

2023 HERO Healthcare Summit

Tuesday, September 26th, 2023

8:00 AM – 1:30 PM MT

Changing the Way We Work: Well-Being in Healthcare Workplaces, Policies, and Practices



#HEROForum
#HEROForum23

Welcome and Introductions



Ryan Sledge, MBA, MPH
Vice President, Workforce
Health & Safety, HCA
Healthcare



Stephen Doyle, MS, MBA, RCEP
Associate Vice President,
Advocacy Services,
Workpartners



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Learning Objectives

- Identify and discuss trends in healthcare workplace policies, programs and practices that lead to unintended burdens on healthcare workers.
- Identify successful workplace well-being practices that can be adapted and implemented in healthcare settings to retain care teams and inform strategy.
- Discuss future directions for healthcare research to explore system-level changes to positively impact healthcare workforce well-being and organizational outcomes.



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Agenda

8:15 AM Keynote—*Workforce Well-Being in Healthcare—Bringing Joy and Meaning to Our Work*

Dr. Bryan Bohman, Stanford Medicine Health Care

9:15 AM Break

9:30 AM Panel—*Supporting Workforce Well-Being Through Systems Change*

Bridgette McCullough, OhioHealth

Emily Stirling, Intermountain Healthcare

Suzy Harrington, Health and Well-Being Executive

10:45 AM Break

11:00 AM Presentation

Jen Wright, SC Hospital Association

11:20 AM Collaborative Learning—*Voices of the Staff*

12:20 PM Summit Reflection

Ryan Sledge, HCA Healthcare

Stephen Doyle, Workpartners

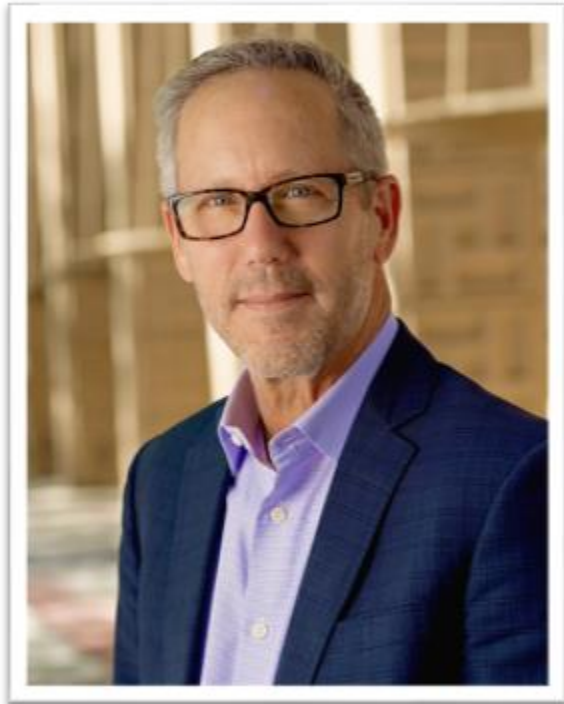
12:30 PM Networking Lunch

1:30 PM Adjourn



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Workforce Well-Being in Healthcare — Bringing Joy and Meaning to Our Work



Bryan Bohman, MD

Assoc. CMO, Workforce Health and Wellness,
Senior Advisor, WellMD Center, Clinical
Professor of Medicine and of Anesthesiology,
Stanford Medicine Health Care



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Workforce Wellbeing in Healthcare Bringing Joy and Meaning to Our Work

HERO Healthcare Summit
Salt Lake City
Sept 26, 2023

Bryan Bohman, MD
Assoc. CMO for Workforce Health and Wellness
Senior Advisor, WellMD Center
Clinical Professor of Medicine and of Anesthesiology



**People are entitled to
joy in work.**

Mocak

W. Edwards Deming

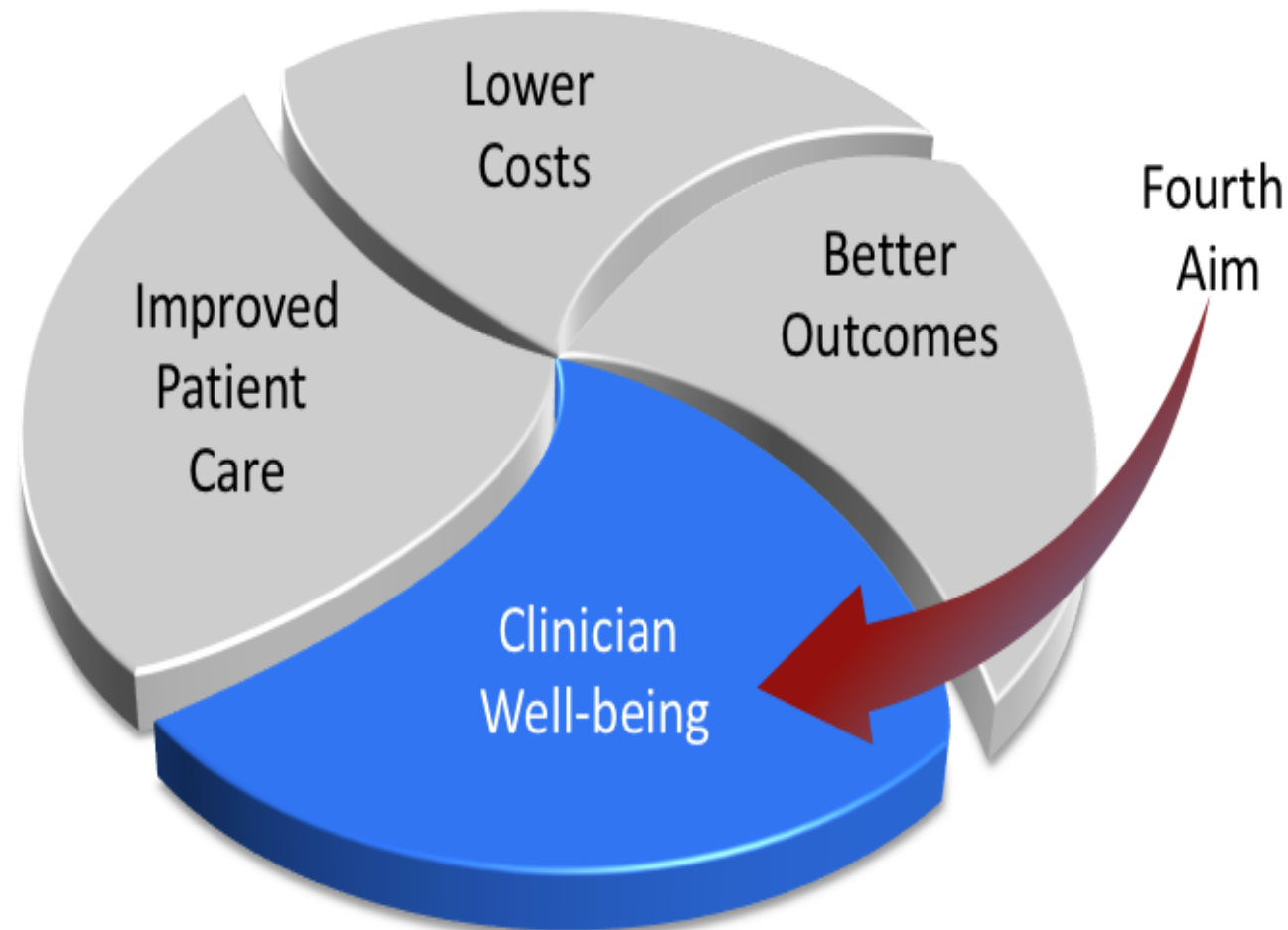


**Innovation comes from
people who take joy in
their work.**

W. Edwards Deming

Quadruple Aim

Achieving efficient effective quality patient care impossible without addressing Physician Wellness



Burnout vs. Professional Fulfillment



Professional
Fulfillment

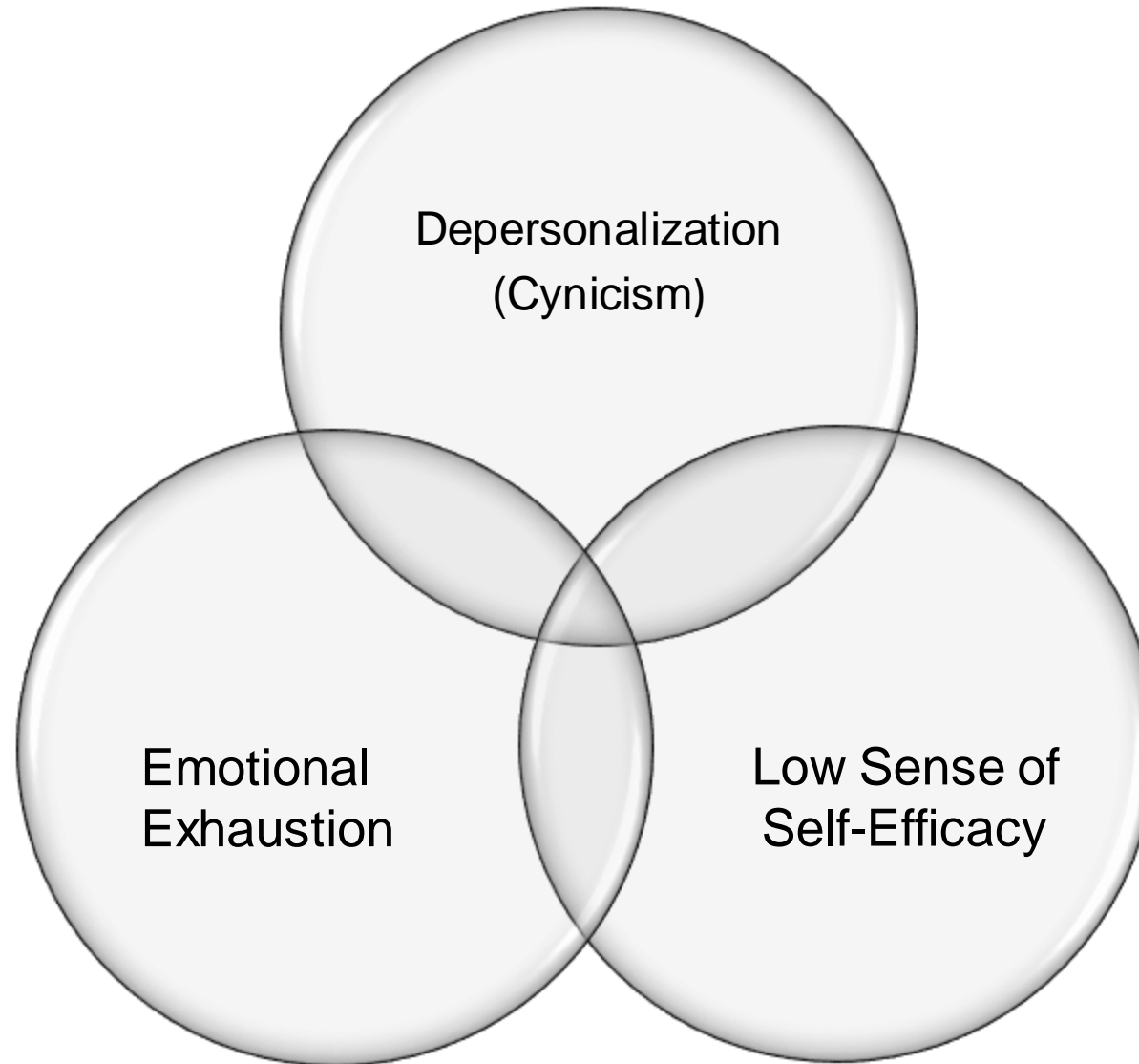
**Professional Fulfillment
is defined as:**

