
<td>10:00 pm</td>
<td></td>
</tr>
<tr>
<td>11:00 pm</td>
<td>Sleep</td>
</tr>
</tbody>
</table>

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- **1. Prioritize**: Identify your daily priorities and focus on them.
- **2. Delegate**: Assign tasks to others when possible.
- **3. Time Wasters**: Reduce time spent on non-essential activities.
- **5. Transition Times**: Utilize transition periods for productivity.
- **6. Technology**: Use technology to enhance boundaries.
- **7. Minimize Interruptions**: Minimize distractions and interruptions.

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You have a limited amount of time each day. Analyze the schedule looking at these tips and principles to improve work-life integration:

- Are you in ALIGNMENT: do our values, identity, and priorities align with how we spend our time and energy
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- 7. MINIMIZE INTERRUPTIONS: how can you better eliminate distractions and minimize interruptions
Develop your own plan:

Work-Life Strategy

“**We cannot solve our problems with the same thinking we used when we created them.**”

*Albert Einstein*

Albert Einstein said: “We cannot solve our problems with the same thinking we used when we created them.”

Albert Einstein also said: “Insanity is doing the same thing over and over again and expecting different results.”

Are you ready to change the way you approach your work life integration? Are you ready for different results? Less conflict and more peace?

This last exercise is for you to take home and set some goals and strategize on how to enhance your work-life approach.
Whether your path is linear and paved
Or more unpredictable and definitely more scenic

Remember work life integration is not an end-state, but rather a practice
It’s not a destination, it’s how we navigate the journey, align our priorities, and manage our boundaries.

Focusing on work-life “integration” instead of work-life “balance” has at least a couple of implications:

First (and the one that I like the most) is that we can stop feeling guilty about scheduling calls during our vacations or checking our emails at night; and by the same token not feel guilty about talking with our spouses, friends, and family members during work time.

The second implication is that we no longer split up our time so rigidly between “work hours” and “non-work hours.” Instead, let’s be flexible about when and how we accomplish both our work goals and our personal goals. Obviously some of this has to be negotiated with others, both at work (who is on call for customers?) and home (who gets to use the car?). But the point is to make this a natural part of how we organize our lives instead of a special perk or exceptional situation.

I hope these tools and principles can assist you in your approach to integrating your personal and professional domains.