



# THE HUMAN MARGIN

BUILDING AT EVERY LEVEL

KATHERINE A. MEESE, PHD



OH NO

A doctor in a white coat is shown from the chest down, holding a stethoscope. The image is overlaid with a dark blue semi-transparent layer. The number 1,750,000 is displayed in large white font across the center.

# 1,750,000



A close-up, dark blue-toned image of a person's face wearing a surgical mask. The mask covers the nose and mouth, leaving only the eyes visible through the top opening. The person's eyes are looking directly at the camera. The background is a solid dark blue color.

1/5



57%

22%

# 2025







# REDUCING DEMAND



# 50%

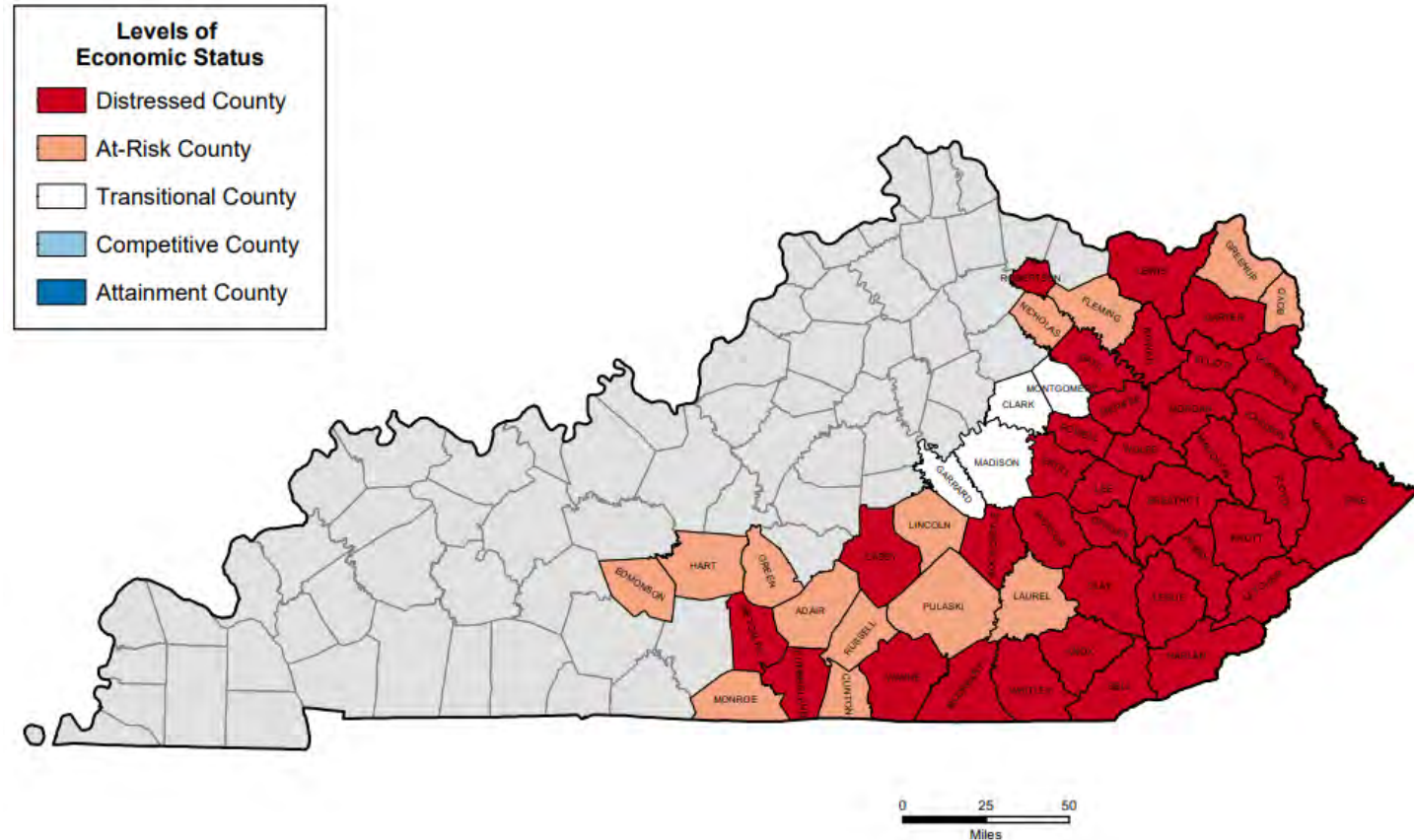
OF HEALTH OUTCOMES ARE DUE TO  
SOCIAL AND ECONOMIC FACTORS  
AND THE BUILT ENVIRONMENT