*Happiness or meaningfulness, self-worth,
self-efficacy and satisfaction at work.*

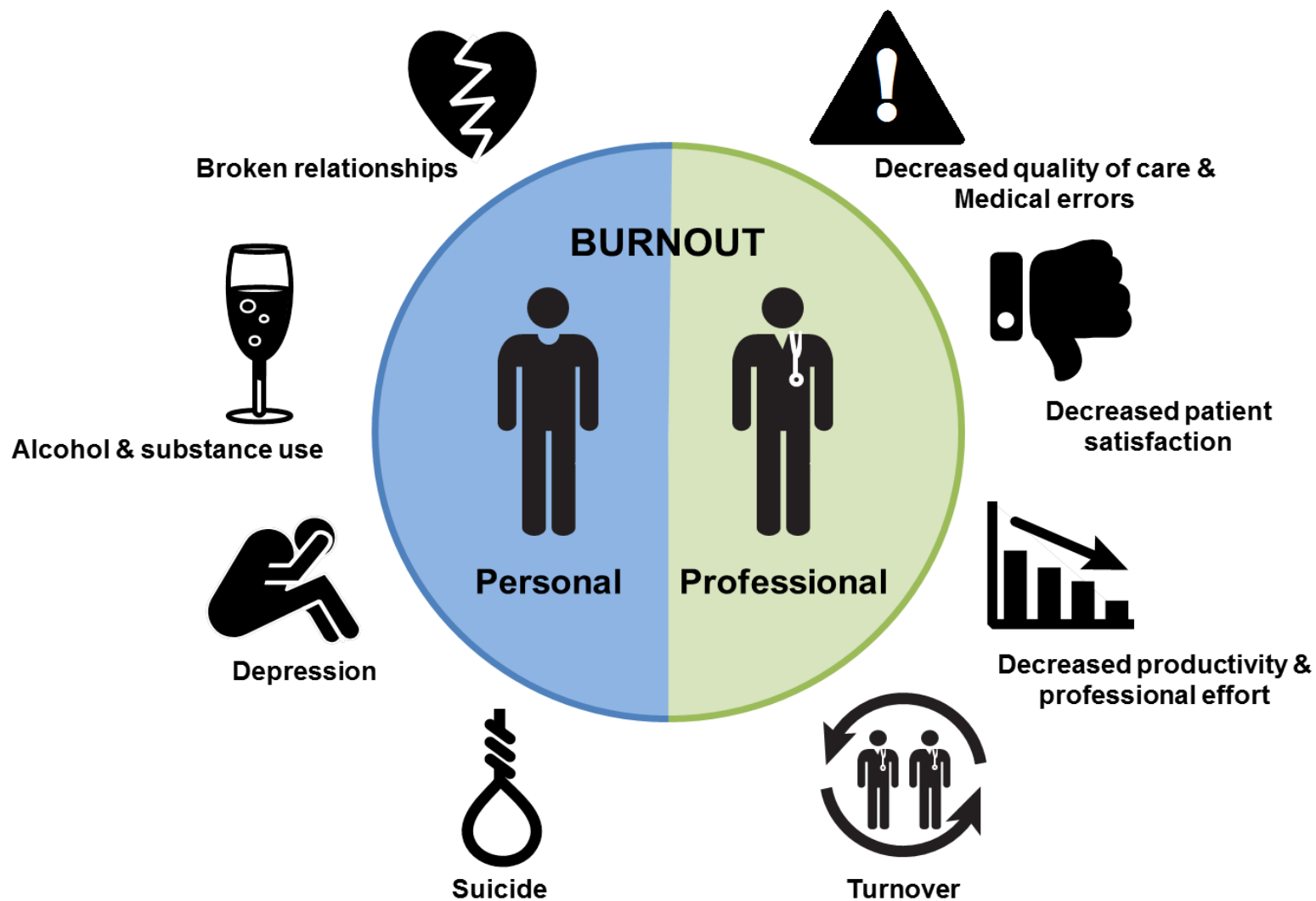


Burnout: Definition and Components

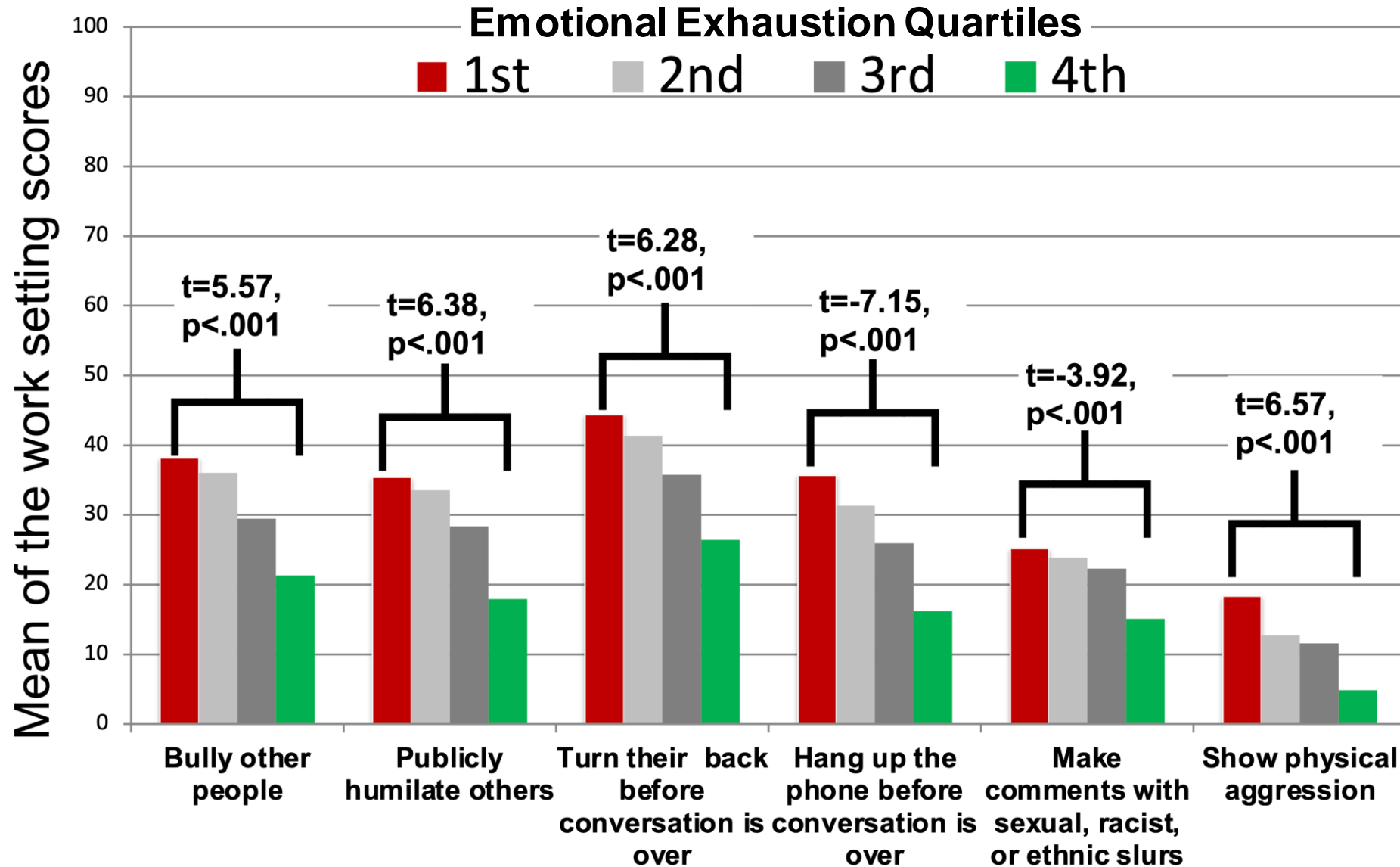
A state of mental and physical exhaustion with a wide range of symptoms caused by one's professional life



Consequences of Healthcare Professional Burnout



Burnout is the Natural Enemy of a Healthy Work Environment



Duke Center for
Healthcare Quality
and Safety

Adair, Rehder, Sexton, 2021

Why Now?



