

Cindy Thomas ([00:00:00](#)):

Thanks, Olivia. On behalf of the National Association of Community Health Centers, welcome to our webinar on living with optimism, happiness and resiliency. This 90 minute webinar will feature Shawn Achor, a leading expert on the connection between happiness and success and Joey Marie Horton, CEO of the North Country Family Health Center in Watertown, New York.

Cindy Thomas ([00:00:23](#)):

Sean will share his research on what positive psychology is and provide practical applications and strategies for reaping the happiness advantage in the midst of change and challenge. While Ms. Horton will share her implementation story and impact of the Happiness Advantage curriculum at her health center, considering it a replicable model for success.

Cindy Thomas ([00:00:41](#)):

Next slide, Olivia. Participants in today's webinar will be able to embed positivity interventions into their organization's daily operations, build a collective confidence so that staff teams take ownership over new mindsets, routines in a way of working and mobilize optimism and joy in their work through supportive networks and team-based learning to help staff regain balance.

Cindy Thomas ([00:01:04](#)):

Now, to provide you a little bit more background on our speakers for today. Next slide. Considered one of the world's leading experts on the connection between happiness and success, Shawn Achor is a New York Times bestselling author of the Happiness Advantage, Big Potential, and The Orange Frog. His research on mindset made the cover of Harvard Business Review, his TED Talk is one of the most popular of all time with more than 24 million views. And he has lectured for or worked with more than a third of Fortune 100 companies, as well as the NFL, the NBA, the Pentagon and the White House.

Cindy Thomas ([00:01:38](#)):

Joey Marie Horton is the CEO of North Country Family Health Center in Watertown, New York. Joey Marie returned permanently to the health center in 2014 as she worked for the organization from 2007 to 2012 and its school-based health program. At the time of her return, the health center was days away from shutting down, shutting its doors due to lack of adequate cash flow.

Cindy Thomas ([00:02:03](#)):

Working collaboratively with community partners, Joey Marie instituted and led an operational plan that returned the organization to financial solvency. And over the past year has worked with Shawn's team to implement the Happiness Advantage in her health center. Joey Marie serves on multiple boards in her community as a member of the American College of Healthcare Executives and as a certified trainer in situational leadership and the Happiness Advantage Orange Frog Workshop. Welcome to Shawn and Joey, and I'd like to hand things over to Shawn to get us started.

Shawn Achor ([00:02:34](#)):

Great. Thank you so much. Hello, everyone. I'm so honored to have this opportunity to get to join Joey to get to share some of this research and the way this research has come to life. So, thank you to all of you who are taking time here today. We're going to divide this session up between Joey and me. So we can actually have it, I'm going to talk a little bit about the research side of it, and then we're going to

pass you over to Joey who's going to really get into the details about what it looks like when this research comes to life in a community health center, in a place that might not have all the resources of some of the other places that we've had the opportunity to work with. But with all the meaning and mission, what we're finding is that this research actually gets magnified in environments like this.

Shawn Achor ([00:03:14](#)):

So, I'm going to go through my portion of it and then we're going to have Joey and then we're going to open it up for questions, and challenges and conversation with you. So, thank you to all of you who have decided to join us here today. So, let me start at the beginning. First of all, I'm grateful for this opportunity to get to speak with you, partly because I know that when I first got into doing this research and when I first went off to college to start collecting educational debts, my father was buoyed by the idea I would come back and I would be a doctor, or a lawyer, or a banker, something he thought would make a lot of sense.

Shawn Achor ([00:03:50](#)):

And when I came home from college and told him, "Dad, I want to study the science of happiness." He sat me down. My father was a neuroscientist at Baylor University in Texas, and I saw Joycey in there pointing out that she's from Waco as well. I grew up in Waco. I loved it there. My dad was a neuroscientist there. He taught intro to neuroscience for the Baylor undergrads. And he told me that the average scientific paper, the average scientific journal article is only read on average by seven people total, which is incredibly depressing for a researcher to hear, especially because I know that statistic also includes my mom.

Shawn Achor ([00:04:27](#)):

So now we're down to six people who read these studies, which is a travesty because what we're going to be talking about here today literally transforms what it means to be human. There's so much that I would love to cram into the session, but I'm going to try and cover the highlights of this research that I think might have an impact not only upon you, but upon your families and upon the patients and the community that you serve.

Shawn Achor ([00:04:49](#)):

So, my hope is you're able to listen to this at two or three or four different degrees of interest. Partly because the research that we've been doing over the past couple of years has transformed everything we've been doing as we studied half happiness. What we've been finding in the work we've been doing with community health centers, with hospitals, with schools in the midst of a global pandemic, what we're finding is post a single positive intervention in someone's life, done maybe even in private to their mindset or behavior, we can now measure the impact and quantify the impact, two, three, four degrees separate from that initial person. Showing us how much there's a ripple effect that can occur.

Shawn Achor ([00:05:26](#)):

So, my hope is that this research that we talk about here today is not only to fill you up, but also has an ability to impact all the thousands of people that you impact on a daily basis.

Shawn Achor ([00:05:37](#)):

So, if I can, I want to jump into the research. But I need to pull a story over for my TED Talk to get us started here today, because it's going to shape the conversation that I think we have about how much change is possible in the midst of the fatigue levels we feel in our world right now. So, if you've seen my TED Talk, I'm going to pull over a quick story from it.

Shawn Achor ([00:05:56](#)):

So, I started all this academic research when I was just seven-years-old. So, if any of you have children and they're seven and they're not doing academic research, you're clearly not pushing them hard enough. But when I was seven and my sister was five-years-old, I was two years older than my sister at the time and we were playing up on top of these bunk beds. I'm two years older than her now, but at the time that meant she had to do everything I wanted to do and I of course wanted to play war.

Shawn Achor ([00:06:19](#)):

So, we were up on top of these bunk beds. I see the chat going over here. How many people have bunk beds growing up? Did a lot of people have bunk beds? I love them. I would have bunk beds now if they were socially acceptable at all. Wow, a lot of people already. Socially acceptable at all for a married guy too.

Shawn Achor ([00:06:37](#)):

But on one side of the bunk bed, I had all of my GI, Joe soldiers and weaponry lined up. On my sister's side, she had all of her My Little Ponies and unicorns lined up for a cavalry charge. I wasn't too concerned about what was going to happen. I had won this war every single time we had played in the past. And if I was losing, the rules of engagement would change.

Shawn Achor ([00:06:54](#)):

There are differing accounts of what happened that afternoon. But since my sister, Amy, is not joining Joey and I today, you're going to hear the true story. Which is, Amy is a little bit on the clumsy side. And somehow, without any help or push from her loving older brother at all, suddenly Amy disappeared off of the top of the bunk bed and landed with a scratch on the floor. I was nervous. I nervously peered over the bed to see what had just befallen my fallen sister. And I saw that she had landed painfully on her hands and knees on all fours on the ground.

Shawn Achor ([00:07:21](#)):

I was nervous because my parents had charged me with making sure that Amy and I played as safely as quietly as possible. And seeing as how I'd accidentally broken Amy's arm just one week before this, and don't take her side, you don't know her. But I was trying as hard as I could to be on my best behavior.

Shawn Achor ([00:07:37](#)):

And I saw my sister's face, this wail of pain and suffering and surprise threatening to erupt from her mouth and threatening to wake my parents from the long winter's nap for which they had just settled. So, I did the only thing that my little frantic seven-year-old brain could think to do to avert this tragedy. And if you have children or you work with children, you've seen this hundreds of times before.

Shawn Achor ([00:07:53](#)):

I said, "Amy, Amy, wait, please, please, please, please, don't cry. Did you see how you landed? No human lands on all fours like that." She stopped mid-cry with confusion on her face and looked up at me. And I realized I had no idea where else I was going. That was the extent of the strategy.

Shawn Achor ([00:08:07](#)):

So, I blurted out the only other thing I could think of, which is, "Amy, I think this means you're a unicorn," which was cheating. There's literally nothing in the world Amy would have wanted more in that moment to not be Amy, the hurt five-year-old little sister, but Amy, the special unicorn. Of course, an option opened to her brain at no point in the past. You could see on my poor, manipulated sister's face conflict as her brain attempted to devote resources to feeling the pain and suffering and surprise she'd experienced falling off of a bunk bed or contemplating this newfound identity, in this case as unicorn on the other side and the latter one out.

Shawn Achor ([00:08:40](#)):

Instead of crying, instead of ceasing our play, instead of waking my parents with all the negative consequences that were about to ensue for both of us, instead a smile spread across her face and she bound right back up onto the bunk bed with all the grace of a baby unicorn with one broken leg. What we'd stumbled across at that tender age of five and seven, we had no idea at the time, was something that was going to be at the Vanguard of a scientific revolution we're lucky enough to be living through right now.

Shawn Achor ([00:09:04](#)):

Given the work that you do, I would love to go deeper with you here today with some of the research, and not just jump ahead to how important optimism is or social connection is. What I'd really like to talk about are what are the real impediments to us feeling that? Beyond the amount of work that we're doing, beyond the fatigue, beyond the divisions that we experience within our world right now, what we're finding is, we're living through twin revolutions. It's just taking us a while to be able to process it.

Shawn Achor ([00:09:28](#)):

We had cars for 50 years before we had seatbelt laws. We have technology now that seems to be changing every single aspect of our world, including our ability to do this. But hidden behind the technological revolution is a corresponding human revolution is based in part on some of that technology.

Shawn Achor ([00:09:43](#)):

For example, we've been philosophizing about what leads to meaning and mission and purpose and happiness for thousands of years. For the first time in human history, we have additional tools we've never had before, like computers or neural imaging, which means we can peer behind the curtain to start to see and understand what the brain is doing when you're architecting your picture of reality.