# 16-20%

CLINICAL CARE

# 36

ECONOMICALLY DISTRESSED  
COUNTIES IN KENTUCKY

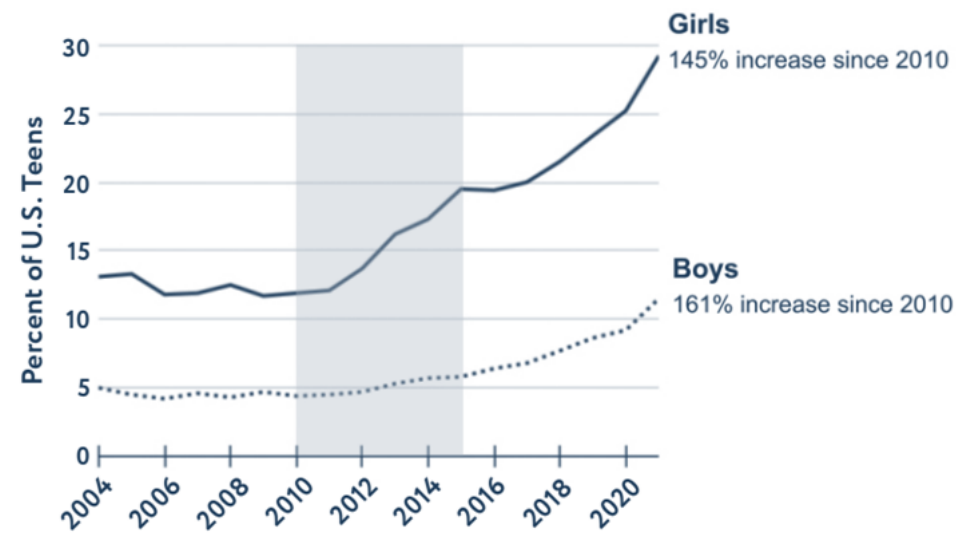




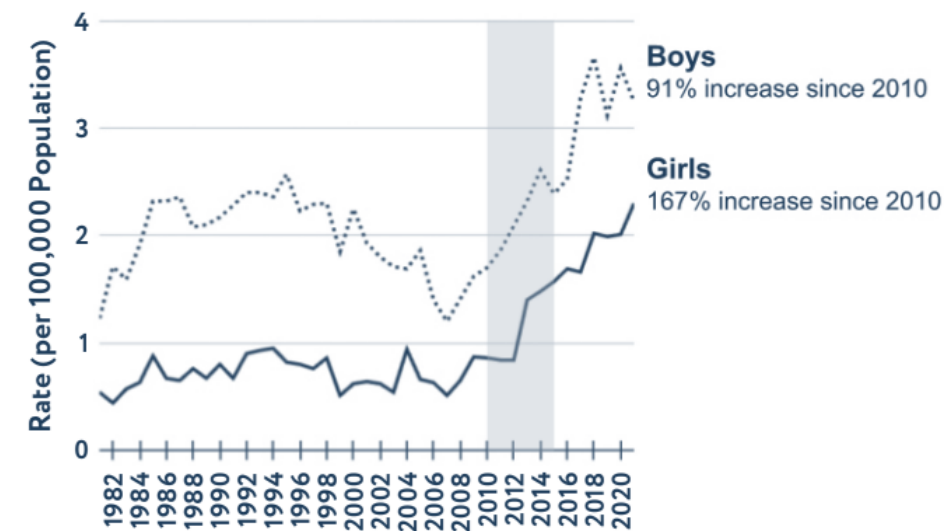