1948



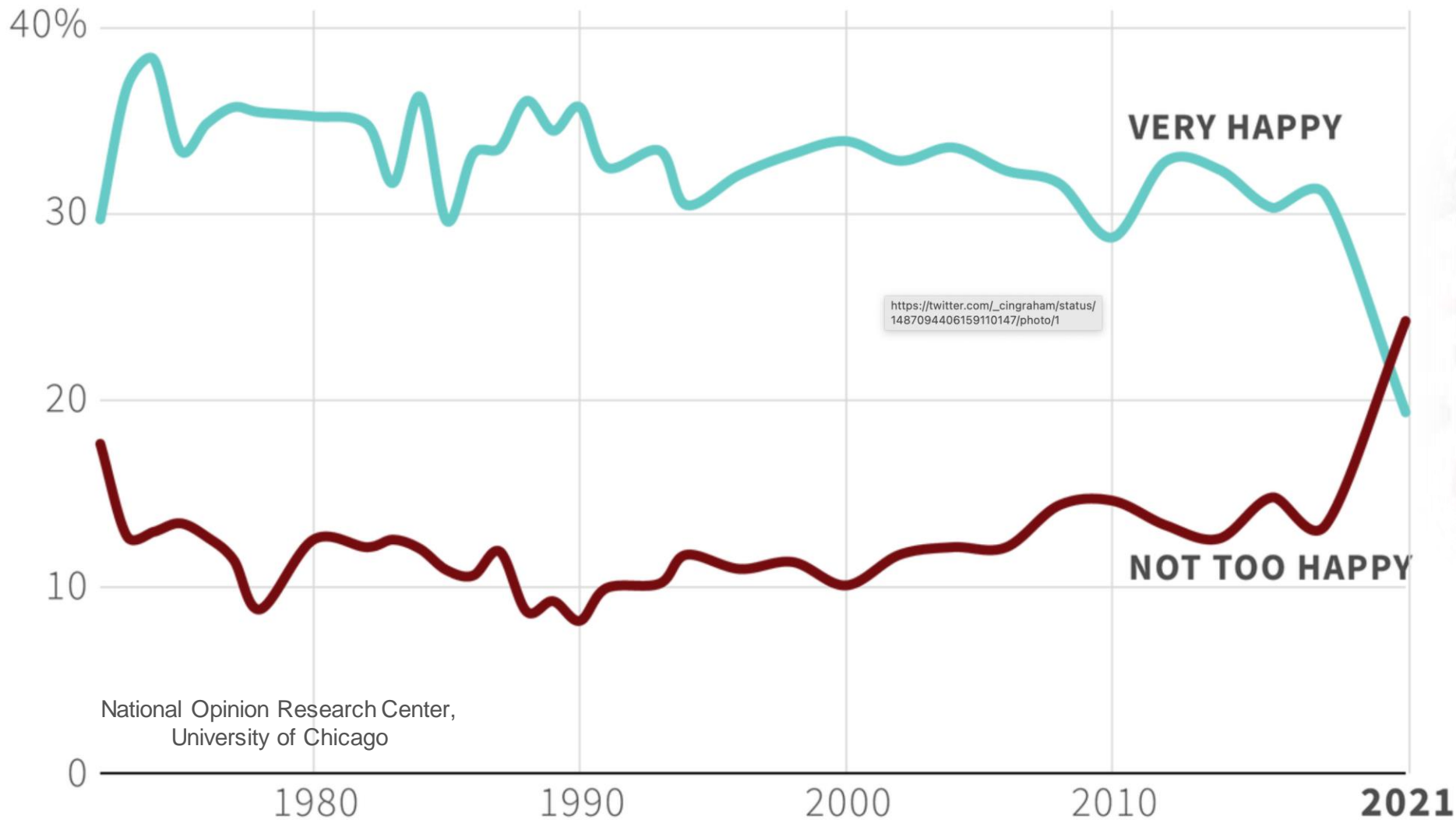
2019



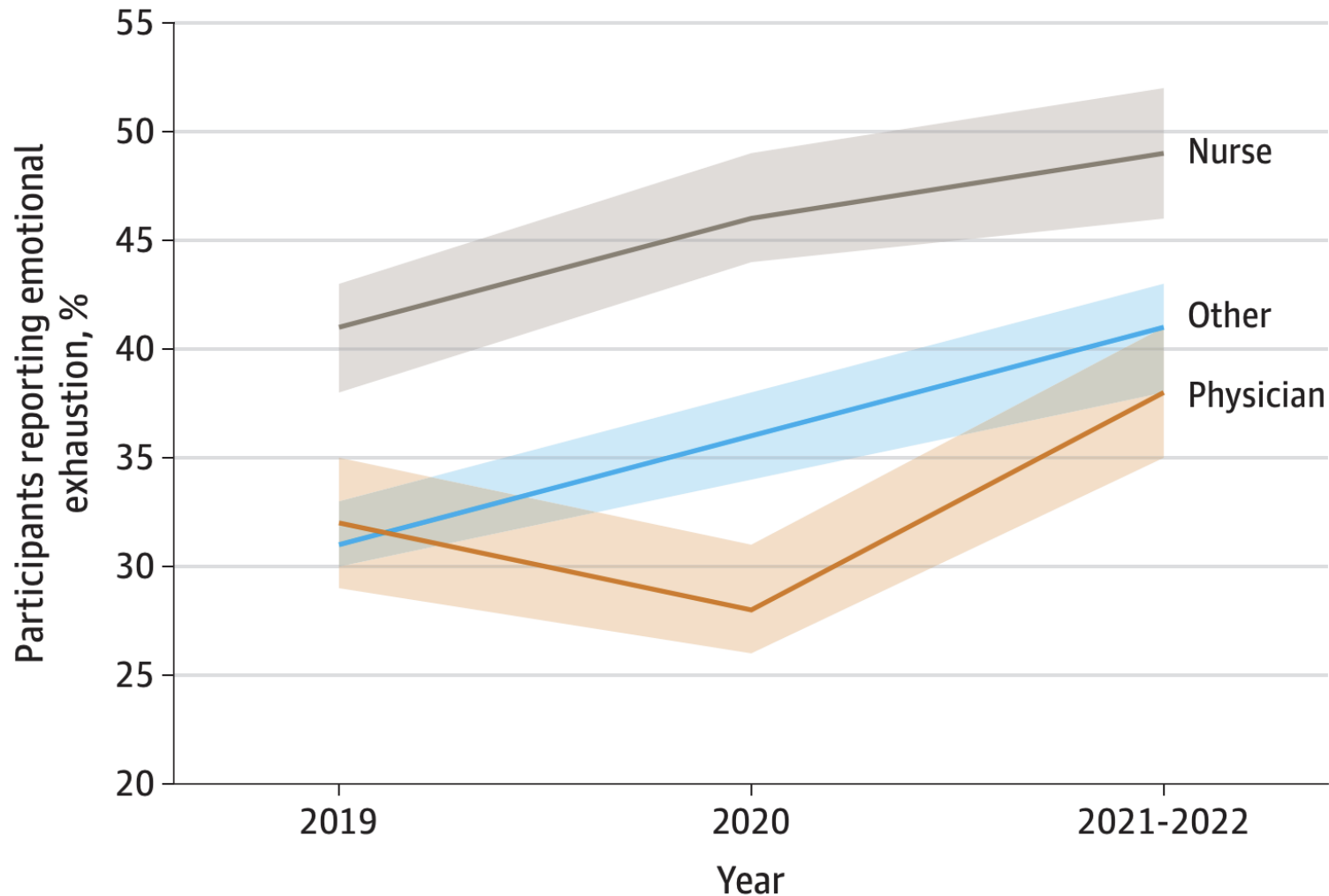
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These are Tough Times (Whole Society)

