

HERO'S 6TH ANNUAL HEALTHCARE SUMMIT 2020

"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

Measures the degree to which employee health and safety is valued, supported, and promoted.

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.



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

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



Response to racial injustice

Pre-existing initiatives/ programs	Associate Network Groups (ANGs) <ul style="list-style-type: none"> • 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



Content

- The reality around us. The who, what, where, when, why and how of the events occurring.
- **Not always** within our control.



Context

- How we are personally thinking and feeling about the content around us. How we are processing and responding to the content.
- **Always** within our control.

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.



About HERO The Health Enhancement Research Organization (HERO) is a national nonprofit dedicated to identifying and sharing best practices in the field of workplace health and well-being (HWB). HERO was established more than 20 years ago to conduct and share research, policy, leadership, and strategy to advance workplace HWB and provide leadership of the nation's workforce.

This HERO 2020 Healthcare Summit highlights document was sponsored by the South Carolina Hospital Association and Working Well.

For more information, please visit: www.hero-health.org