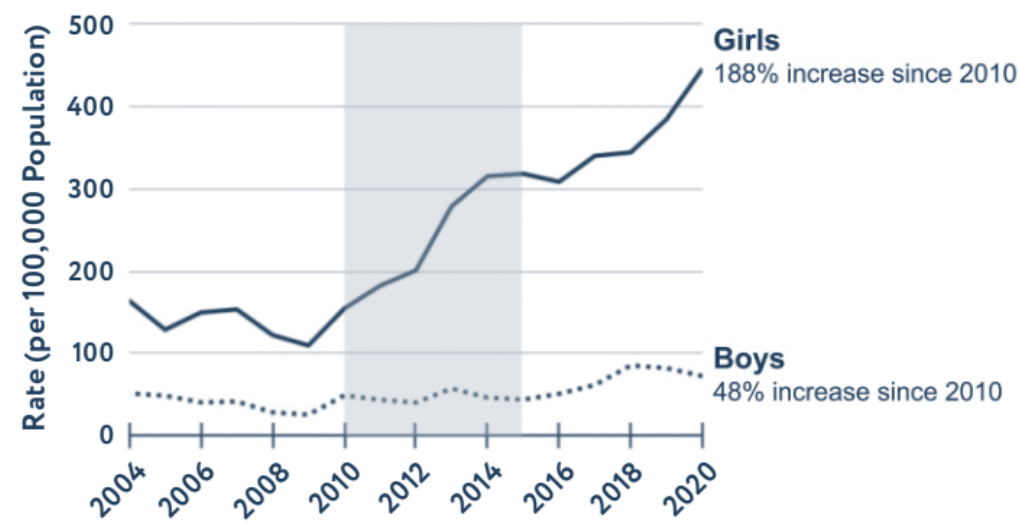
## MAJOR DEPRESSION AMONG U.S. TEENS



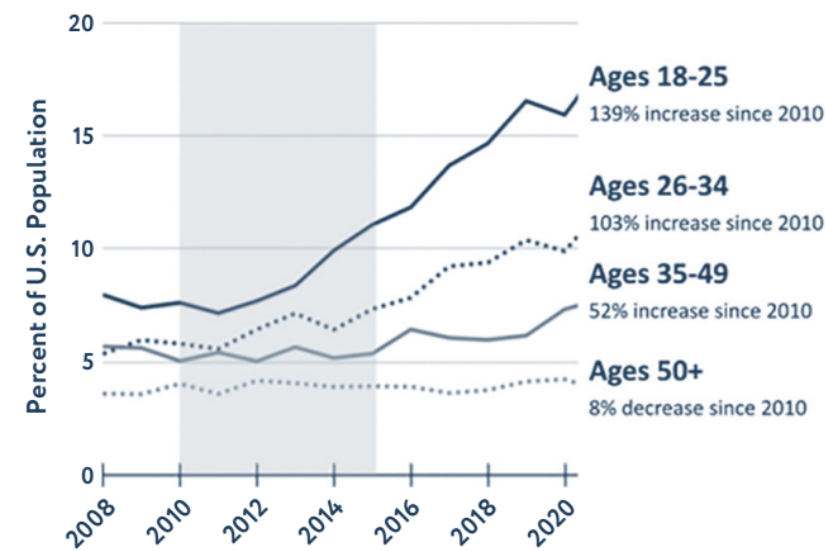
## SUICIDE RATES FOR YOUNGER ADOLESCENTS