Share of Americans saying they're "very happy" or "not too happy," 1972 -- 2021



Emotional Exhaustion among HCPs 2019-2022



Sexton et al

- 76 hospitals (2 systems)
- 3 surveys
- 31,000+ responses

Physician Wellbeing in U.S. Over Time

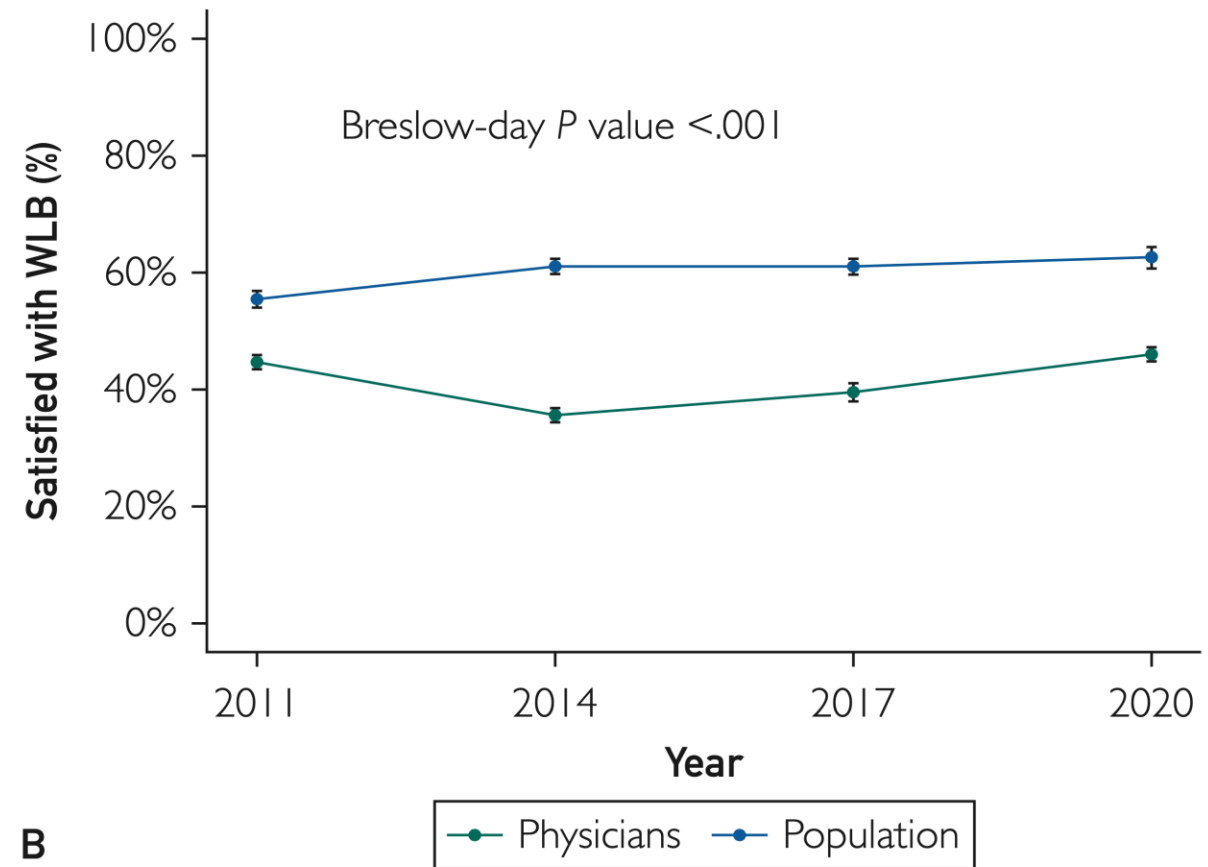
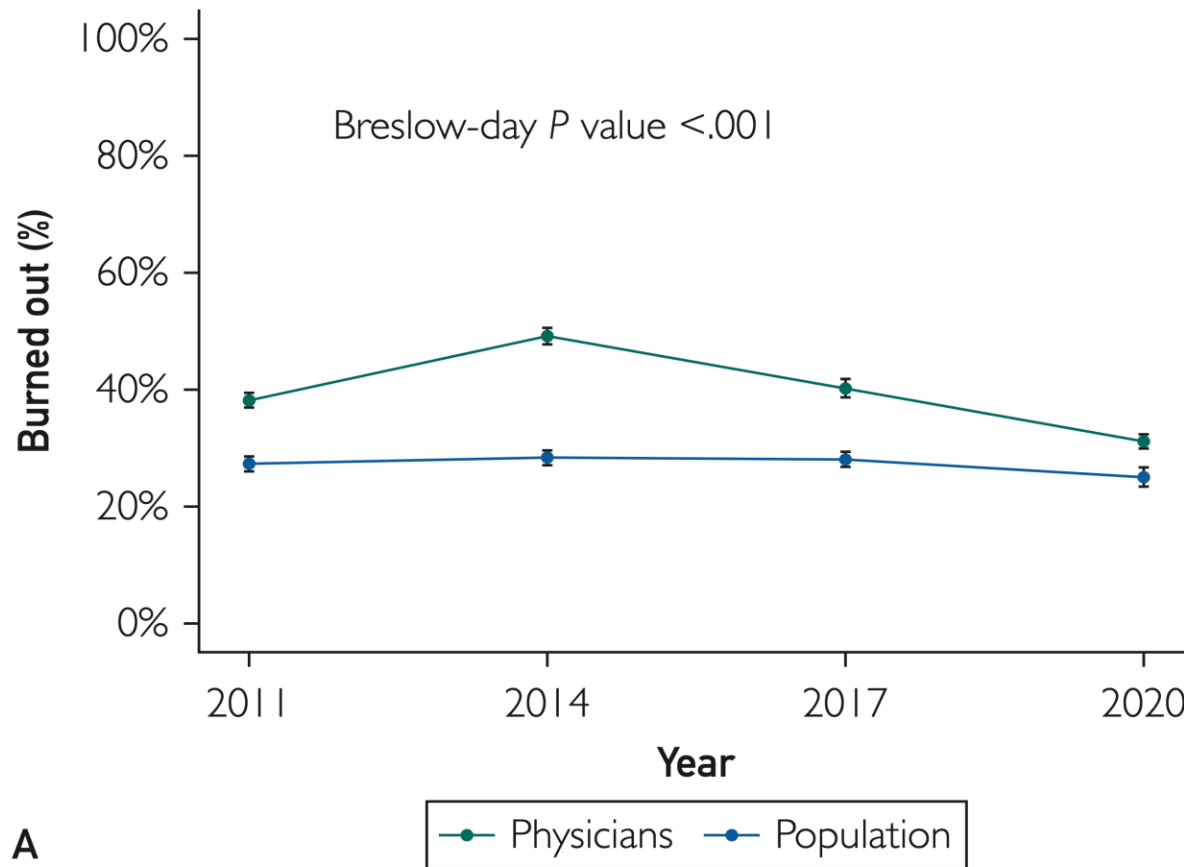
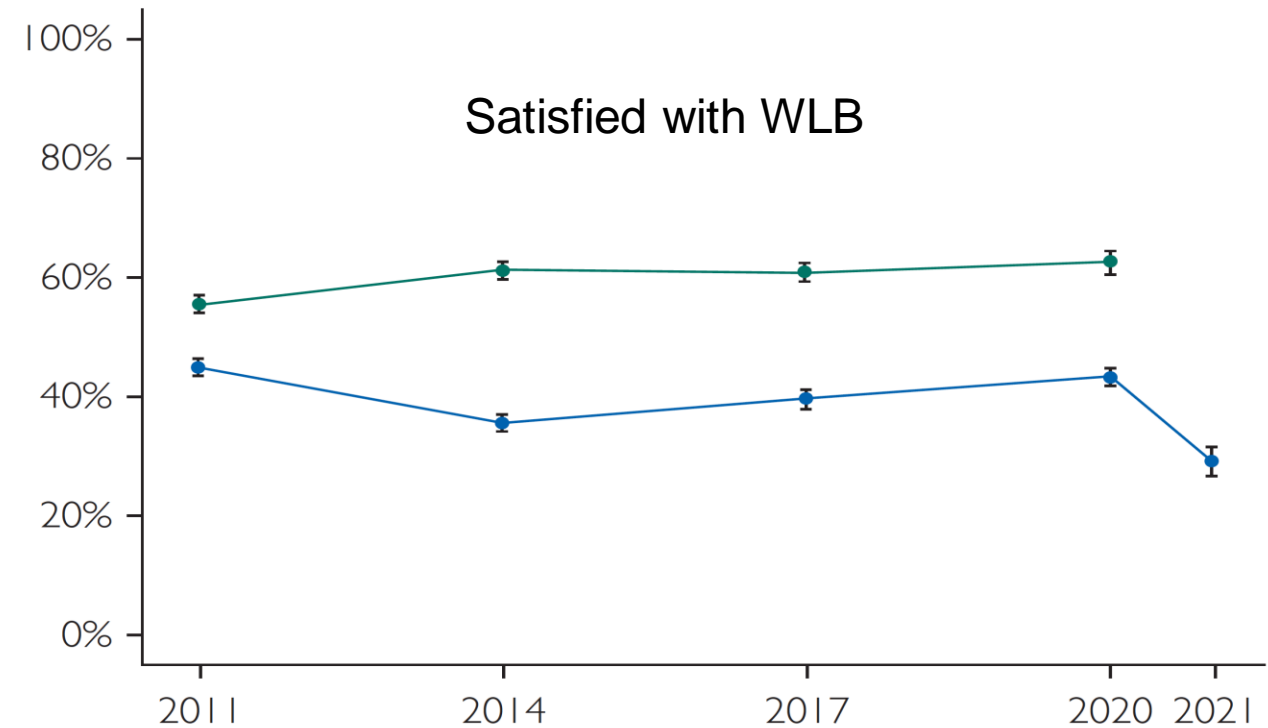
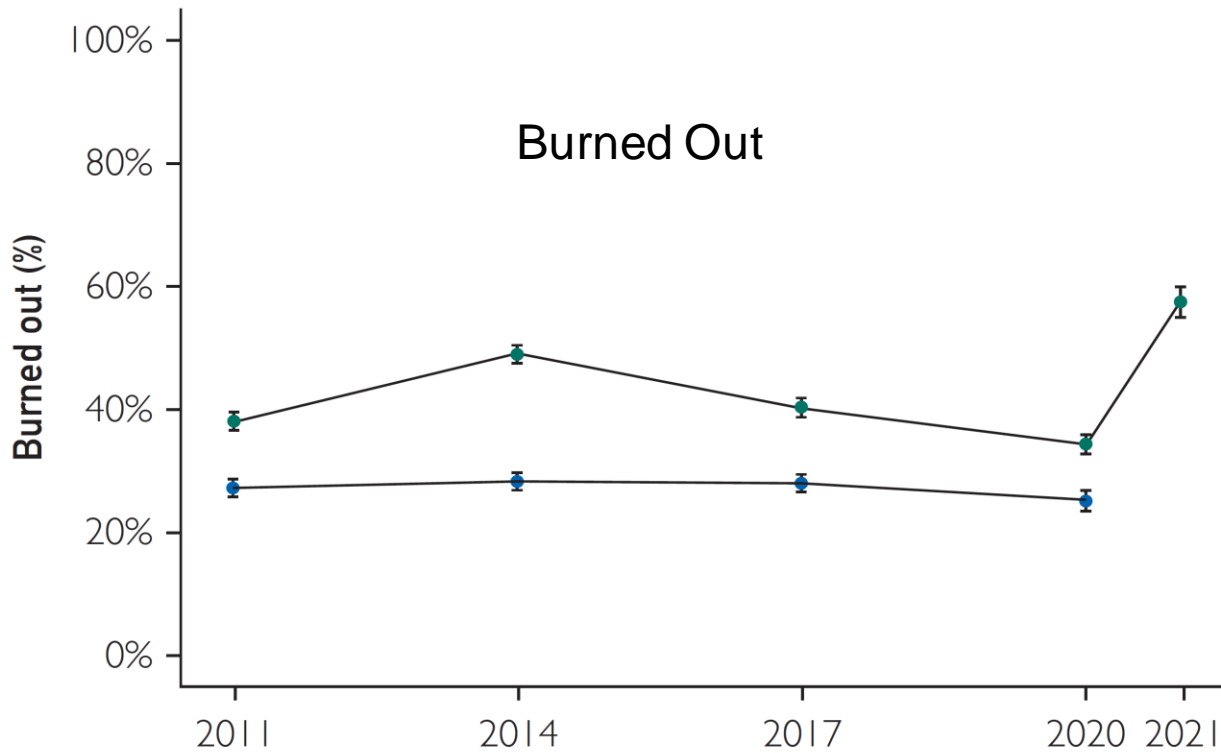


