"Maximizing Organizational Support: Connecting the Dots Between Organizational Development, Leadership Development, and Employee Well-Being in Healthcare"

Due to the effects of the COVID-19 pandemic, this year HERO held its first ever virtual Healthcare Summit.

Examples of key ideas and takeaways from our esteemed speakers covering topics:

- Perceived Organizational Support: What Healthcare Professionals Can Take Forward from The Dual Pandemics of Racism and COVID-19
- How Healthcare Systems and Employers are Supporting Employees During these Challenging Times
- What can I do as I connect the dots between Organizational Development, Leadership Development, and Employee Well-being in Healthcare?

This year's 2020 Healthcare Summit speakers included, Dr. Robert Eisenberger, Ph.D., Professor of Psychology, and Professor of Leadership and Management, C. T. Bauer College of Business University of Houston; Maria Dee, Executive Director, Workforce Well-being at Kaiser Permanente; Dr. Matthew S. Harrison, Ph.D., Vice President Human Resources, Jackson Healthcare; Bridget Berkland, M.A., NBC-HWC Employee Well-Being Advisor, Assistant Professor in Healthcare Administration, Mayo Clinic; Dr. Caryn Carlson, Ph.D., Professor of Psychology, The University of Texas at Austin; Kurt Olson, Ph.D., System VP Talent Management and Organizational Effectiveness, Ohio Health

You can watch the full Healthcare Summit recording here

HEALTHCARE SUMMIT HIGHLIGHTS

The Healthcare Summit Highlights represented here offer some examples shared by our speakers throughout the meeting. For more specific details and speaker attributions, please view the full recording here:

**Commitment to Equity**
- Workforce Equity
- Health Equity
- Racism and Intergenerational Trauma
- Economic Opportunity

**Culture of Health Index**
- Well-being
- Workload
- Modeling Health
- Peer Support
- Manager Support
- Mental Health

**Perceived Organizational Support**
- Employees’ perception concerning the extent to which the organization values their contributions and cares about their well-being

- Extent of agreement: My organization (or Dept. or Division)
  1. My organization values my contribution to its well-being.
  2. My organization strongly considers my goals and values.
  3. Help is available from my organization when I have a problem.
  4. My organization really cares about my well-being.
  5. My organization wishes to give me the best possible job for which I am qualified.
  6. My organization cares about my general satisfaction at work.
  7. My organization takes pride in my accomplishments at work.
  8. My organization would forgive an honest mistake on my part.

**Workgroup Inclusion Components**
- Belongingness Component of Workgroup Inclusion
  1. I am treated as a valued member of my workgroup.
  2. I belong in my workgroup.
  3. I am connected to my workgroup.

- Distinctiveness Component of Workgroup Inclusion
  1. People in my workgroup listen to me even when my views are dissimilar.
  2. While at work, I am comfortable expressing opinions that diverge from my group.
  3. When my group's perspective becomes too narrow, I am able to bring up a new point of view.

**Culture of Health Index**
Measures the degree to which employee health and safety is valued, supported, and promoted.
The COVID-19 pandemic and societal impacts of racism have further challenged healthcare institutions to maintain a positive employee experience.

Key initiatives:
1. To create the culture and environment where employees feel supported in all aspects of their work and life allowing our people to do their best work.
2. Creating psychologically safe environments and fostering inclusion to listen to the employees’ experience and well-being needs.

COVID-19 response

<table>
<thead>
<tr>
<th>What we did to prepare</th>
<th>Kept associates top-of-mind in all decisions</th>
<th>Closed our onsite childcare center—deployed teachers for in-home childcare for select associates</th>
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</thead>
<tbody>
<tr>
<td>How we’ve navigated during the pandemic</td>
<td>Even greater flexibility re: work-life balance (e.g., childcare)</td>
<td>Introduced PTO buyback or roll-forward program</td>
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<tr>
<td>How we’ve handled returning to work</td>
<td>Conducted regular “pulse” surveys to gauge associate feelings/options on various aspects of return to work to help inform decisions</td>
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Response to racial injustice

Pre-existing initiatives/programs
- Associate Network Groups (ANGs)
  - Women’s Network
  - People of Color Network
  - PRIDE Network
  - Young Professionals Network
  - Innovate Network
- Learning series, “Conversations: A Learning Experience about Race”

Ongoing & future programs/initiatives
- Inclusion of diversity, equity and inclusion questions in associate engagement survey

Positive Psychology

“We can show the world what actions lead to well-being, to positive individuals, to flourishing communities, and to a just society.” — Martin Seligman

Work as a calling

“Calling” is associated with better health, superior work performance, fewer counterproductive behaviors, higher life and work satisfaction, and frequent experiences of flow during the work day.

More socially connected workers perform better

Navigating challenging times

Content vs. Context

<table>
<thead>
<tr>
<th>Content</th>
<th>Context</th>
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<tbody>
<tr>
<td>• The reality around us. The who, what, where, when, why and how of the events occurring.</td>
<td>• How we are personally thinking and feeling about the content around us. How we are processing and responding to the content.</td>
</tr>
<tr>
<td>• Not always within our control.</td>
<td>• Always within our control.</td>
</tr>
</tbody>
</table>

Ultimately, how you use your energy and effort is a choice

Conscious people work to “sort their files” to
- Identify the Content and Context (feelings, stories, assumptions, etc.)
- Identify their facts and stories
- Hold their stories loosely
- Identify what is truly within their control and choose to spend their time and energy there.