Shawn Achor ([00:10:01](#)):

And what we found is your brain is amazing. You're processing about 40 bits of information consciously per second. The only problem is researchers at MIT found your brain is receiving around 11 to 14 million pieces of information every second from your nerve endings. So, as we look at the world, as we try to

process what's going on in Ukraine or in a community or in our families, as you look at the world today, turns out your brain was not processing our world.

Shawn Achor ([00:10:27](#)):

Our brains are incapable of processing this world. Our brains can only process a few snowflakes in the midst of an absolute blizzard. Which means if we're scanning first for the negatives, the hassles, the complaints, the frustrations, the threats, and the symptoms, which are omnipresent throughout all of human history, then now we have their imaging. We can actually see how your brain is when you're doing that. You have actually no resources even left over to scan the world for the things you're grateful for, nor the meaning involved with the work you're doing to heal the world or the ways we could transform this reality into a better reality for other people.

Shawn Achor ([00:11:00](#)):

What we don't process, we miss. Just like we saw with my unicorn sister, Amy, whatever your brain intends to first with those finite resources becomes our reality. And now we have smartphones and watches that can alert us to all the negatives that are going on in the world in the midst of even research on happiness.

Shawn Achor ([00:11:17](#)):

So, as that's occurring, our brains are constantly being focused on the negative. There's a lot of negative that's going on in the world as there's always been a lot of negative going on in the world right now. What I wanted to talk about is what happens when our brains get stuck. What happens when our brains get stuck, either with a deluge of too much information all at once, or is too negative, or we're just overworked.

Shawn Achor ([00:11:41](#)):

In the midst of those challenges, how is it possible that someone could find deeper levels of optimism, gratitude, social connection, or even happiness and joy? That's the research I want to share with you here today. And I'm going to talk about it first from the academic side. Joey's going to talk about what it looks like at the practical level.

Shawn Achor ([00:11:57](#)):

And what I'm hopeful for is at the end of this conversation, maybe we'll have either different language for some of the work you're already doing and that this research just validates who you are or what you've been trying to do, or it gives us a pathway forward of how we might be able to step out of the current moment and actually find a way of making this a better world for all of us.

Shawn Achor ([00:12:14](#)):

So, before we go too far, one of the things I think is fascinating, and the things that I think holds us back from the very beginning is that from high school on, we teach people, you or your genes plus your environment. Genes plus environment predict your potential. It predicted whether or not you join us here today, it predicted your career, it predicts how well you'll be to five years from now. It predicts whether or not someone can get out of poverty or whether or not your kids will get a scholarship.

Shawn Achor ([00:12:37](#)):

Genes plus environment, we're told predicts the entirety of human potential. The problem is, we're victims of both. No one joining me here got to pick your parents. So, they were outside of your control. And then as we've seen so clearly as an entire world, over the past two and a half years, what we've seen so clearly is not only can we not control the macro environment, look how much we're struggling to even control the micro environment.

Shawn Achor ([00:13:01](#)):

But if that's all we are, genes and environment, what we've learned over the past two years is that we're victims. That there's no change that's possible within the system. I can't change the genes and I can't seem to change the environment. So, if I'm going to find greater levels of energy, or connection, or happiness within my life, I have to wait for the world to change. In that moment, what we get is an action. What I'm interested in is there another path?

Shawn Achor ([00:13:24](#)):

In positive psychology, we do what we're not supposed to. So, in science, as you know, we care about the average. We want to find out how many pills the average person should take if they get a headache while on their 30th team call of the day. That's how we do dosing. And that's how we should do dosing for most of the time.

Shawn Achor ([00:13:38](#)):

But what we're finding is, as soon as we ask questions about human potential, about flourishing, about optimism or happiness, if we use the same scientific method to study you, what we get is the cold of the average. If I ask a question like, how fast can a child learn how to read in a community? We change the answer in science to how fast does the average child learn how to read? Then we tailor the classes right towards the average, forgetting the fact that many of us read much slower or much faster than the average.

Shawn Achor ([00:14:02](#)):

Average is the imaginary line we draw in the data. Unfortunately, we then conflate that with what it is to be human. If you fall below average, that means you might have depression or disorder. And our goal is how do we move you back up to being normal again? But normal, remember, is just statistically average.

Shawn Achor ([00:14:17](#)):

What we argue in positive psychology is, if we study what's average, we will remain merely average. Instead, we study the outliers. I know we're not supposed to. In statistics and economics courses, one of the very first things we teach people is how in a very valid and statistically valid way can we make it so we can delete the outliers from the data? How do we eliminate the weirdos who are messing up my line of best fit?

Shawn Achor ([00:14:38](#)):

Now, I know having worked with Orange Frog for a while, I know having worked with Joey and in our pre-talk conversations, I know I'm joined by a lot of weirdos here today, which means I would want to study you. Because here's what happens when we study the weirdos. What we found in the midst of 2020, when the world started looking like it shouldn't, we found that those individuals, those outliers do some pretty amazing things.

Shawn Achor ([00:15:02](#)):

Outliers, for example, the outliers we study, we go into communities, like I'm working with all the public schools in Flint, Michigan, working on this Orange Frog intervention, creating positive psychology in the school districts. What we're finding is that we study why is it that in low socioeconomic areas where we assume academic scores are depressed, and they are, we find two, or three, or four, or a dozen of students whose scores are rising against the tide different from last year. And we want to find out why that is.

Shawn Achor ([00:15:28](#)):

Or we go into community health centers around hospitals and try and figure out why it is that we see burnout rates skyrocketing across the world. And yet for a few of the individuals, their burnout rates are going in the opposite direction in the middle of a global pandemic. Why? What's happening in the midst of that? And is there something we could study that we could replicate?

Shawn Achor ([00:15:45](#)):

Here's what happened. In the midst of 2020, that weirdos, the outliers, and you know who you are, those outliers, they do one of five things. They add in positive habits when the world doesn't look like it should, or they deepen their social bonds, or they try to increase their levels of gratitude. They scan for meaning in the midst of their stress, or they highlight the meaning in the midst of their mission.

Shawn Achor ([00:16:05](#)):

If they do one of those five things and they're able to do it consistently, here's what we found, is that those weirdos or outliers, they do something amazing, which is why I wanted to preface Joey's comments with this. The weirdos or outliers, they break the tyranny of genes and environment over the trajectory of their wellbeing and levels of optimism and happiness. They change what happens next.

Shawn Achor ([00:16:27](#)):

So, in the midst of a broken, or frustrated, or suffering world, what positive psychology is attempting to do is not to turn a blind eye to the negative. Ignorance leads directly away from bliss. What we're attempting to do is, in the midst of the challenges we're experiencing, how do we give our brains the most adaptive response so that we create an advantage that allows us to change what happens next instead of hunkering down and just trying to get through this period to see if there's going to be happiness on the opposite of side of it.

Shawn Achor ([00:16:54](#)):

When we do that type of approach in positive psychology, by changing our mind center behavior, what we find, and we can quantify now, are the long term impacts that occur upon people's lives. So, the happiness I'm talking about here is not pleasure. Pleasure is so short-lived is not worth us talking about. What I'm interested in is the joy you feel moving towards your potential.

Shawn Achor ([00:17:13](#)):

If I was listening to someone talk about research and they gave a definition, I would immediately eliminate it from my brain. That's boring, right? That's how you're told not to give talks, right? They tell you right off the bat, don't say things like Webster's English dictionary defines happiness as. But this definition's actually important.

Shawn Achor ([00:17:30](#)):

If happiness is the joy you feel moving towards your potential, joy is something you can experience even when life is not pleasurable. Like where we are right now, like the past two years. Joy is something you can experience in the midst of childbirth, right?

Shawn Achor ([00:17:43](#)):

Not high levels of pleasure all the time, but moments of joy can correspond with some of the highest levels of fear and pain we can experience. Joy is something we can experience even in the midst of a suffering world, even the midst of our own suffering, even in the midst of going through cancer or going through treatment, or having your kids home in virtual school. Whatever the challenges that people are experiencing, we're finding is there's joy that could actually correspond with some of those moments of suffering as well.

Shawn Achor ([00:18:14](#)):

The other side of it is I think we're afraid of happiness. I think we're afraid of happiness because we think if we're talking about happiness we're being tone-deaf, right? Or if we're talking about happiness, we're going to become complacent then we'll never help enough people.

Shawn Achor ([00:18:28](#)):

Or if we're too happy, we won't fix the problems we need to fix within the system, like the inequality, or the discrimination, or the racism that gives rise to the very suffering we're experiencing.

Shawn Achor ([00:18:39](#)):

What I'm talking about here today is not how do we ignore the systemic change that we need to make? What I want to talk about is what fuels that systemic change, how by making changes at the inner level, we actually can bond together, and by doing it together, we can create positive changes to start to fix the system. But in the meantime, while we're waiting for the system to be changed, it also allows us to have the most adaptive response possible.

Shawn Achor ([00:19:02](#)):

But what we're talking about here is not irrational optimism. Irrational optimists sugarcoat the present and they make terrible decisions for the future. We've seen that a lot. What we're interested in is not irrational optimism. What we want to start with is a realistic assessment of the present, a recognition that the landscape keeps changing, that we keep pushing out the target of when we think we're going to find happiness.

Shawn Achor ([00:19:24](#)):

In the midst of a global pandemic, or constant changes to our geopolitical environment, in the midst of the realistic assessment and the lack of resources, but the amazing demand upon our community health centers. How do we find some way in the midst of that realism of maintaining the belief that my behavior matters if linked to other people?

Shawn Achor ([00:19:42](#)):

When we are able to do that, it changes all the research that I want to talk about next. So, you're going to hear from Joey about what this looks like in a community health center. I'm going to give an example

from the medical space, but from a large hospital system. But to jump ahead, if you're like, "Well, we don't have the resources necessary to do what they're doing," we're going to talk about that.