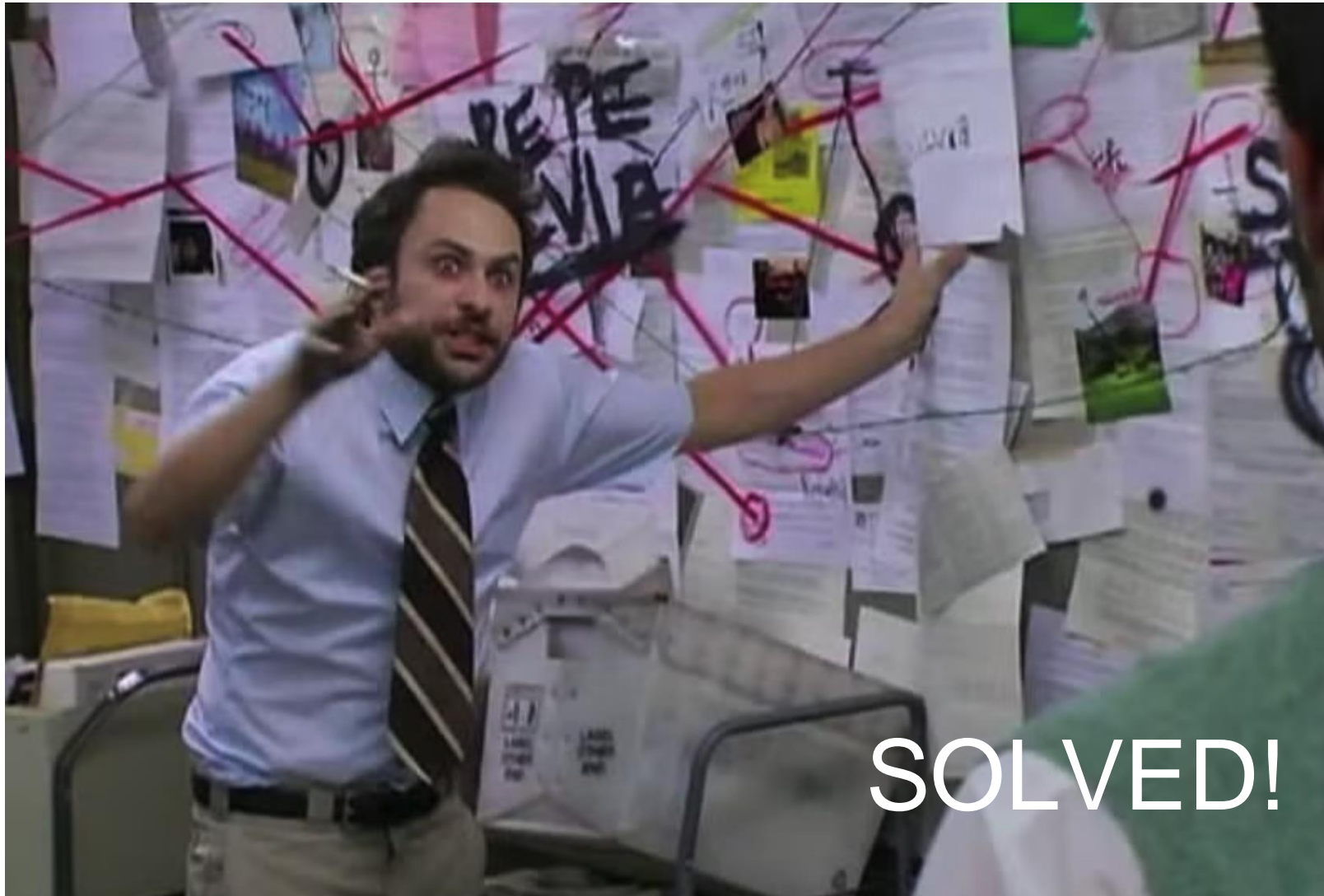
FIGURE 2. Changes in burnout and satisfaction with work-life integration in physicians and population. Year is shown on the x-axis. Burnout (A) and satisfaction with work-life balance (WLB; B) are shown on the y-axis.

Oops!



Depression scores only *slightly* worse

How Can We Think More Clearly About a Complex Problem?



Why Is a Conceptual Model Important?



- Order from chaos
- Develop and test interventions
- Ensure a balanced approach
- Visual learning – engage leaders
- Heuristic device for system understanding
 - The map is not the territory
 - All models are wrong

Stanford Occupational Wellbeing Model

Organizational work environment, values and behaviors that promote self-care, personal and professional growth, and compassion for ourselves, our colleagues and our patients.



Workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient and colleague interactions, and work-life integration.

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Individual skills, behaviors, and attitudes that contribute to physical, emotional, and professional well-being

Three Interrelated Domains Encompass Multiple Drivers

Leadership Competencies
Fair and Just Culture
Culture of Compassion
Values Alignment & Moral Injury
Diversity & Inclusion
Voice/Input
Meaning in Work
Community/Collegiality
Appreciation & Support



Process Optimization (efficient, orderly, reliable)
Team-Based Care
Staffing, Turnover
EHR Usability, Support
Documentation Requirements
Scheduling: Efficiency and Control

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Self-Care (sleep, exercise, nutrition)
Self-Compassion
Work-life Integration (prioritize relationships)
Meaning in Work
Social-Emotional Support

Multiple Potential Drivers Within the Three Domains



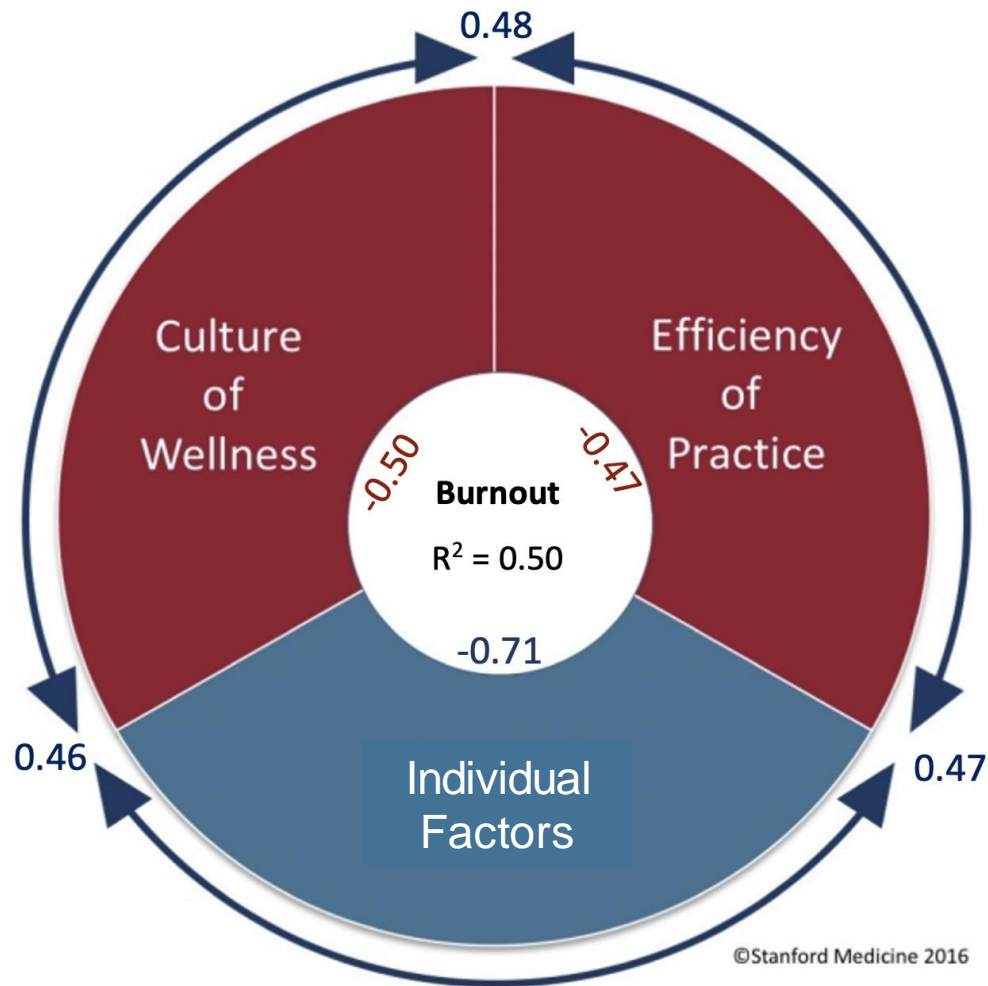
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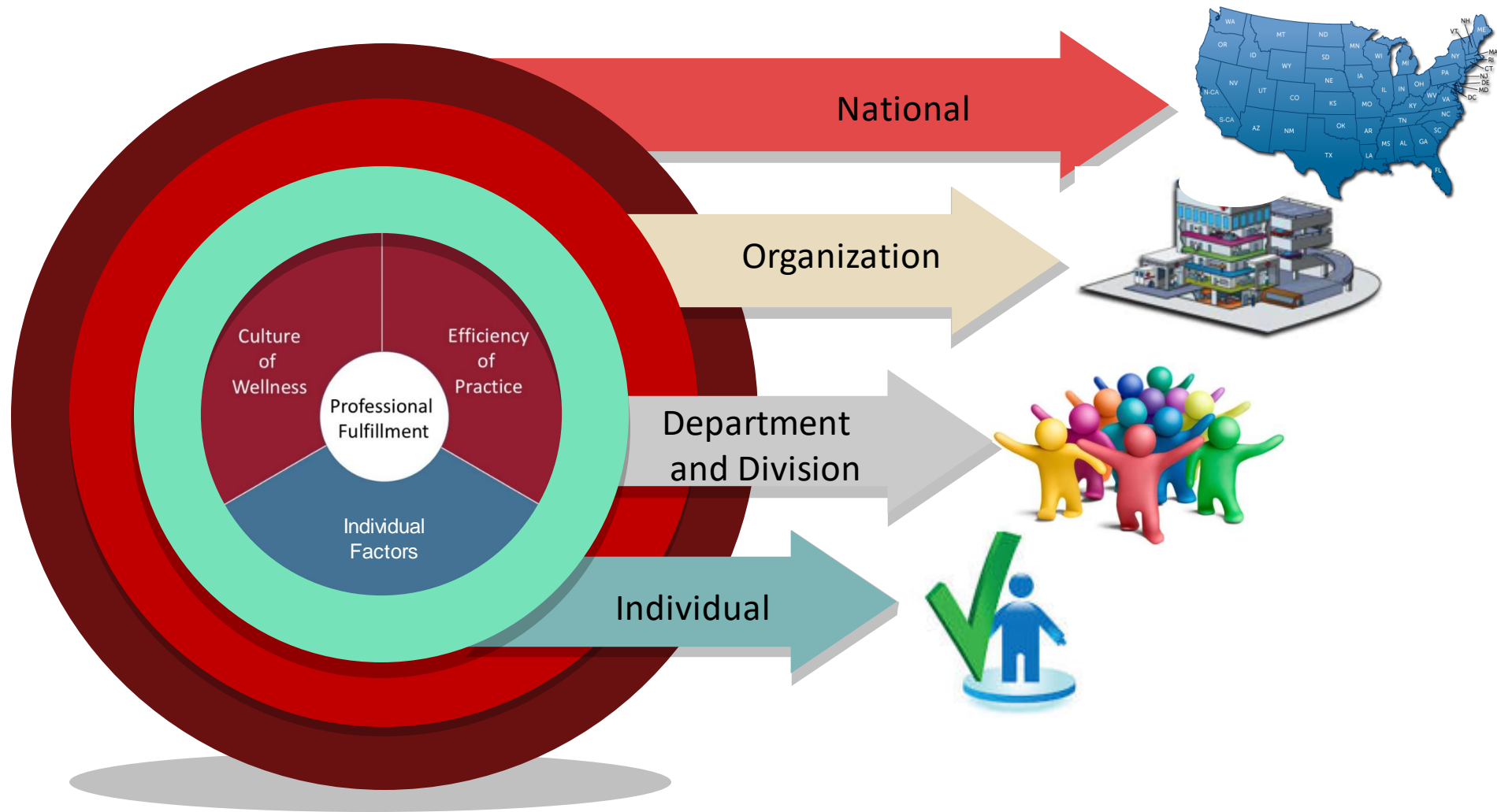
Domain	Driver	Correlations ^[1]	
		Professional Fulfillment	Burnout
Culture of Wellness	Supportive Leadership Behaviors	0.37	-0.24
	Organizational/Personal Values Alignment	0.61	-0.49
	Teamwork Climate	0.45	-0.46
Efficiency of Practice	Electronic Health Record Experience	0.26	-0.26
	Efficiency of Clinic Operations	0.42	-0.52
Individual Factors	Minimal Sleep-Related Impairment ^[2]	0.39	-0.58
	Self-Valuation	0.42	-0.55
	Minimal Negative Impact of Work on Personal Relationships	0.49	-0.63