## EMERGENCY ROOM VISITS FOR SELF-HARM

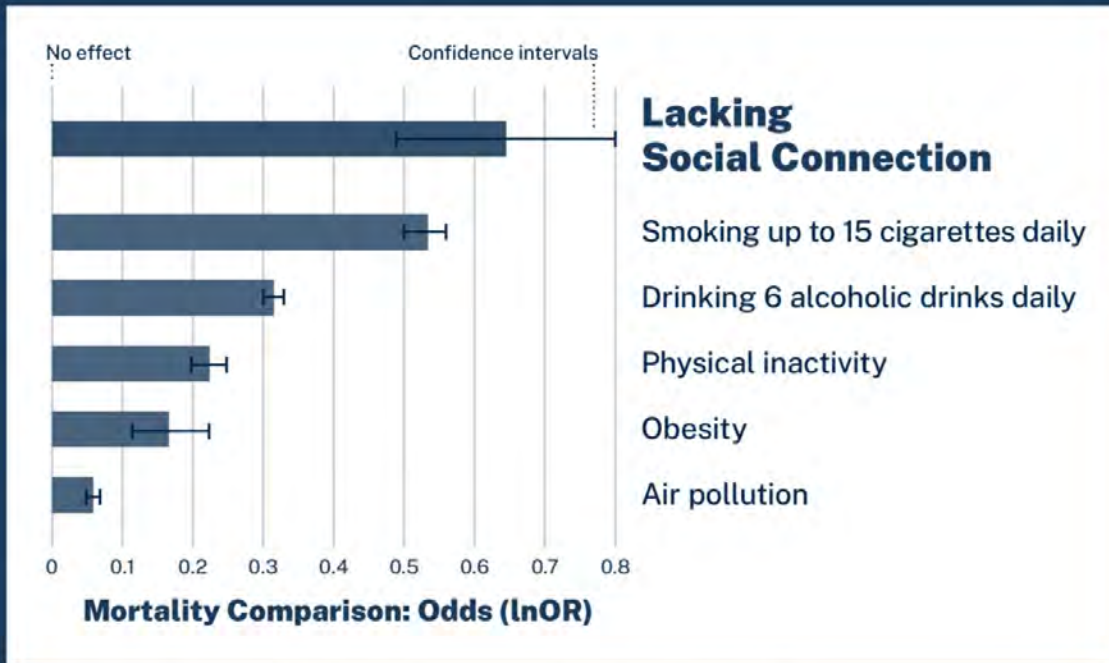


## ANXIETY PREVALENCE BY AGE





**Lacking social connection  
is as dangerous as smoking  
up to 15 cigarettes a day.**



**Comparison groups:** Complex measures of social integration: high v. low; not smoking v. smoking < 15 cigarettes daily; alcohol abstinence v. drinking > 6 alcoholic drinks daily; physical activity v. inactivity; low BMI v. high BMI; low air pollution v. high air pollution.

**Source:** Holt-Lunstad J, Robles TF, Sbarra DA. Advancing Social Connection as a Public Health Priority in the United States. *American Psychology*. 2017;72(6):517-530. doi:10.1037/amp0000103. This graph is a visual approximation.