Shawn Achor ([00:20:02](#)):

I talk about this in every single one of my talks, because it's a conversation about when can we start talking about happiness? When can we start talking about the positive given that the world is suffering right now? I got the opportunity to work with Jordan Voigt, the president of Genesis Health System in Davenport.

Shawn Achor ([00:20:20](#)):

Genesis Health System had to go through a massive restructuring. Their hospital system wasn't profitable like most of the hospital systems in Iowa, and then COVID hit. In the midst of the challenges they were experiencing, they were having to let good people go and do more with fewer resources.

Shawn Achor ([00:20:37](#)):

In the midst of that, some of the leaders there said, "We can't come in and have somebody talk about happiness. That would be absolutely tone-deaf when we're having to let people go. And in the midst of all these challenges we're experiencing, we can't talk about happiness in the midst of a global pandemic. We see how much people are suffering on a daily basis and our hospitals are being flooded."

Shawn Achor ([00:20:58](#)):

Other leaders inside the organization said, "If we aren't talking about the positive, we're only talking about the negative, right? We're only given license to talk about the deficits within the system, the symptoms and the frustrations we have within it. And if that's the case, why would somebody want to work here? Why would they see the value in their mission? Why would they feel connected as they try to create those positive changes?"

Shawn Achor ([00:21:20](#)):

So, what we got to do as researchers, which was so exciting is we actually got to, it was a researchers dream. We got to go in, department by department, into the hospital system to see if we could create positive change. So, we couldn't do an organizational-wide change at first, we had to go department by department to answer a question. What should we be doing right now? Should we hunker down in the midst of the fatigue we feel right now and try to get through this period? And once we get through this period of this global pandemic, then we can start talking about happiness and then we can start to move forward. But right now we need to hunker down.

Shawn Achor ([00:21:55](#)):

Or we can lean into the positive, which takes courage in the midst of the challenges we're experiencing. And it takes being very clear about the ways that we're talking about happiness so that it is not tone-deaf. But if we're able to talk about the positive with one another, it might change what happens next, which is the theme of everything I'll be talking about here today.

Shawn Achor ([00:22:14](#)):

So, what we got to do is, department by department, we came in and we got to do a brief positive psychology experiment wrapped around a parable I wrote. So, I know most people won't read my book.

They're way too busy, especially if they're already burned out and stressed. So, I created a 10 minute parable called the Orange Frog, which is about this frog who is green, has this one orange spot, which he hates because it makes him different.

Shawn Achor ([00:22:36](#)):

And then he realizes, as he does these positive actions on this island that keeps getting hit by a flood each year, it turns out that he becomes more orange, which makes him even more different. But eventually, he starts to realize being orange is not only advantageous, it's contagious.

Shawn Achor ([00:22:51](#)):

When he realizes that, he goes around to the other ponds in the island and tries to get them to become orange before the storm hits. And when they do so, and they become orange, start working together, they figure out a way to make their houses up in the trees and they become tree frogs. And so, when the storm comes, they don't have to keep rebuilding every single year.

Shawn Achor ([00:23:06](#)):

That became a theme for so much of the work that we were doing in the midst of the global pandemic. We used that same parable at NASA, with US Navy Seals, with all the public schools in Flint, Michigan. But we came into Genesis Health Systems and used that parable simply as the language to wrap around the positive psychology interventions that we were talking about, which was twofold.

Shawn Achor ([00:23:25](#)):

One was, here are the positive habits that we can create within our life. The change, the very lens through which we view the world. But also, how do we not do this alone? How do we do this with one another instead of in isolation?

Shawn Achor ([00:23:37](#)):

So, one of the most valuable parts about this type of an intervention is what we found was that what you're creating is positive collaboration. Hearing that you're not alone, seeing those challenges, you're not alone believing that positive change is possible, and you're not alone trying to make those changes.

Shawn Achor ([00:23:50](#)):

In fact, one of the very first things they do is they look at their work routines and they try and figure out one positive thing that they can do so that they can actually do that with one another on a continual and scheduled basis and then we measure them.

Shawn Achor ([00:24:02](#)):

A few days after their training, levels of happiness connection scores rise. That doesn't matter at all. That's a honeymoon period that happens a lot of times after trainings. What we're interested in is long term change. Six weeks later, we came into the hospital and tested those departments. And as we tested those departments compared to the control groups that were either wait-listed or were not going to be part of the study, what we found was, while burnout rates were skyrocketing not only in Genesis Health System hospital-wide, but they were skyrocketing worldwide in the midst of a global pandemic.

Shawn Achor ([00:24:31](#)):

What we found is, within six weeks of those teams working together, creating positive collaboration around positive psychology, six weeks after a one or two day intervention, it turns out their burnout rates dropped nearly in half and their patients safety scores started to improve.

Shawn Achor ([00:24:47](#)):

Once we got enough data, we were able to get into the entire hospital system there in Davenport. And what we were able to do was to work with their teams to do that intervention with all of them. And at the end, they have top 1% patient safety in the nation, they were rated as among the top 15 hospitals now in the country during the past two years of the pandemic, their engagement scores is the highest in a decade and their burnout rates dropped dramatically. While burnout rates have skyrocketed, as you know, everywhere else.

Shawn Achor ([00:25:13](#)):

We hear one narrative about how exhausted the world has become. And it makes sense, given the workload that we're seeing within the medical space and within the educational space. But what we haven't been hearing is what happens when people actually create positive change with one of another. You're going to get to hear some of that research from Joey here today. But what I'd like to highlight is the mindset changes that occur on the backside of this.

Shawn Achor ([00:25:34](#)):

As you're listening to her work, you're going to hear two major themes emerge from this research. One of them is that we keep thinking, "I will be happy when... I'll be happy when I get this job. I'll be happy when the pandemic is over. I'll be happy when I get my vaccine. I'll be happy when I can help a hundred people instead of just 50. I'll be happy when the government responds in a specific way. I'll be happy when I get my first house. I'll be happy when I pay off my medical debts. I'll be happy when I get married." Remember that one? I'll be happy forever.

Shawn Achor ([00:26:05](#)):

Then you have kids and you want them happy too. And what you start to see is the very problem that I want to describe. Back in the 50s, there was a series of studies done that they didn't need to do, but we do a lot of these studies to get published. What they found is, every time your brain has a success, your brain changes the goal post of what success looks like. It moves it up.

Shawn Achor ([00:26:22](#)):

Now, you didn't need to know that. Because otherwise, the very first time you caught a ball or you put Legos together as a four-year-old, you would have been done, right? If I ask you if you're successful today, you'd be like, "Shawn, wildly. I put those Legos together when I was four. We literally talk about this every time we meet up. What's the problem?"

Shawn Achor ([00:26:38](#)):

The problem is, that if you learn addition, we want to see, can you learn multiplication, then calculus? Can you create a product? Can you heal people? Can you lead a team? Can you lead a family? Can you help an entire community? We want those targets to keep rising. That's highly adaptive. The problem is, as we're pursuing our mission and our success and happiness within our lives, we're using two mindsets that are completely and fundamentally incompatible.

Shawn Achor ([00:27:02](#)):

On the one hand, we're saying, "I will feel happy on the opposite side of this next success." At the same time, we're saying, "Success is continually a moving target for the human brain." Which is why we never get there. We've pushed happiness over the cognitive horizon. When I learned this, it clarified so much of my life because I kept thinking, "If I get good grades in high school, think how happy I'd be."

Shawn Achor ([00:27:23](#)):

If you get good grades, you need to go into a better school. You get to a good school, don't get excited yet, you need better grades so you can get into a better job. You get a job, don't get excited yet, you now have to hit your targets, right? If you're good at hitting your targets, we raise those targets or we put you in charge of other people to help them be able to help other people.

Shawn Achor ([00:27:40](#)):

We want those targets to keep rising. That's adaptive. The problem is, given the successes you've had and the mission you have to help people, and the fact that you're helping heal entire communities, seems like you should have 100% levels of happiness. That formula would work. And we know that's not the case. We know empirically before the research even kicks in, that success didn't yield the levels of happiness that we expected.

Shawn Achor ([00:28:04](#)):

So then we start to assume that success and happiness are independent variables. But what I'd like to talk about is what happens when we actually look at this from the reverse perspective. In this research, as you hear Joey speak, part of what we're finding in the midst of the positive psychology interventions is that as you get people to focus on the positive, it shifts what happens next.

Shawn Achor ([00:28:22](#)):

What we found is, as the brain becomes more positive than your genetic threshold, every single business and educational outcome we know how to test for rises dramatically, and some but not all of our health outcomes as well.

Shawn Achor ([00:28:33](#)):

What we were finding was the greatest advantage in the modern economy was a positive and engaged brain. We found that people were 31% more productive when their brain was positive compared to their own brain at negative, neutral or stressed. We found that four-year-old children, these were the initial studies. Back in the '80s, they found that if you have them do spatial memory tests, and before the spatial memory test, half of them are given neutral instructions the other half, before they do the test, you ask them to think of their happiest memory. It's a weak, emotional prime. And they say it's a terrible question because they're four-year-olds, they say stuff like, "I had jello for lunch today. That was my happiest memory ever."

Shawn Achor ([00:29:06](#)):

And you get those parents pounding on the mirror that you can't see through going like, "No, it was Disney. I spent \$400 for your birthday. It was Disney." Whatever it was that causes the child to be happy, not the parent, in the positive condition, their spatial memory scores improved by 60%, not 6%, 60%.

Shawn Achor ([00:29:22](#)):

Then they found out, but they're four-year-olds, right? So they were like, "What do we do with this research?" Then they found out in 1998, you prime third year medical students to read through patient histories and you prime them to be positive, negative, neutral, or stressed, only in the positive condition they're 19% faster, more accurate at coming up with the correct diagnosis. And showed three times intellectual flexibility around a misdiagnosis.