2020 Stanford Survey

All Three Domains are Important to Both Primary Outcomes



Building Healthcare Professional Wellness at Multiple Levels



System Level: Wellbeing as Operational Priority



System Level: Wellbeing as Operational Priority



ENGAGEMENT AND WELLNESS (E)

Fully Engaged*

Joy in Medicine*

43%

**Gold
Status**

Employee Engagement

I Have a Chance to Use My Strengths Every Day at Work*: >50% Employees Responding 5.0
At work, I clearly know what is expected of me*: >60% Employees Responding 5.0

Inclusion, Diversity, and Health Equity

Fully Engaged Score of Diverse (Under-Represented Population): Collect Baseline
Pulse Participation Rate of Diverse (Under-Represented) Population: Collect Baseline

Create a Respectful Work Environment for All

Operationalize Compact for Patients, Families and Visitors: Inpatient and Outpatient Settings (pre-visit, at admission/visitation)
Implement Workplace Violence & Mistreatment Strategic Plan Initiatives: Inpatient and Ambulatory Settings

*Fully Engaged determined by SHC Engagement Pulse; Joy in Medicine determined by AMA

Optimize Procedural Environment for Patient Care and Support Teams

Cases Accurately** Scheduled: 80%

**within 20% of scheduled time

Shorten OR Turnaround Time: Meet Specified Turnover

Goal by Location 60% of time (approx. 20%-50% improvement)

Reduce Elective Cases that start after 5pm (weekdays):
<=13,000 Hours (despite growth in patient volume)

Optimize Clinicians' Time in Ambulatory Practice Environment

Reduce Mins in Inbasket/Appointment: 10% in Targeted Units

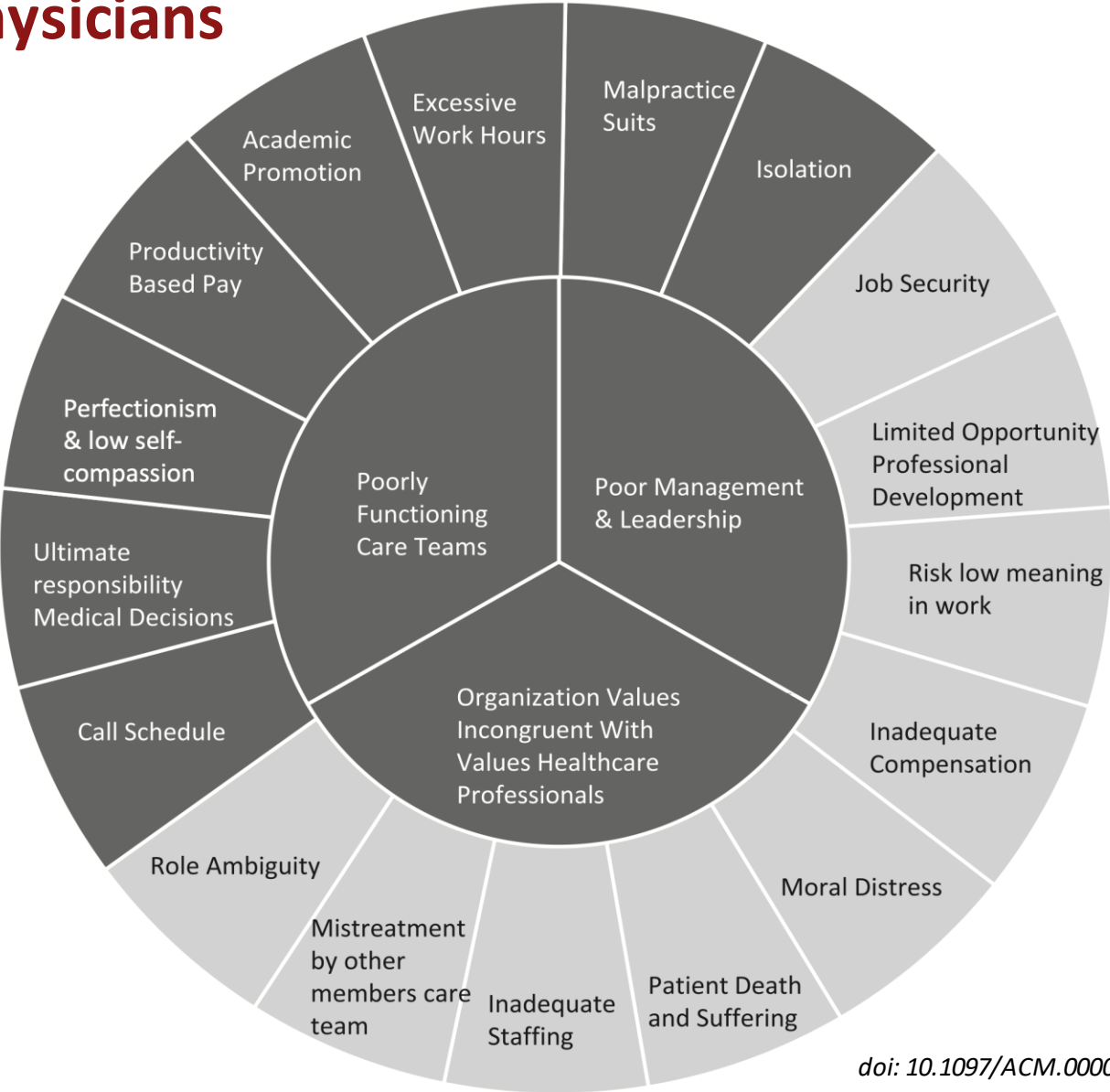
Reduce Mins on Documentation/Appointment: 10% in Targeted Units

Additional Enterprise Initiatives

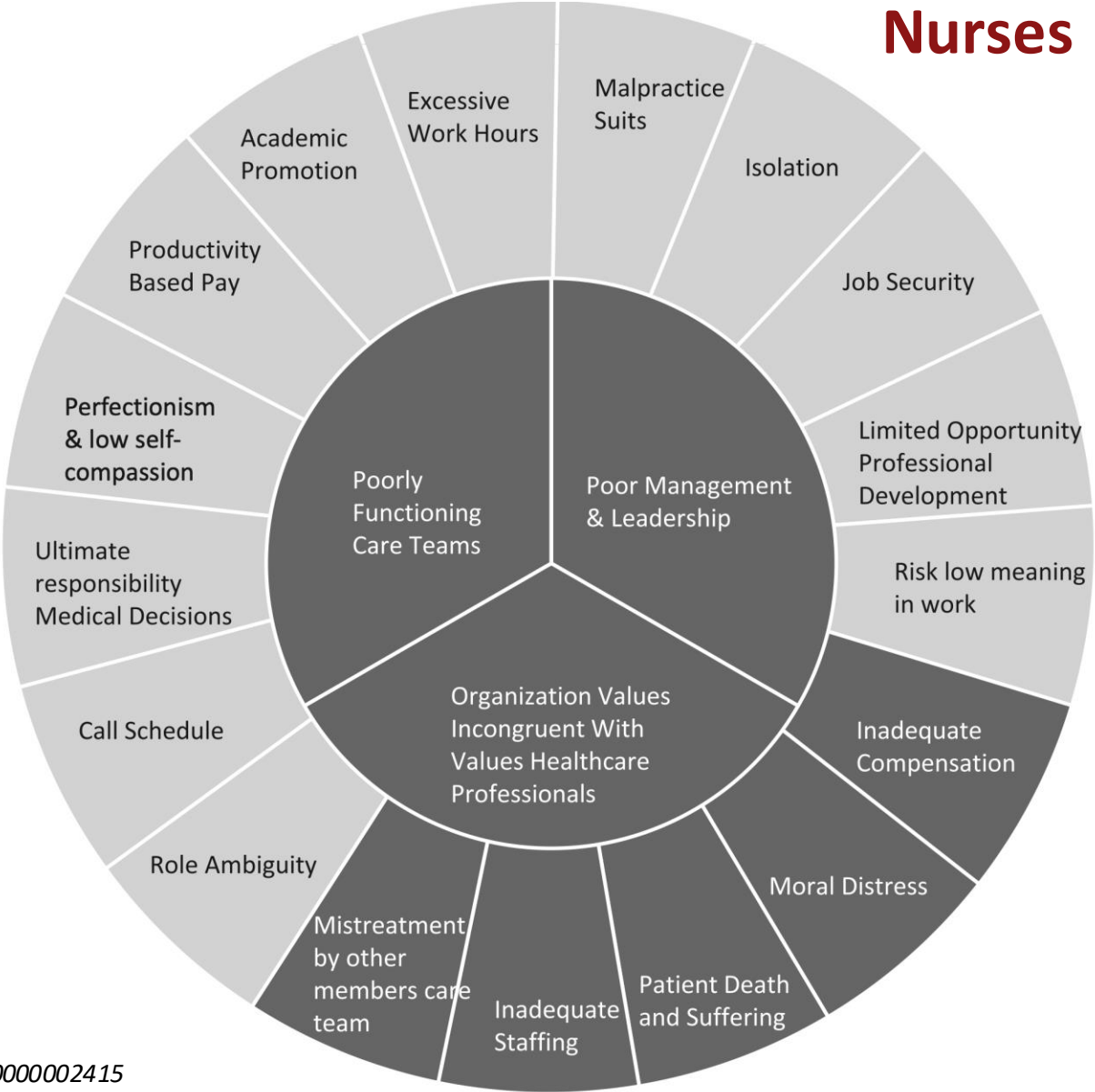
- Lactation Task Force
- Inbox Management Guidance Team
- Gender Compensation Equity
- I Am Human