Office of the  
U.S. Surgeon General

**70%**

**Decrease in amount of  
time spent engaging  
with friends in-person  
for ages 15-24 from  
2003-2023**



# EQUIP THEM



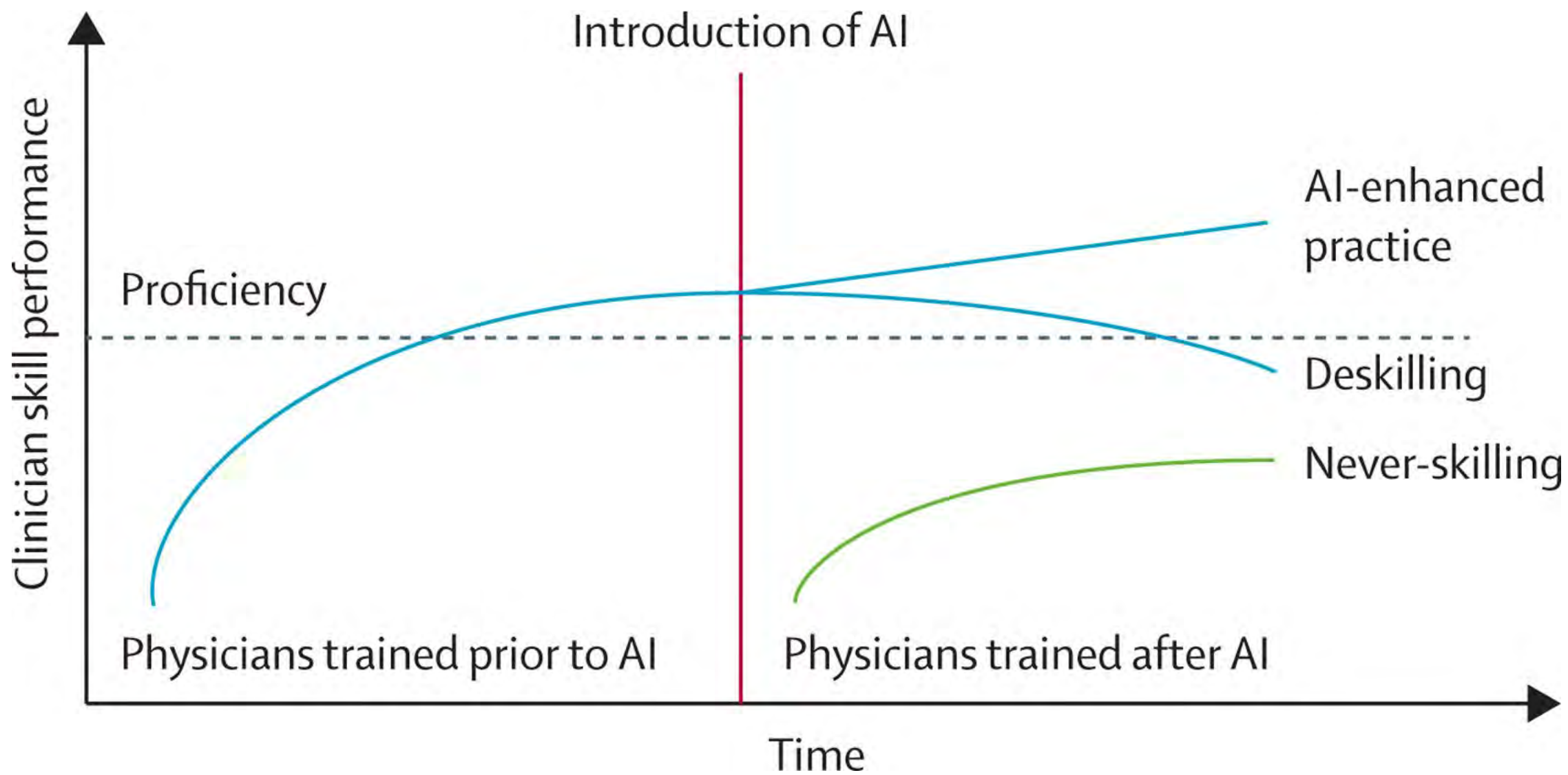




18 IS  
THE  
NEW 14









**KEEP THEM &  
KEEP THEM  
WELL**





**NO MARGIN,  
NO MISSION**



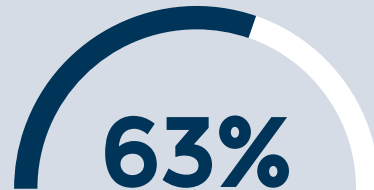
A large crowd of people, seen from behind, walking away on a path. They are wearing dark uniforms with light-colored aprons and caps. The path leads into the distance, flanked by trees. The entire image is overlaid with a dark blue tint.

**NO HUMANS,  
NO MARGIN,  
NO MISSION**

# TODAY MATTERS FOR GENERATIONS

## PHYSICIANS

WOULD NOT  
ENCOURAGE THEIR  
CHILDREN TO BECOME  
DOCTORS



## NURSES

WOULD NOT  
ENCOURAGE THEIR  
CHILDREN TO BECOME  
DOCTORS





# DON'T GO



# CULTURE

## Importance relative to compensation



Sull, Sull & Zweig, 2022

*To be valued as HUMAN and not just an employee, keeping the abandonment rate down.*

*-Administration*

*Squeezing more juice out of an already macerated fruit.*

*-Physician*

*Realizing that this hospital only cares about making money and they see [us] as dollar signs instead of people.*

*-Nurse*



1. DO I TRUST YOU?
2. DO YOU CARE ABOUT ME?
3. IS THIS THE PLACE FOR ME?
4. DO I MATTER?
5. WILL IT GET BETTER?



**DO I TRUST YOU?**



**TRUST**

**WHAT  
MATTERS  
TO ME IS  
SAFE WITH  
YOU**



**TRUST GAP**

**SENIOR**

**MIDDLE**

**FRONTLINE**



A low-angle, upward-looking perspective of several tall, modern skyscrapers with glass facades. The buildings are arranged in a way that they converge towards the top center of the frame, creating a strong sense of height and scale. The sky is a clear, pale blue. The overall color palette is dominated by the blues of the sky and the dark, reflective surfaces of the buildings.