Shawn Achor ([00:29:41](#)):

To summarize the section, this was the original work I was doing in the Happiness Advantage. What we were finding was that as the brain became more positive than your genes in your environment, based upon those mindset or behavioral changes, it dramatically improved our business and educational outcomes on the backside.

Shawn Achor ([00:29:56](#)):

Not only that, we became more productive, we live longer, our symptoms become less acute, our altruism rises dramatically, our compassion levels rise. So, this isn't toxic positivity. Toxic positivity is not even... We'll have a whole conversation about that if we have a chance. But to me, what we're railing against when we talk about toxic positivity is really just toxic ignorance. Ignorance to the suffering that people are experiencing with how much of a challenge it is to be able to change.

Shawn Achor ([00:30:22](#)):

The positivity is the belief that there are still, in the midst of this challenging world, good things going on in this world and that we might get to a better place. That's the positivity portion of it. Unfortunately, when we label things as toxic positivity, we're silencing the very people who think that we can change from a state of apathy or a constant negative state.

Shawn Achor ([00:30:41](#)):

What we find, just like we saw at Genesis Health Systems, is instead of hunkering down, we lean into the positive, it creates an incredible advantage where every single educational outcome we test for on the SAT and ACT rises dramatically. Creativity triples, problem solving triples. If we have big problems facing us in this world right now, we need somehow to find the best brain possible to bear upon that situation.

Shawn Achor ([00:31:03](#)):

And it doesn't come by actually getting to the end of discrimination or getting to the end of inequality. We're getting to that point where finally we're able to heal everyone, right? At some point, we're starting to realize that if in the midst of this broken world where we're already tired and frustrated, if you increase levels of gratitude, optimism, or social connection with one another, it transforms our ability to make this a better world for other people. It's not ignoring the world, it's actually raising our levels of compassion and altruism.

Shawn Achor ([00:31:35](#)):

Which leads to the second point that I wanted to make as you'll hear in the midst of this research that we're talking about, which I think just validates the work that you do on a daily basis. And you'll hear why. So, that whole portion that I just described was what I started on in this research. Because I got really excited by the fact that people could change, right?

Shawn Achor ([00:31:51](#)):

And not only can you change, but when you change to become more positive, our success rates rise dramatically. That was so exciting to me. I became blinded to something that became even more important. I was missing out on the ecosystem. I was working with all the public schools in Flint, Michigan, using this Orange Frog intervention that we were using that we've used with Joey, that we used with the Genesis Health Systems, that we've used across the world.

Shawn Achor ([00:32:13](#)):

What we found was that as we raised the levels of happiness for the teachers, we were trying to get them to stay for more than two years. It turns out that the teachers', students', parents' or guardians' wellbeing scores were improving dramatically. But we weren't working with them yet. We didn't have the resources to work with them yet. We were only working with the teachers and yet we were finding an impact that was occurring three, four degrees separate from the initial intervention.

Shawn Achor ([00:32:37](#)):

That something as small as doing gratitude exercises as the teacher was impacting the quality of life that was being experienced by a parent or guardian of a child that you might never meet, which is incredible. And what it started to show me was something that became the bedrock of the work that we've been doing ever since with schools and hospital systems, community health centers across the world.

Shawn Achor ([00:33:00](#)):

What we realized basically is that happiness is not an individual sport. So, I wrote a book four years ago. I can't believe it's that long, but you'll hear why I'm mentioning this, called Big Potential. And this research was all about how we actually have to pursue happiness and success in an interconnected way. That when you pursue them individually and alone, we burn out or we only get small potential.

Shawn Achor ([00:33:24](#)):

Big potential only occurs when we create virtuous cycles within the system. So, when you write a book, you get one week to get on a bestseller list. Because all your pre-orders count for the first week, for some reason. So, we decided, my wife is pregnant, we're going to have a baby at the end of April, the first week of February, I'll have the book come out, I'll go away for one week and I'll come home and I'll be there for my wife and our new child.

Shawn Achor ([00:33:45](#)):

The day before the book came out was the Super Bowl. And during the Super Bowl, during the first quarter, while my team was playing, my wife's water broke. Now, we didn't know that was what was going on at the time. I'm a researcher. I was like, "Should we go to 39 weeks, honey, or 40 weeks, 41 weeks? What would be best for our baby?"

Shawn Achor ([00:34:00](#)):

And two and a half months early, her water broke. Now, we didn't know that was what was going on at the time, and it was during the Super Bowl. So, she Ubered to the hospital. Husband of the year. I'm glad I can't see most of you right now. I did get her an Uber XL, so that's fancy.

Shawn Achor ([00:34:17](#)):

She got there and they said, "Ma'am your water broke. We need you to stay here for six weeks doing bed rest," which wasn't a thing either. Three days later, our daughter was born. We almost lost her three times over the next two day period of time. She kept sparking back to life. We didn't have a name for her. Her name is Zoe Sparks Achor, and she just celebrated her fourth birthday. We had a PAW Patrol birthday party and it was amazing and she's doing amazing.

Shawn Achor ([00:34:38](#)):

But the reason I want to tell you this, is instead of going out and doing a book tour on the research about how we have to pursue happiness and success in an interconnected way, instead, my happiness sat in an incubator in NICU being cared for by these angels who were keeping her alive when my success rate would have been zero.

Shawn Achor ([00:34:56](#)):

What we got to do is to battle test the research that I wanted share with you now. I just wanted to tell you two studies from Big Potential, and then I'm going to move it over to Joey to talk about what this research looks like when we bring it to life.

Shawn Achor ([00:35:08](#)):

But these two studies, I'm hopeful that these studies, if you're taking any notes, which you probably aren't, but if you are, right down Hill and Firefly. These are my two favorite studies right now, neither of which I did. I put them in the first three pages of Big Potential because I was so afraid people wont read the rest of the book. I just wanted them to get these two studies.

Shawn Achor ([00:35:25](#)):

So, the first study is about Hills. At the University of Virginia, these two researchers discovered... I have to tell you this part of it. The perception researchers, they look at how, when somebody is in a chronic pain state and they're looking at a hospital hallway, the hospital hallway actually looks longer to that brain, to that person, when they're in a chronic pain state versus a non-pain state, which is amazing. The brain's tricking you into not walking down the hallway because it doesn't want you to risk resources doing it or risk injury. That's amazing. You brain didn't even have, it's conscious.

Shawn Achor ([00:35:57](#)):

What the researchers found by accident, is if you're looking at a hill, you're told you need to overcome and you're alone as a participant looking at that hill, your perception of that hill, that hill looks 20% to 30% steeper to your visual cortex than when you have a participant standing next to another participant who they're told is going to climb the hill with them. That's a convoluted way of saying it. I can never figure out how to say it accurately in the talks so it makes sense.

Shawn Achor ([00:36:25](#)):

But the inclusion of another person looking at that hill drops how steep that hill looks by 20% to 30% for the human brain. That was a matrix moment for me because I thought I knew how the world worked. Right? You see it, that's the challenge. We have to be realistic. Let's get over it. That is not how the human brain works.

Shawn Achor ([00:36:43](#)):

Things like chronic pain, as you know fatigue and whether or not you're radically alone or with other people transforms the geometry of the challenges in front of us, which is why mentors are so important for at risk youth. This is why mentors are important for all youth and all of us, right? This is why happiness cannot be self-help.

Shawn Achor ([00:37:03](#)):

As soon as you put happiness books in the self-help section, we make it 20% to 30% steeper for people to achieve. The happiness we talk about here today is not, "Hey, you're fatigued and exhausted. You're working in a high meaning area, but you're probably overwhelmed. Go create happiness and come back and be even more successful." That's not what we're talking about because that's not actually how you pursue happiness.

Shawn Achor ([00:37:22](#)):

The greatest predictor of long-term levels of happiness is your social connection score. It's a breadth in meaning with other people as you pursue your goals. If that's the case, you can't pursue happiness in a self-help way. So instead, we have to shift around.

Shawn Achor ([00:37:38](#)):

This is the reason why I think the Orange Frog intervention has been so successful. It's not the positive psychology interventions alone. When they do them alone, they work but they're magnified as soon as you get positive collaboration, which leads to a second study, which has become a metaphor for not only the work that we've been seeing with Joey, but the work we've been seeing worldwide and might be a metaphor for which you've been experiencing as well.

Shawn Achor ([00:38:01](#)):

There are fireflies and lightning bugs across the globe. They light up individually and randomly in the dark to attract a mate. When they do so, their success rate of reproduction per night is 3%, which I'm told by entomologists is pretty good. But it turns out, on opposite sides of the globe. These two species figured out how to do something different. Instead of lighting up individually and randomly like I just thought all fireflies do, they develop these neurotransmitters so they can time their pulses to the milliseconds so they can all light up and all go dark as an interconnected community. The whole community of fireflies lights up and goes dark at the same time, simulating a lightning strike.

Shawn Achor ([00:38:33](#)):

That's a terrible idea because we live in a survival of the fittest world, right? You have to be the fastest, smartest, brightest, light shining. Why would you light up when your competitors lit up, right? You should diminish their lights, light up your light or light up when they're not lit up. That's the best strategy, given what we've been told about how the world works.

Shawn Achor ([00:38:54](#)):

Turns out, two researchers at MIT have pointed out continually how we've misunderstood how systems actually work. And turns out when the fireflies light up together, the success rate doesn't cap out at 3%, their success rate of reproduction goes from 3% to 82% per bug. It's not like one bug does really well with the new system, right? Like keep going, guys. This is the best night of my life. The entire system was doing orders of magnitude better than we thought was possible.