Drivers of Wellbeing Vary Between Disciplines

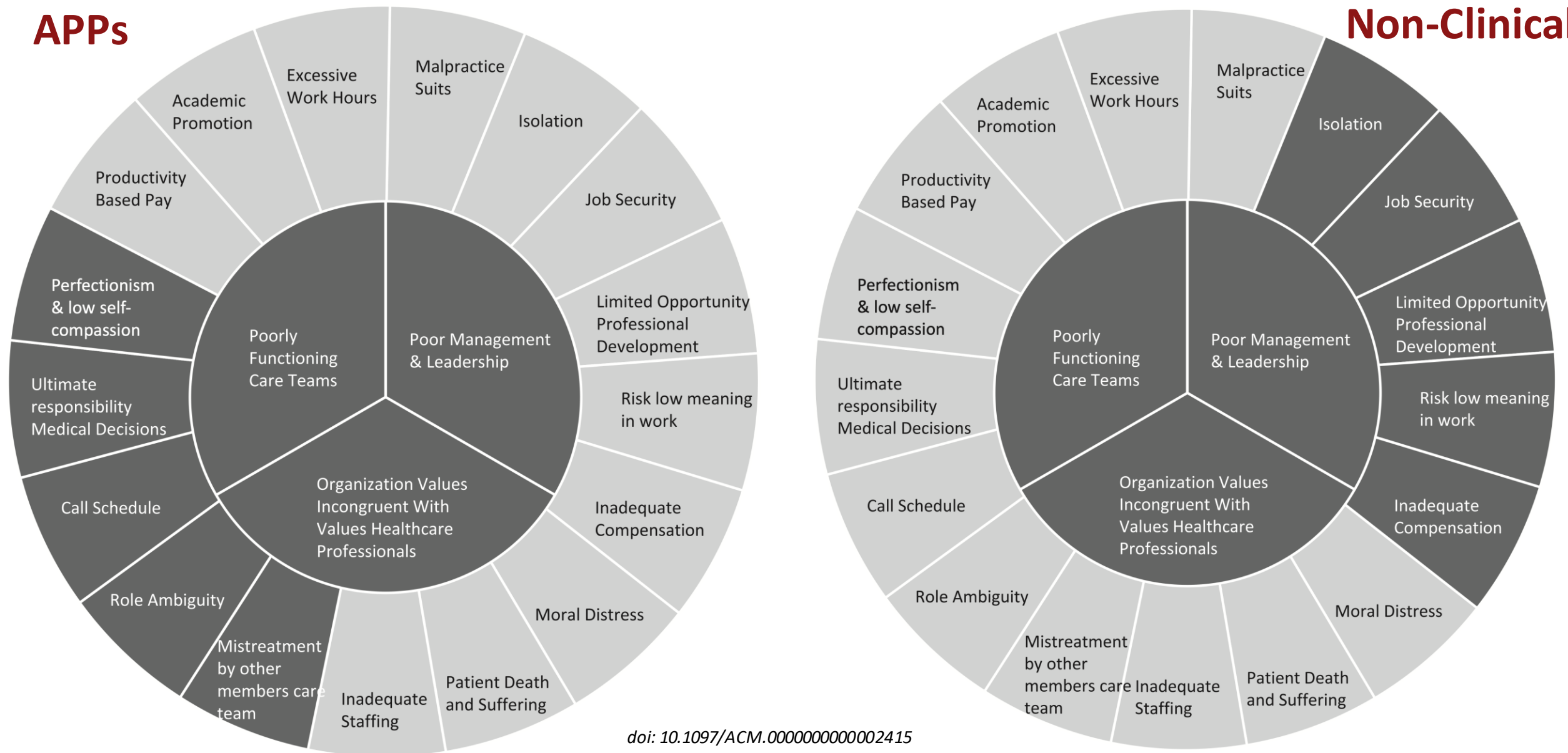
Physicians



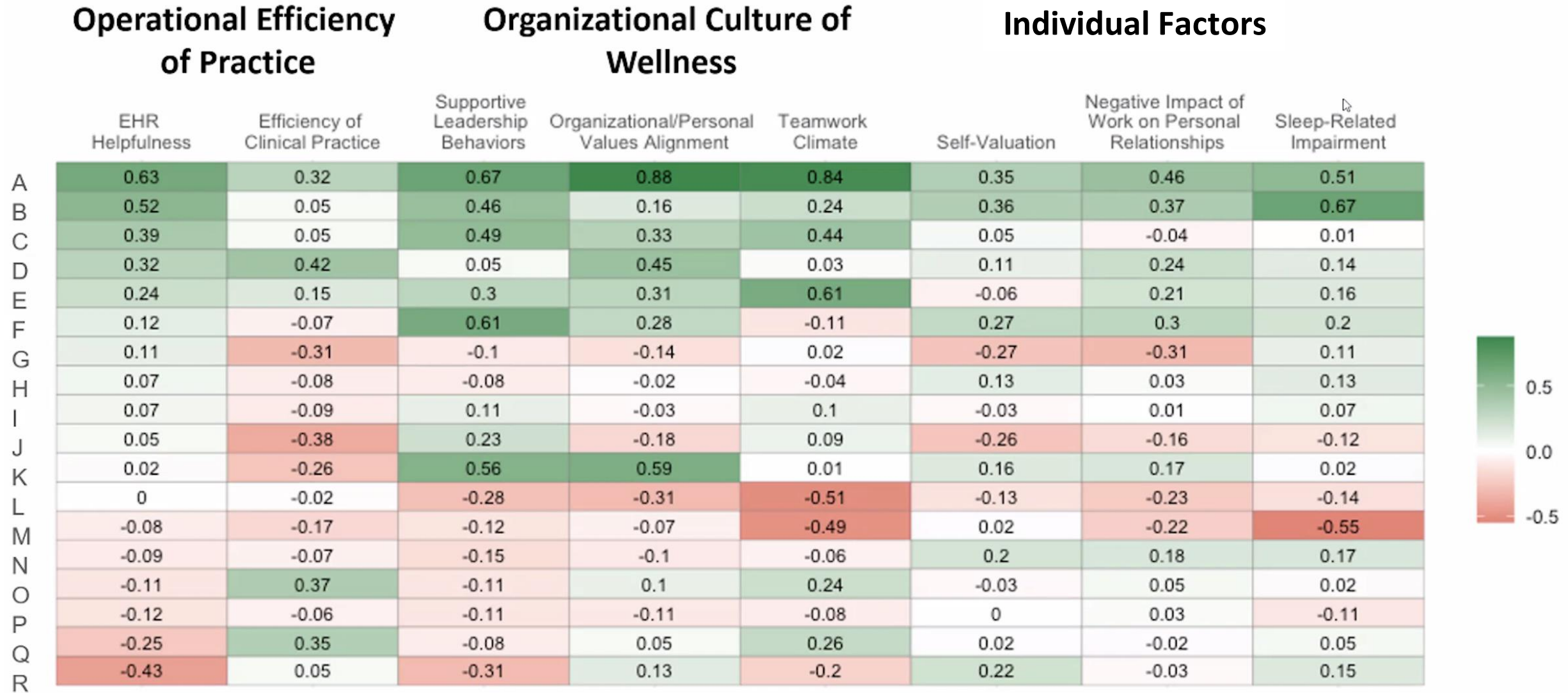
Nurses



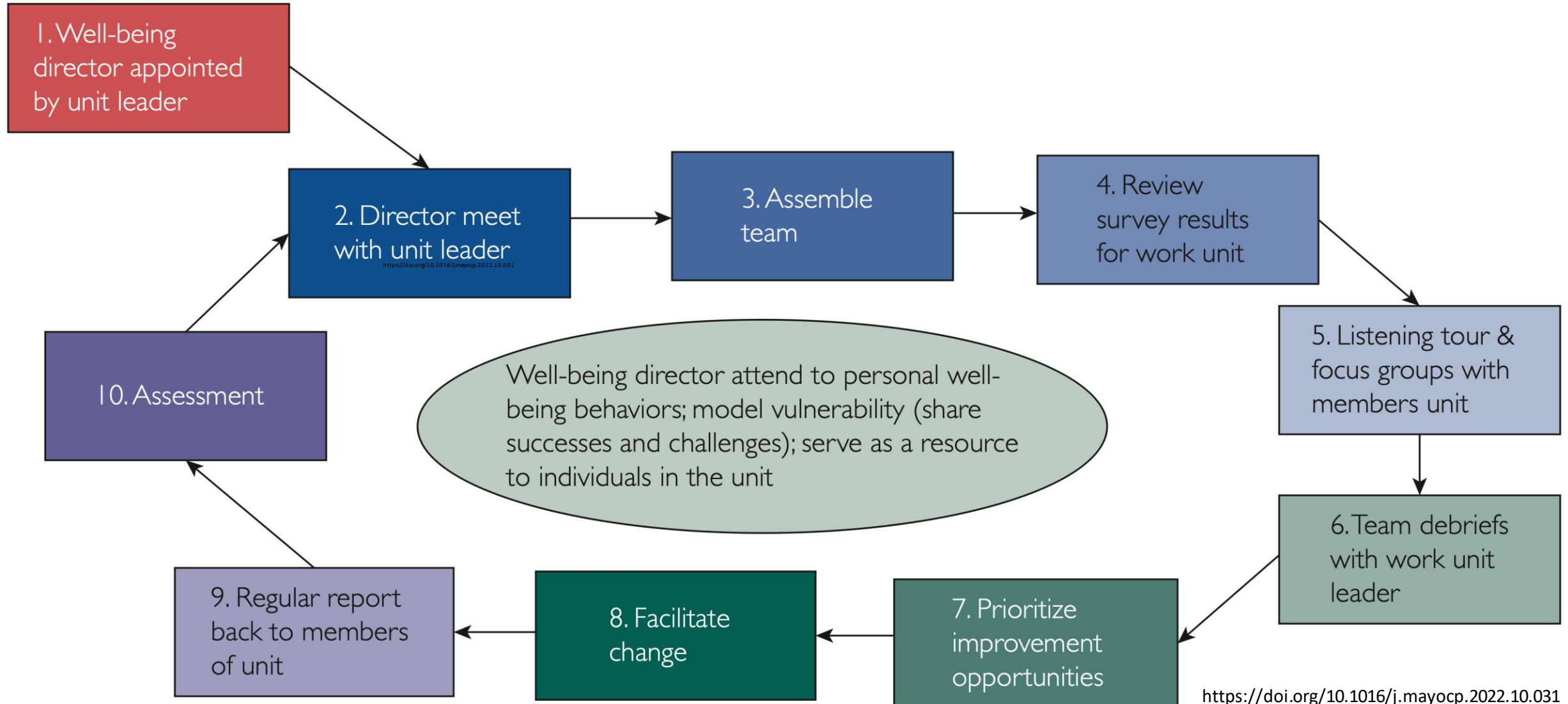
Drivers of Wellbeing Vary Between Disciplines