# BEWARE THE UNTOLD STORY



**DO YOU CARE ABOUT  
ME?**

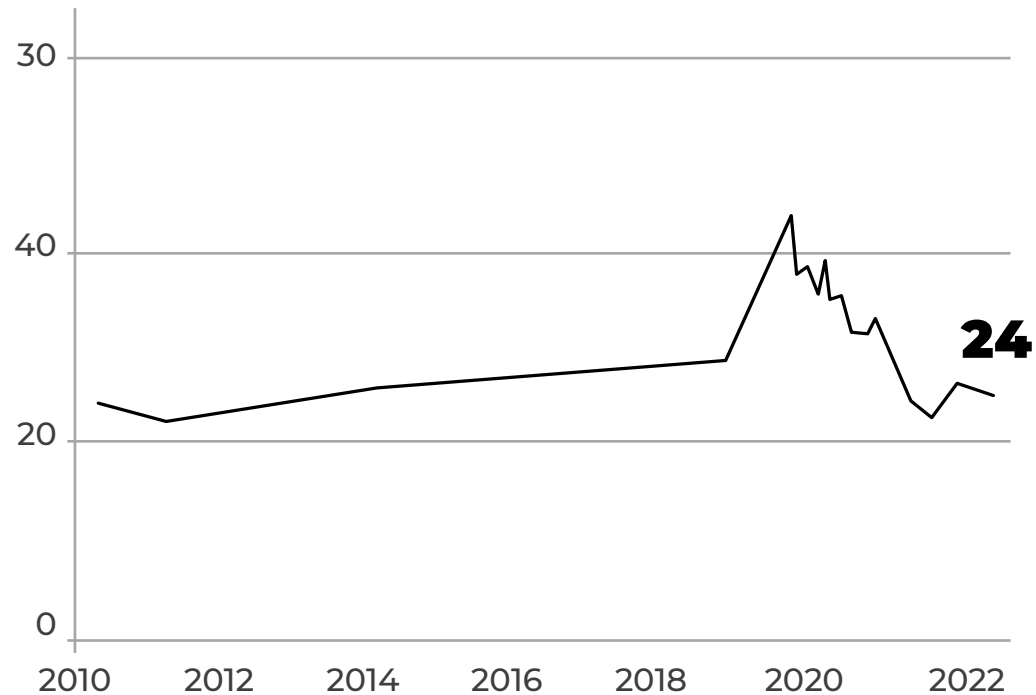


# PERFORMANCE BENEFITS OF CARING

## U.S. Employee Perceptions of Organizational Caring About Their Wellbeing

My organization cares about my overall wellbeing.