Shawn Achor ([00:39:22](#)):

Because we thought we knew how the world worked. It's not survival of the fittest, it's survival to best fit with the ecosystem around us. At Google, they found that they couldn't predict the success rate of teams based upon the individual metrics of the people on their team. And they measured everything. 100,000 employees. They said, "We're Google. We're amazing finding patterns. There was no pattern in the data."

Shawn Achor ([00:39:41](#)):

The only thing they found that actually created long term impact upon a team's success rate at their goals, at your goals, was the social cohesion score. It's, do you feel connected to the people you work with? Do you have psychological safety and can you express your individual trait and connection to the ecosystem?

Shawn Achor ([00:39:57](#)):

This is why some NBA teams full of superstars underperform the real capabilities. What we're finding in the midst of these challenges is that as we light up together in the dark, our success rate rises dramatically. So, as we try to create positive changes, instead of trying to just front load happiness before we create greater levels of success, we're realizing the only way that we can do so is by pursuing it in an interconnected way. Which we got to see come to life with the work that Joey was doing.

Shawn Achor ([00:40:23](#)):

So, I would like to pause my section, even though there's so much I would like to talk about, because I cannot wait for you to get to hear from Joey about what this looks like when we start to light up together. And how by creating a more positive response to the world, it changes our ability to make this a better world for others in the midst of the suffering that we're experiencing. So Joey, can I pass it over to you so you could share your work?

Joey Marie Horton ([00:40:47](#)):

Thanks so much, Shawn. I appreciate it. And the Firefly research is a new one I hadn't heard yet from you. So, I'll touch on that in one second here. So, nice to meet everybody today. I'm really excited to be sharing our perspective on our journey with the Happiness Advantage.

Joey Marie Horton ([00:41:03](#)):

I think what's really exciting is that we are the first community health center in the country to carry on this research. And when I heard about it, we've heard of these big systems or big organizations and to be one of the rural community health centers that was able to take this on at the beginning and show that it was really successful for us is really exciting.

Joey Marie Horton ([00:41:25](#)):

Next slide please. Sorry, Olivia. So, a little bit about our organization. We're located in a rural area of Upstate New York quite far away from New York City, closer to Canada, actually, than the city. We serve a primarily even split between adult pediatric population currently. But our organization was founded 50 years ago, focusing on a pediatric population.

Joey Marie Horton ([00:41:49](#)):

So, we're focused on an integrated model of patient center just like all of you are on this call today. So, just a little background of our size and the individuals we serve each year. Next slide please, Olivia.

Joey Marie Horton ([00:42:04](#)):

So, our journey with happiness actually started back in 2017. And why I mentioned the Firefly story is that we created our own culture that we define be brilliant in 2017 because we have a star in our logo and we felt that working together as a team shining for others was a brilliant thing to do for our community. So, I love the Firefly research that you just shared, Shawn.

Joey Marie Horton ([00:42:27](#)):

So, this culture that we created was actually defined based on some of the key terms with the book called lead with love, which outlines the Southwest airlines employee culture as well as a servant leadership style. So, we define the culture with the acronym RESPECT. And for us, RESPECT meant not only as an organization and as an employer, we wanted to focus on how we respect our employees, but we also wanted our employees to treat our patients with respect at all times.

Joey Marie Horton ([00:42:56](#)):

And we define respect a little differently than a dictionary would. We focused on our being recognizing the good in the day. The first E was on enjoying our work and our work environment. We were steadfast in our mission and focused on that as part of our daily work. We wanted employees to be passionate for what they do and to share that passion with our patients. The other E was empowerment and really encouraging our employees to lead us to success, giving them the tools and the ability to do that. The C was on celebrating our successes, whether they were big or small and the T was on teamwork.

Joey Marie Horton ([00:43:33](#)):

So, from 2017, we focused heavily on that culture within our organization. And it provided the common language for our leaders as well as our staff within the organization to say, this is how we want to be supervised and this is how we want to lead within our organization. So, as everyone knows, the COVID-19 pandemic hits in 2020 and our world is completely tipped upside down, especially being in the healthcare world.

Joey Marie Horton ([00:43:58](#)):

So, by January '21, almost a year later, I was feeling that our staff were exhausted, burn out, lacking that motivation and think everybody was feeling that across the country and particularly in healthcare. And I was looking for how can we focus on something positive in our day?

Joey Marie Horton ([00:44:17](#)):

So, I actually came across a study that Duke was doing with healthcare workers called Three Good Things. And it was a challenge where you wrote down three things that happened to you on this online website every day and then you talked about how you were feeling. I then challenged my leadership team to say, "Can you guys do this with me? 21 days, let's write down three good things."

Joey Marie Horton ([00:44:38](#)):

It was such a success with our leadership team that I challenged the organization in February of '21 to say, "What is happening that's good in your day? Will you take this challenge with me? And if you have something that's positive, share it with me. I'd love to hear about it."

Joey Marie Horton ([00:44:51](#)):

So, when I heard in April of the NACHC webinar that Shawn actually did so about a year ago today with Jordan Voigt from Genesis Health, I was so excited because it not only fit in with our culture, but fit in with our three good things. And I know that there was going to be a synergy between the work that Shawn was doing as well as the culture that we had worked years to create.

Joey Marie Horton ([00:45:13](#)):

So, once I attended that training, I was all in. I signed up for the June NACHC training as a follow up. And I thought, "June is too far away. I'm just going to do my own training," which I did a couple of weeks later.

Joey Marie Horton ([00:45:24](#)):

And once I did that virtual Orange Frog training, I was completely hooked and said, "Our organization has to do this." I'm sure you're feeling the same way after Shawn's talk. It's such exciting research to hear about to make such an important difference in your organization. So, with some HRSA H8F funds, we were able to focus on employee burnout and retention. And we started doing organization-wide happiness trainings for the entire organization.

Joey Marie Horton ([00:45:49](#)):

And we actually redefined our culture that was previously be brilliant and redefined it in the Orange Frog terms to be brilliantly orange. In August, I also had our board of directors approve a strategic plan that included employees as one of our three main strategic objectives to focus on over the next three years. And in September, our employees created their own brilliantly orange action plan and brilliantly orange committee.

Joey Marie Horton ([00:46:16](#)):

Next slide please. So, what does this look like in reality? So, as I said in the summer of 2021, we did this training. As a little bit of background, this was during that sweet spot in the pandemic where we actually had an in our region of the country anyway, excellent vaccination rates, very low infection rates, the restrictions, the social distancing restrictions and mass restrictions had gone away. And we were thinking, "Wow, we're over the hurdle. We're onto looking at our world in a new perspective after the pandemic." And we conducted that training.

Joey Marie Horton ([00:46:54](#)):

So, you'll see in some of these pictures we're masked in some and masked in other ones. Unmasked and masked in some. So, we connected that training. And as a follow up to that training, every individual took on a 21 day challenge. Based on Shawn's research that he shares in the Orange Frog book and the Happiness Advantage training, there are many initiatives that you can take on that actually show increased levels of happiness.

Joey Marie Horton ([00:47:19](#)):

Our staff really focused on doing three gear attitudes. And as Shawn had mentioned, it's not writing down the same three things you're thankful for every day, it's scanning your environment and looking for what new positive things are happening so that I'm scanning and constantly trying to find those positives. We also had staff engage in random acts of kindness and had staff engage in physical activity for those that weren't already physically active.

Joey Marie Horton ([00:47:44](#)):

Every employee in the organization took on this challenge and they were also given a buddy so that they had a somebody, a social connection to encourage them throughout the challenge and to further that teamwork across the organization.

Joey Marie Horton ([00:47:57](#)):

So, after that ended, we had our Brilliantly Orange Sparks Committee that was created. This was an employee-driven committee. There is not a member of the leadership team or any management position that sits on this committee. It's completely made up of employees that have an interest in spreading joy within the organization.

Joey Marie Horton ([00:48:15](#)):

They meet monthly and they develop a calendar of events for us and activities that we can carry out this positivity and joy in the workplace. So, for them, they've divided our organization up actually into seven teams, each with a team captain. We compete monthly for prizes and bragging rights in essence, of who's taking on these challenges to spread joy and kindness across our organization.

Joey Marie Horton ([00:48:39](#)):

They send lots of monthly reminders. They do newsletters, they have posters in the break rooms and in the bathrooms. And this is really that guiding force that helps us sustain our culture. In addition, I have started doing a weekly good things email. This actually started, as I mentioned, when in February of '21, I encouraged my employees to take on the three good things challenge with me, I was at the same time doing a COVID-19 daily email that moved to weekly emails as the pandemic moved on.

Joey Marie Horton ([00:49:11](#)):

And as many of you probably did in your organization, it was filled with lots of negative information and data about changing illness levels, hospitalization rates, regulation changes, new trends that we had to deal with with staffing. And it was a very negative email.

Joey Marie Horton ([00:49:28](#)):

And I thought, "Man, wouldn't it be great if we could start that email with something positive." So, I started getting those positive stories from staff through that three good things challenge. And I added those to the beginning of every email. And in May of 2021, after 63 weeks of doing that email straight, I transitioned to a completely three good things email. And now we share those awesome patient stories, those stories of teamwork, where we break down barriers for care for patients highlighting those mission-driven core value stories.

Joey Marie Horton ([00:50:01](#)):

But we also ask employees what's going on that's awesome in your life? We hear about their kids' sports team that won over the weekend, or somebody has a new grandchild, or somebody got married. And we're sharing those within the organization. This has been for me in my role, one of the most positive changes of implementing Happiness Advantage, because I have something every week that I'm looking forward to hearing those positive stories.

Joey Marie Horton ([00:50:24](#)):

In addition, you'll hear in the Happiness Advantage training about a term called social scripts. So, these are the behaviors and the actions that are expected within an organization. And we really focused on how do we change our expected behavior to always be one that's positive and joyous? So, we started by not starting any meeting or clinical huddle without at least sharing three positive things.

Joey Marie Horton ([00:50:49](#)):

So, this has been a great way for us to learn about what's going on personally with other team members that we're working with. But it has also allowed us to change the social script to say, Man, if my supervisor starts a meeting and doesn't talk about positives first, I can even say to them, "Hey, you missed the three good things." And you can interrupt them and ensure that positive is always at the start of a conversation.

Joey Marie Horton ([00:51:14](#)):

We also talk about celebrating within the organization. Whether that be birthdays or anniversaries. And on the bottom of the screen here, you can see a celebration board. These are in every single department that we have. This is an opportunity for staff to write down something that happened great during the day, some positive story that they want other staff members to hear about. And it's also a visual reminder of positivity and how important that is in our workplace.

Joey Marie Horton ([00:51:41](#)):

We've also focused heavily on employee recognition. So, our leadership team actually took on another challenge. We really like challenges and competitions. Took on another challenge of writing at least three thank you cards to our staff weekly. And we liked this so much and found so much joy doing these random acts of kindness to other employees that we created our own set of thank you cards. The bottom left here is a note to say thanks is one of our designs.

Joey Marie Horton ([00:52:08](#)):

And all of our leadership team members have a stack of thank you cards in their desks where they can do handwritten notes to employees. In addition, we have used our Paylocity payroll system to do impressions. So, our staff can actually do electronic thank you cards to other colleagues which are seen by their supervisors. So, it's a great tool for employees to recognize each other.

Joey Marie Horton ([00:52:32](#)):

And for our clinical team that said, "I don't really have enough time to do an electronic thank you," we printed out these business cards, which is in the middle of the slide here with a to and from in the little frog. And it's a quick little note card that they can leave on someone's desk or leave on their laptop and say, "Thank you so much. I saw how you handled yourself with that patient today and you did a really great job."

Joey Marie Horton ([00:52:53](#)):

So really our focus is on giving employees the tools so that they can be positive in the workplace. And then lastly, in the advanced Orange Frog training, you'll learn about a thing called joy bombs, which is in essence, spreading kindness and joy to others that are not expecting it.

Joey Marie Horton ([00:53:08](#)):

And our team has taken on joy bombs with interrupting department meetings with Congo lines and music. Head staff go to nursing homes and drop off gifts at the holiday season. We'll visit some of our remote sites and bring them joy and goodies. And this has been not only a positive surprise for those that are getting joy bombed, but it's a great feeling to be able to spread joy as an organization.

Joey Marie Horton ([00:53:33](#)):

Next slide please. So, I asked some of our employees how they felt the Happiness Advantage worked for them. And I love these three, because it really focuses on that idea that we can change social scripts. Some of these individuals are more positive people and they now say after this training that they feel more comfortable to share their positivity and spread their positivity within the organization.

Joey Marie Horton ([00:53:59](#)):

Next slide, please. These really focus on the changes of burnout and the importance of scanning our world for positives and how that really made a difference on burnout for one of our clinical administrators and how engaging with the Orange Frog Initiatives has really improved team collaboration and inter-team communication as well.

Joey Marie Horton ([00:54:20](#)):

In addition, we did a employee satisfaction survey at the end of 2021. We've actually used the same question since 2015. And in December, our employee satisfaction score was the highest we have ever achieved since 2015. And starting that survey at 91% of our staff being highly satisfied or satisfied as an employee.

Joey Marie Horton ([00:54:41](#)):

In addition, we asked about how the Orange Frog Initiatives and training impacted culture and 80% of our staff agreed that it significantly improved our culture in 2021.

Joey Marie Horton ([00:54:52](#)):

Next slide, please. We also were fortunate enough to work with DHG, which was a consulting firm that assessed how well the Happiness Advantage training impacted our organization and whether these results could actually be sustained over time. So, we did a pre-baseline assessment in June, we did our workshops in the summer, we did an assessment right after those workshops a couple of weeks after.

Joey Marie Horton ([00:55:18](#)):

As you can imagine, the scores were great than you have that immediate positivity response there. But what's most important is looking at that post-workshop, which we did several months later, of evaluating were these results sustained over time.

Joey Marie Horton ([00:55:31](#)):

And I have to mention that this was the time in November of '21 for our region of the country that we experienced the highest levels of COVID staff illnesses, hospitalization rates, the most deaths in our region. So, for us, we actually dealt with the COVID-19 pandemic more at the end of 2021 than we did even at the beginning of the pandemic.

Joey Marie Horton ([00:55:55](#)):

So, our staff were already exhausted from having to change their work and how we interacted with each other for over a year and then we were hit with staff being out sick constantly, and childcare issues, and quarantines with our staff as well. So, for us to be able to show that we had improvements across every single clarity measure, which there's 12 distinct measures in this tool, even during the height of the pandemic in our area, I think is really important as well.

Joey Marie Horton ([00:56:23](#)):

So, we showed improvements in ability to embrace change, burnout and optimism. And we also evaluated our staff based on whether they were clinical, clinical support staff, or staff that were just leadership and non-clinical in nature. And we saw higher levels of improvement in non-executive and management team. And I think this really focuses on that as a team, we were highly committed to this initiative and also we're feeling incredibly burnout and that we needed to focus on something more positive.

Joey Marie Horton ([00:56:55](#)):

Next slide please. So, how are we sustaining this? I really want to make sure that you can all see today that this training has made a significant difference on the organization. We have scientific research that shows that it made an impact on measures within our staff, but how do we sustain it? And I think that's really important.

Joey Marie Horton ([00:57:17](#)):

So, first for us, it was board and leadership commitment. As Shawn was talking about earlier and that idea of being tone-deaf when we're working with the pandemic, should we even focus on happiness and positivity? I would agree with Shawn completely that this is exactly the time that we should be putting our employees first. They are our most important strategic asset and focusing on them from a board and leadership level is extremely important for long term success at your organization.

Joey Marie Horton ([00:57:44](#)):

So, we incorporate rated employees as part of our strategic plan. We've also redesigned our performance evaluations, how we evaluate individuals and how we set goals for individuals that focus on our Brilliantly Orange Initiatives. We have visual reminders everywhere. For us, orange is a color that means positivity. And we want to remind staff constantly that it's okay to be positive in our work environment.

Joey Marie Horton ([00:58:12](#)):

So, we have orange lanyards, we have T-shirts, we have orange post-it notes and pens and there's orange frogs everywhere and coffee mugs. And for us, this really is that constant reminder that we are, as an organization, committed to our employees' happiness. In addition, we're focusing on continual staff training. We know that as we bring new employees into the organization, we have to train them on

this initiative and we have to engage them as part of the team that's already committed to these brilliantly orange activities.

Joey Marie Horton ([00:58:42](#)):

Our staff committee, the Brilliantly Orange Committee, actually goes to our orientation and provides an overview of our culture and the activities that are coming up in the next month, so they feel engaged right from the start. And now we're focusing on how do we engage the community?

Joey Marie Horton ([00:58:57](#)):

This summer, we're actually training the leadership of a school district that we house school-based health centers in. Really excited to share with the school district. And we're focusing on some grant opportunities to expand it in the community, including some youth leadership groups as well. And our Brilliantly Orange Committee actually started a garden subcommittee. So we're working with community not-for-profits to start a garden as well as to share the fresh fruits and vegetables with our patients.

Joey Marie Horton ([00:59:25](#)):

So, our focus is continually on how do we engage, not only our employees, but the community to spread this joy. Last slide please. So, the last slide is just a thank you slide. Wanted to share some pictures of some of our staff here that shows even in a virtual setting, you can see a screenshot of a Zoom screen here. We're really continuing to focus on teamwork and engagement and having a little bit of fun at work.

Joey Marie Horton ([00:59:51](#)):

And we feel that that is such a critical component of long term success as an organization. I highly encourage everybody to take advantage of the NACHC trainings that are upcoming, that Cindy is going to talk about a little later. And I'm more than happy to left my email on here to answer any questions that you may have from our experience. Shawn, I'm going to hand it back over to you and I think we're going to have a little Q and A dialogue.

Shawn Achor ([01:00:17](#)):

Joey, that was wonderful to get to hear. I knew a lot of that already, but getting to see it all at once. I have to just say, as an author, it's just exciting to see this research come alive in ways that I never expected, right? A lot of this research was just done on spreadsheets and surveys to be sent out. And then suddenly to see it manifest in an Orange Frog or to see people all dressed up in orange, but also to see those incredible results that you're seeing inside the organization, it's just phenomenal. And it took so much leadership and courage to get there.

Shawn Achor ([01:00:49](#)):

And actually, that's where I think maybe we start our conversation because a lot of the questions that came through during your portion were wrapped around what do we do about the people that are negative, or the naysayers. Or maybe we should start in an easier place, instead of talking about happiness, given the fact that people are exhausted right now.

Shawn Achor ([01:01:09](#)):

Actually somebody shared an article from one of my friends, from Susan David from HBR about emotional agility. And she said, "It may be that organizations are not ready for this due to the low trust and high distress. If so, emotional agility and trauma-informed approaches might be a more reasonable place to start."

Shawn Achor ([01:01:30](#)):

I think that that's so important to highlight. And I'm so grateful you include this in there. I love Susan David's research. She talks about emotional agility and this ability to be able to move between and recognize and validate not only the positive emotions, but the negative emotions as well. But where I'd like to frame our conversation is maybe a pushback directly against this.

Shawn Achor ([01:01:51](#)):

Because I think that there's a challenge in the midst of anytime we hear positive research or positive ideas. In the midst of the world we live in right now, it seems paltry. The positive seems paltry and the negative seems overwhelming.

Shawn Achor ([01:02:05](#)):

So, the quiet voice I think we're constantly going to be hearing is my behavior won't really matter, right? Or if I do these things, it won't have an impact. Or no one's going to want to listen to this, right? Or what about the negative people who are not going to want to hear this? Or maybe people will take this as they're going through suffering and that we're trying to wash out or sugarcoat the fact that people are suffering.