— % Strongly agree

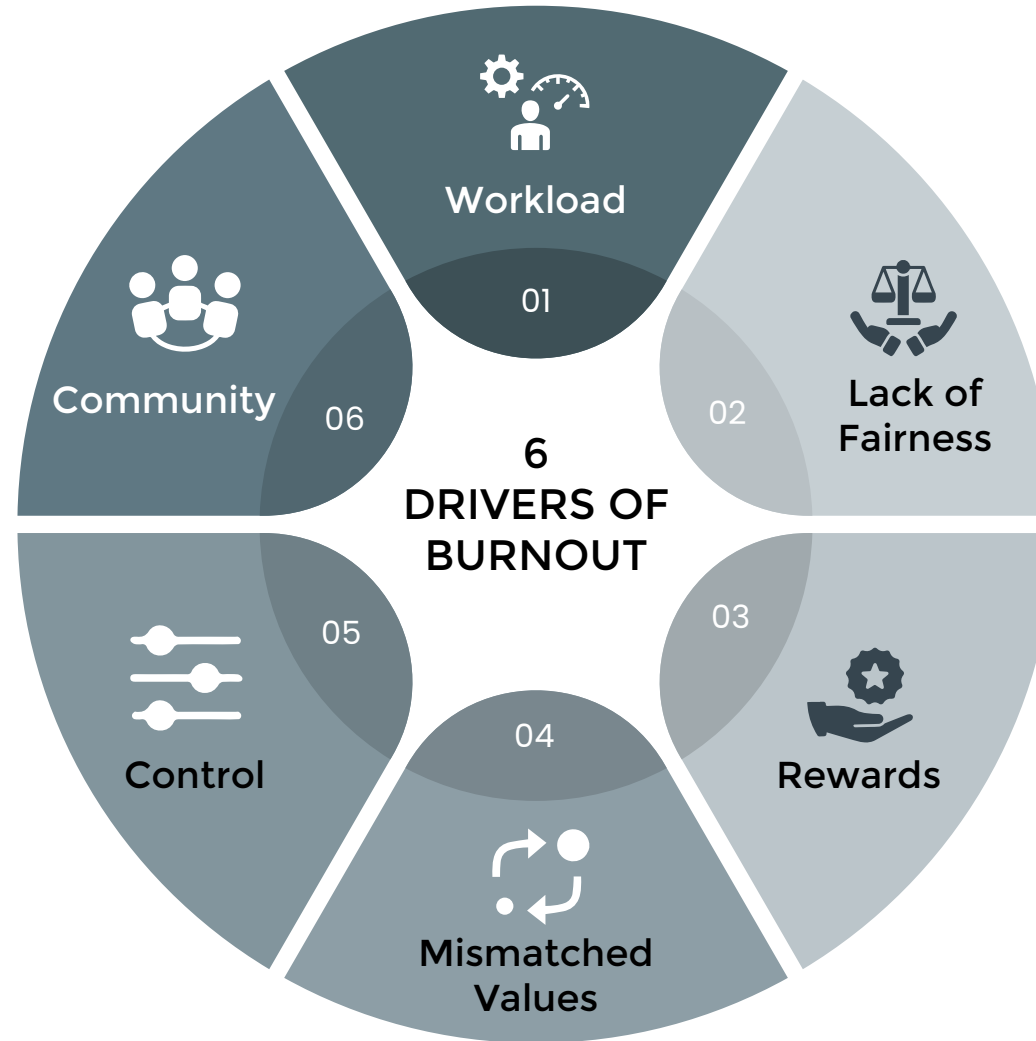


Employees who strongly agree that their employer cares about their overall wellbeing are:

- 3x more likely to be engaged at work
- 69% less likely to actively search for a new job
- 71% less likely to report experiencing a lot of burnout
- 5x more likely to strongly advocate for their company as a place to work
- 5x more likely to strongly agree that they trust the leadership of their organization
- 36% more likely to be thriving in their overall lives

# BURNOUT

High emotional exhaustion, high depersonalization or cynicism, and a low sense of personal accomplishment from work.





The background image shows two healthcare workers in a clinical setting. On the left, a woman in blue scrubs with a stethoscope around her neck is writing on a clipboard. On the right, another woman in blue scrubs is washing her hands at a sink. The image is dimmed with a dark blue overlay.