Shawn Achor ([01:02:25](#)):

But Orange Frog training has actually been used in conjunction and as a validator of a lot of the diversity and equity and inclusion programs that we see out there, because part of what we're trying to do is expand, power out the ecosystem, enhance others around us, strengthen and defend it together and sustain those gains through the tools that you were just describing.

Shawn Achor ([01:02:44](#)):

But I want to get to some of the specific questions they had for you about how to overcome those negative voices or the challenges we feel within the system. But I wanted to highlight something from that article, the Harvard Business Review article. What you'll see in a lot of these articles is we shouldn't do a happiness approach because what it does is ignores the fact that people are having challenges.

Shawn Achor ([01:03:08](#)):

And in the article, it talks about how people have been dealing with some of these challenges for two or three decades. And it just asserts, like one of the lines in her article was this obviously won't work. We have literally three decades' worth of research showing that these small changes can deviate us from our genetics point and our environment.

Shawn Achor ([01:03:28](#)):

And the challenges we've been working with for two, three, four decades in our life can actually start to be undone by creating some of these positive habits. The reason I want to point this out is, in each of these articles where we try to take a step back away from happiness, like we do when we measure

engagement, right? Almost no companies we've worked with measure happiness, right? They measure engagement, because that seems less ambitious, right? Engagement seems something more corporate-y that we could do.

Shawn Achor ([01:03:55](#)):

But no one's like with their kids, honestly they think to themselves, "I don't care what happens to them in their life, I just want them to be engaged." No, you want them to be happy. If I told you that they were going to go to this school or they were going to become a nurse, or they were going to become a doctor and they will be miserable and make everyone around them miserable. You won't pick that option because we actually deep down want happiness.

Shawn Achor ([01:04:17](#)):

And the reason I want to mention that is that each one of those articles that you'll see pushing against happiness, what you'll find is that they've, one, assumed that when we're talking about happiness, we're ignoring that people are going through challenges.

Shawn Achor ([01:04:29](#)):

And I think the work that you've done and where I'm trying to set this research is an awareness that we actually have to start with a realistic assessment in the present. But from there not stop. Right? And at the end of all of these articles, you'll see a turn or they're like, "And then do something positive," which is what we're starting with here.

Shawn Achor ([01:04:46](#)):

They've come back around to this idea at the end, it was act in accordance with the values that you've recognized. Part of what we're finding is that we can label these things. We can realize, I worked in implicit bias lab for three years. We can realize that there's implicit bias. But at some point, we have to do something that bonds us together and causes to change our behavior.

Shawn Achor ([01:05:05](#)):

In the article, it specifies how dieting, for example, never works. But if you've ever gone through a point in your life where you were in a depressed state and you're not currently now, you know change is possible, right? If you've ever lost weight and be able to hold it off, or you started to gain muscle and you've been able to keep that, or you picked up a sport or a piano as something you weren't able to do for two or three decades and then suddenly learn it, you realize change is possible within the system. Just like we see the reverse happening.

Shawn Achor ([01:05:30](#)):

We have words like trauma that we can talk about, but we don't have the opposite word. We don't have the opposite word of trauma, which means we don't study it. We don't know how to talk about. We don't have a single positive event that causes cascading positive change. And so, when we don't have words like that, we don't study it.

Shawn Achor ([01:05:45](#)):

So. In the midst of that, what I wanted to hopefully bring out is that I think it requires courage for us to talk about happiness. And Joey, you are one of the youngest CEOs in the community health space,

you're probably one of the youngest CEOs and a woman, right? So, you're having to overcome challenges within a system that I think people would love to be able to hear how you've been able to embrace these ideas, have this courage and be able to advance the ideas of positivity in a world where we see that there's trauma, and we see that there's racism, and inequality, and discrimination.

Shawn Achor ([01:06:25](#)):

So, how have you had the courage to do that? And what have you done specifically with the naysayers who might push back against positivity or youth or any other discriminating characteristics?

Joey Marie Horton ([01:06:37](#)):

What a big question, Shawn? I'd love to answer that though. I think that for me, part of my core values has always been that belief that if we have employees that genuinely want to come to work every day and are positive when they're here, that my patients feel that. That when they walk in the room, when they see that doctor, that's excited about their care, when they're passionate about what they do, they are more likely to walk back in our door, whether that's the front desk, the person that answers the phone or even the physician.

Joey Marie Horton ([01:07:10](#)):

So, for us to say, if I know that my employees' happiness and wellbeing is going to impact my patients' access to care and whether or not they're coming back, and we as a team can work together on those big picture mission items that you had mentioned, and we're going to be able to accomplish more together. We are getting at our mission.

Joey Marie Horton ([01:07:32](#)):

So, I think that not including your employees as your most valuable asset to achieve your mission is a misstep. And focusing our attention on our employees first and empowering them to guide us to our mission, I think is really the big key here. In addition, I think what's really great about this research is it shows that if you get a couple people on board, it can really start to grow.

Joey Marie Horton ([01:07:58](#)):

So, I think that as you saw from some of those quotes, you're going to have in any organization, people that are more negative and people that are more positive. Take those positive people first, give them the training first, get them on board, have them create this movement within your organization.

Joey Marie Horton ([01:08:15](#)):

And then you're changing the social script so what is normal is to be positive and joyous when you walk through the hallways as opposed to not connecting with individuals in your workspace or to be negative. And I think reminding people, I'm looking at some of the chat comments as well is that, this is not that achievement of something happiness. This is, as you had mentioned, the joy that you feel striving to the pursuit.

Joey Marie Horton ([01:08:42](#)):

And for us as a not-for-profit, I think that thinking of it as a way for us as a team to feel joy carrying out our mission in the community together connects us socially but also connects us as a team to the greater good. And I think that's what's really important as well.

Shawn Achor ([01:08:59](#)):

I love that.

Joey Marie Horton ([01:09:01](#)):

I hope that answered it a bit.

Shawn Achor ([01:09:02](#)):

Yeah no. Actually, it is such a big question. I think you did a great job answering it. And I was looking at some of the comments that are wrapped around this. One of them was, but happiness every day isn't actually realistic. Euthemia is experiencing the full range of emotions without getting stuck in any of them. We can't be expected to be happy all the time. It could lead to inflating the negative effects of experiencing a negative emotion.

Shawn Achor ([01:09:25](#)):

I think that's so important to recognize. I also think at the same time, I've never heard a happiness researcher argue that you should be happy all the time. That's actually a disorder, right? If you're happy all the time, you're divorced from reality. It's a straw man argument. I've never heard somebody say that we should do that. I've never come close to achieving that and having done this research for so long.

Shawn Achor ([01:09:48](#)):

What we're fighting against is not unhappiness. Unhappiness fuels great change. Unhappiness tells us when we're lonely, or when the system is unjust, or when we're doing something immoral. The opposite of happiness to me, what we fight so hard against is apathy. Which is the loss of joy we feel moving towards our potential, which causes us to stagnate in one of the negative emotions.

Shawn Achor ([01:10:09](#)):

What we're trying to use optimism and social connection, meaning and purpose to do is to move us from a stuck state or a state where we're only processing the negative to get back to that positive. I love some of the work that you've been doing that brings us to life. Not only in visual ways with like the color orange and with having gratitude walls, but also receiving the praise and recognition.

Shawn Achor ([01:10:31](#)):

We did that study at LinkedIn, where we found if someone receives three touch points of praise over a course of a six month period of time in this peer-to-peer praise system, we found that their retention rates went from 80% to 94%, same pay, same job, same building, but how they perceived the people that they work with transform based upon three emails that they received over a six month period of time.

Shawn Achor ([01:10:53](#)):

But the coolest part of the study, that's what they got excited about because retention has a huge dollar value to them. But to me, what was so excited about it was that when someone received three touch points of praise, they change and they actually double the amount of praise that they give back into the system. They become praise doublers within the system.

Shawn Achor ([01:11:10](#)):

So, what we're finding is these small things that seem paltry in the midst of the challenges we're experiencing in the world actually have huge implications, not for us ignoring the suffering, but getting us once we've recognized the suffering, getting our brain to be the best place possible to be able to move forward.

Shawn Achor ([01:11:27](#)):

So, one of the questions that I kept seeing earlier on, I just want to make sure that what we address that was the funds you talked about, I forgot the acronym, the NHRA fund?

Joey Marie Horton ([01:11:38](#)):

We used HRSA H8F fund. So, part of that funding allowed you to focus on after COVID retention, employee retention and addressing employee burnout. So, for us, this was an immediate connection to how can we address employee burnout? And as you can see by our scientific research, it did actually reduce burnout levels as well.

Joey Marie Horton ([01:11:58](#)):

Some health centers may still have an opportunity because that funding is still, you've already submitted your grants, but you might be able to do a change on your budget modification. So you could still use your funding for that.

Shawn Achor ([01:12:11](#)):

And another question, this one's from Julia. She said, "Did you have to address implicit bias and DEI issues prior to implementing your program?"

Joey Marie Horton ([01:12:21](#)):

We didn't address those separately. We implemented our Happiness Advantage and Brilliantly Orange culture in that context within the organization. And for us, I think the focus really is on empowering employees and to ask them what do we think is needed in our organization? What are the concerns that we have? What actions as an organization do we need to take?

Joey Marie Horton ([01:12:48](#)):

And I think that allowing our employees to be empowered in that voice is most important. And that was part of our previous culture empowerment as well. So, I think engaging employees is step one of what works for them and allowing them to lead you to success and positivity.

Joey Marie Horton ([01:13:05](#)):

And I think that that's really one of the key takeaways is that you certainly have to have a leadership and a board commitment to this because this does take time. But as a leadership team that understands that our employees should come first to us and their needs should come first, we really need to hear them. So, part of that Brilliantly Orange Committee is listening to their needs and their wants.

Joey Marie Horton ([01:13:29](#)):

And we also do employee focus groups as well on a regular basis and do employee surveys to get at what do they think we could be doing better?

Shawn Achor ([01:13:38](#)):

I love that. So, one of the things I find fascinating about seeing the slides that you have, Joey, and the work we see each time Orange Frog goes in is, you get such a different or organic response.

Shawn Achor ([01:13:53](#)):

So, what I study are things like replicate, right? So, we look to see if somebody can write down three new things that they're grateful for that have occurred over the past 24 hours. We want to see how that changes the neural pathways in the brain. We want to find out if somebody who's been testing as a genetic pessimist who were told can't change, 21 days later on average, this testing is a low level optimist, right? Six months later, their testing is a low to moderate level of optimist.

Shawn Achor ([01:14:15](#)):

So, really seeing how things we can replicate over and over again create the same type of effect. But what I find fascinating about this is that we go in with that research and people start to make those changes. And we actually did a study with Training Magazine, where we asked all these HR leaders how much change they thought a training could actually create. And it was disappointingly low.

Shawn Achor ([01:14:36](#)):

And then why would you even have trainings if you don't think people could actually change? But we had then those HR leaders pick up one of those positive habits, right? It was one of three things. It was write down three new things you're grateful for that occurred over the past 24 hours, it was journal about a positive experience for two minutes a day, or read a two minute positive email praising or thanking someone in your life.

Shawn Achor ([01:14:56](#)):

When they did one of those three things, we knew two weeks later, their levels of happiness and optimism statistically would rise. We see that from all the research we've done. What we found the most interesting in the study was that their belief that people could change rose dramatically. Right?

Shawn Achor ([01:15:10](#)):

I think we have these limiting beliefs and then what happens is, then it takes on life of its own. So, I think one of the fashionable things to say is that it's not one-size-fits-all. We're finding the gratitude, optimism, social connection are one-size-fits-all in that sense, but the way that people get there is so dramatically different.

Shawn Achor ([01:15:29](#)):

And so, maybe we could conclude talk about some of those different ways that were your favorites of seeing it come to life. Like when we were at Orlando Health, they started all their meetings with one person in the room saying one thing that they were grateful for. What were some of the most powerful ways you saw this manifest?

Joey Marie Horton ([01:15:49](#)):

I think the weekly good things email was significant for our organization, because it gave our employees a platform to share the positives and to share those patient-centered stories and to recognize each

other. So, I have employees that say, "Holly at the front desk did such a great job with this patient and I wanted to share about it."

Joey Marie Horton ([01:16:11](#)):

So, not only are they recognizing another staff member that's going out to the whole agency, but they're also able to share a positive story. That's our core value and I want my employees to have a weekly reminder of what our core values are. So, for us, I think that was really positive. We use our HR system. We have an electronic tool so employees can recognize each other as I had mentioned.

Joey Marie Horton ([01:16:36](#)):

In that tool as well, there's a community page is what they call it, where it's like a Facebook in essence for your internal organization and people share positive things on that. And I think the other thing that's been really beneficial to our organization is changing the social script on celebrate.

Joey Marie Horton ([01:16:55](#)):

So, for us, we want to focus on, it's somebody's birthday today. Let's take the time to say happy birthday to them. And I mean, this year, for example, I have never received so many happy birthday images and messages and Microsoft Teams chat than I have ever had.

Joey Marie Horton ([01:17:11](#)):

I mean, typically my team would send me those messages, but you didn't get them from every single location. And now, every morning I look at my calendar on the wall and say, "Whose birthday is it and what fun image can I send them to share happy birthday?" So, that's been really great.

Joey Marie Horton ([01:17:27](#)):

And then I would say the team competitions. Everybody loves competition in healthcare. It seems like providers seem to be very competitive folks. And for us to break the team into an interdisciplinary team where everybody from every department is working together and challenging each other every month on Spirit Days and silly Sock Days and Hat Days, as well as healthy food challenges or wellness challenges, I think is a great way to have the team enjoy each other and participate together. So, those were some of my favorites.

Shawn Achor ([01:18:02](#)):

Those were amazing. So, we're actually at the end of our time. But I know that I wanted to pass it over to Cindy who could tell you more tools about how, if you're wanting to explore some of this research we were talking about or see what it looks like, she's got ways to be able to do that.

Shawn Achor ([01:18:18](#)):

But first of all, Joey, I just want to say thank you in front of everyone for having the courage to bring this on, but then actually measuring it. I think once we measured it and we could see that this actually works, it becomes a beacon for other organizations to realize that there's an alternative method than a hunger down approach or a belief that the positive is impossible. But instead that when we work together and we realistically assess those challenges, then we can make a difference.

Shawn Achor ([01:18:44](#)):

And I think you're one of those difference makers and I'm so excited we got to hear from you. I'm so excited I got to meet you in this work. Cindy, I'm going to pass it over to you to close this out.

Cindy Thomas ([01:18:57](#)):

Great. Thank you, Shawn. Thank you, Joey. This was a great hour and a half or so spent together. I've learned a lot from all of you. There's questions still coming in, in the chat and the team at International Thought Leaders Network that Shawn works with has offered a free copy of the Orange Frog in their email address if you want to reach out to get a copy of that.

Cindy Thomas ([01:19:20](#)):

You've seen me post a couple of times in the chat. We do have some upcoming events hosted by NACHC with Orange Frog. We have virtual workshops, so you can experience the training that Joey's team did. There's two offerings of that. It's a three part learning series. Each one of those offerings. That registration is now open with a few seats left. I know they were filling up as this session was going on. Those are limited to 75 people each. So, there will be a waiting list available if we fill those that we can explore continuing more work with the team.

Cindy Thomas ([01:19:59](#)):

The second offering is of train the trainer program. There is a prerequisite for that, of attending a prior workshop. So, please go to the website and take a look at the prerequisites for that. This allows you to become a certified trainer as Joey did so that you can lead the training for your organization or your region. And that's coming up in June.

Cindy Thomas ([01:20:23](#)):

Directly after this session, you're going to be taken to an evaluation page, as Olivia mentioned earlier on. We'd appreciate hearing from you about your experience today and how you plan on integrating happiness into your day. And as we close, I want to share a final clip of Joey's team from her health center that shares their team engagement and excitement in some of the results in just a quick three minute video. So, we'll play that as we're wrapping up today. And I look forward to seeing you at another event in the future. Thanks so much.

Joey Marie Horton ([01:21:24](#)):

... focusing on engagement again and being together socially is really important in a room without masks and we get to engage with each other and have discourse and just have some fun with each other is really nice.

Joey Marie Horton ([01:21:37](#)):

So, for us, we understand that positivity in a workplace does play a role in overall staff morale and staff retention. And if that then impacts productivity and we can get more patients in the door, we're providing better access to healthcare for those that are in our country and community, which is our mission. So, having staff that are engaged and supportive of that mission-

LoriAnn Arnott ([01:21:59](#)):

For me personally, I think the timing of this is spot on and I can't wait to share it with family, friends, coworkers.

Robin Frost ([01:22:07](#)):

If we are happier in our day-to-day, both at home and at work, and then we're bringing that happiness into the workplace, we're bringing it to our team, we're bringing it to our patients, it will work in every aspect.

Robert Brown ([01:22:18](#)):

What excites me the most is I've utilized this in my own life.

Elizabeth Ward ([01:22:21](#)):

Maybe I just needed a little pick me up.

Jana Shaw ([01:22:24](#)):

I really enjoyed joy bombs going out and lighting up people's lives.

Elizabeth Ward ([01:22:30](#)):

Getting everybody in a room together, especially after COVID, we've had such an extremely difficult last 16 months and we really haven't had a lot of social interaction.

Jana Shaw ([01:22:41](#)):

I can see this, like everybody becoming happier.

Robert Brown ([01:22:44](#)):

I love to have fun at work. Why go to work if you're not going to enjoy it?

Robin Frost ([01:22:44](#)):

I think it's really great to have the whole organization and every team and department all in one room doing one training together to see how every aspect of our jobs we can make better to work together for ourselves and for our patients.

Robert Brown ([01:23:03](#)):

This is really, again, a team effort. We can be all on that same page.

Adrienne Amell ([01:23:08](#)):

Bringing us back to an appreciation for each other.

Elizabeth Ward ([01:23:13](#)):

As I was reading it, I could see one person in every frog and I was like, "Wow." I could even see myself in some of it. And I was like, "Hmm, wow." You don't realize how much negative is in your life until you see the book and read it. And then you're like, "Oh, wow." There's more than you realize. And I think that's going to be a big uptake for everybody.

Elizabeth Ward ([01:23:36](#)):

They're going to read that. And I think they're going to do the same thing. They're going to see, "Oh, we have a block and we have a [inaudible 01:23:41], we have a bowl. Maybe we can make everybody a spark.

Jana Shaw ([01:23:44](#)):

To me, what's fascinating is the fact that it's all founded in science. And I'm confident that by mastering those skills, I'll be not only happier as a provider, as an administrator, as a leader, but I'll also provide better and safer care for the patients.

Naomie Brigham ([01:24:02](#)):

We feed off other people's emotions so much. And if I'm happier and I bring happiness and I bring excitement about coming to work and excitement about what we're doing, then that means they can feed off me and then they're going to be excited and our patients are going to be excited and have a better experience.

Adrienne Amell ([01:24:22](#)):

And it really helps you focus and deliver on mission of the organization.

Joey Marie Horton ([01:24:26](#)):

That is exactly what we want to be doing, so we're thrilled to be participating in this workshop.

Speaker 12 ([01:24:31](#)):

We're just going to spread joy to the whole community.