# GROSS

**IS THIS THE PLACE  
FOR ME?**













**DO I MATTER?**



# CULTURE

Importance relative to compensation



47%

SATISFIED WITH RECOGNITION

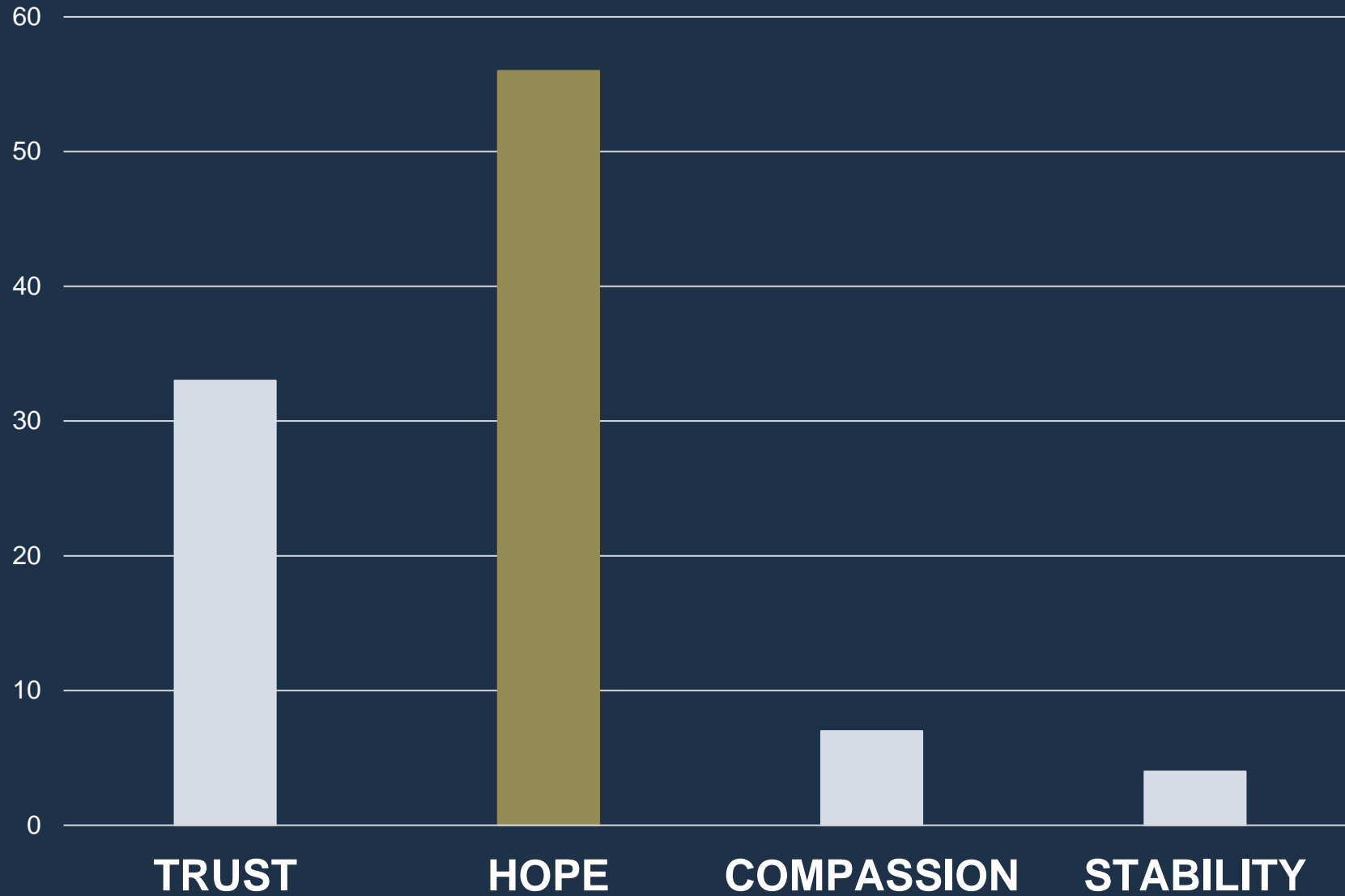
- "More frequent rounds by leadership to see our struggle"
- "Being rounded on up to executive leadership..."
- "Having our department recognized by senior leaders as contributing..."
- Just a simple thank you every now and then would suffice. (130 mentions)
- Just a simple "good morning" or "thank you" would be greatly appreciated



**WILL IT GET BETTER?**



# GREATEST NEED FROM LEADERS



GALLUP











HOPE IS THE  
STRATEGY







**Katherine A. Meese, PhD**

Using science to help leaders keep  
their people and keep them well

[www.katherinemeese.com](http://www.katherinemeese.com)  
[kmeese@humargin.com](mailto:kmeese@humargin.com)

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