Local Level: Variability Across Stanford Clinical Departments



Building Wellbeing at the Department/Unit Level



Well-Being Directors Council

ANESTHESIA



NATALYA HASAN-HILL

CARDIOTHORACIC SURGERY



JOE SHRAGER

DERMATOLOGY



ZAKIA RAHMAN

EMERGENCY MEDICINE



CORI POFFENBERGER

MEDICINE



BENNY GAVI

MEDICINE



UPINDER SINGH

MEDICINE



JUDITH SHIZURU

MEDICINE



EVA WEINLANDER

NEUROLOGY



REBECCA MILLER-KUHLMAN

NEUROSURGERY



ROBERT DODD



Daniel Murphy, MD



Tait Shanafelt, MD

OB/GYN



DEIRDRE LUM

OPHTHALMOLOGY



ARTIS MONTAGUE

ORTHOPEDIC SURGERY



STEVEN FRICK

OTOLARYNGOLOGY



IRAM AHMAD

PATHOLOGY



TERI LONGACRE

PEDIATRICS



FELICE SU



Bryan Bohman, MD

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SALLIE DeGOLIA

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KATHLEEN HORST

RADIOLOGY



BEVERLEY NEWMAN

SURGERY



VENITA CHANDRA

UNIVERSITY HEALTHCARE
ALLIANCE



RACHEL ROBERTS

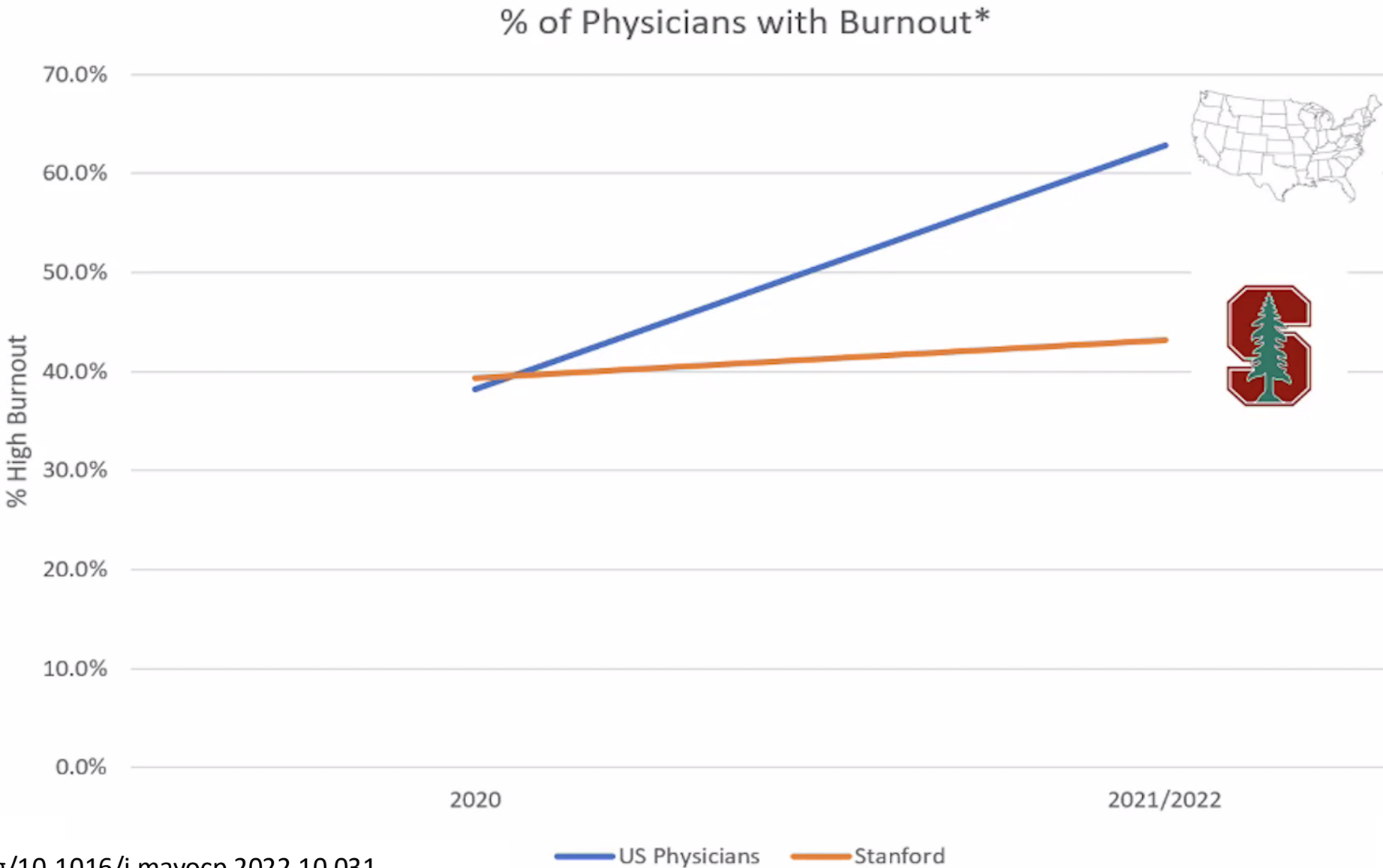
PACKARD CHILDREN'S
HEALTHCARE ALLIANCE



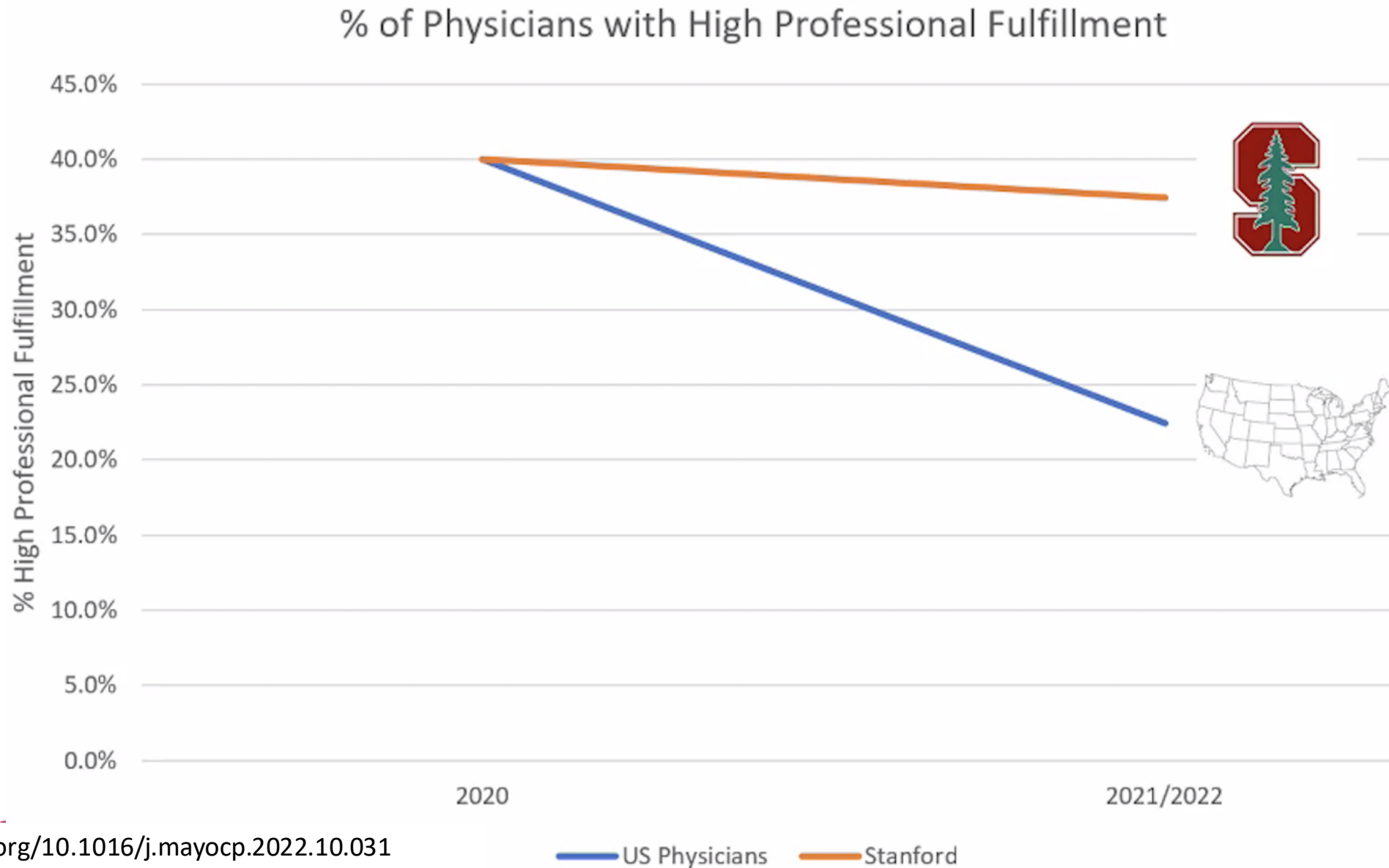
ANDREW SMITH

Partnering with
PIL's & ICDP

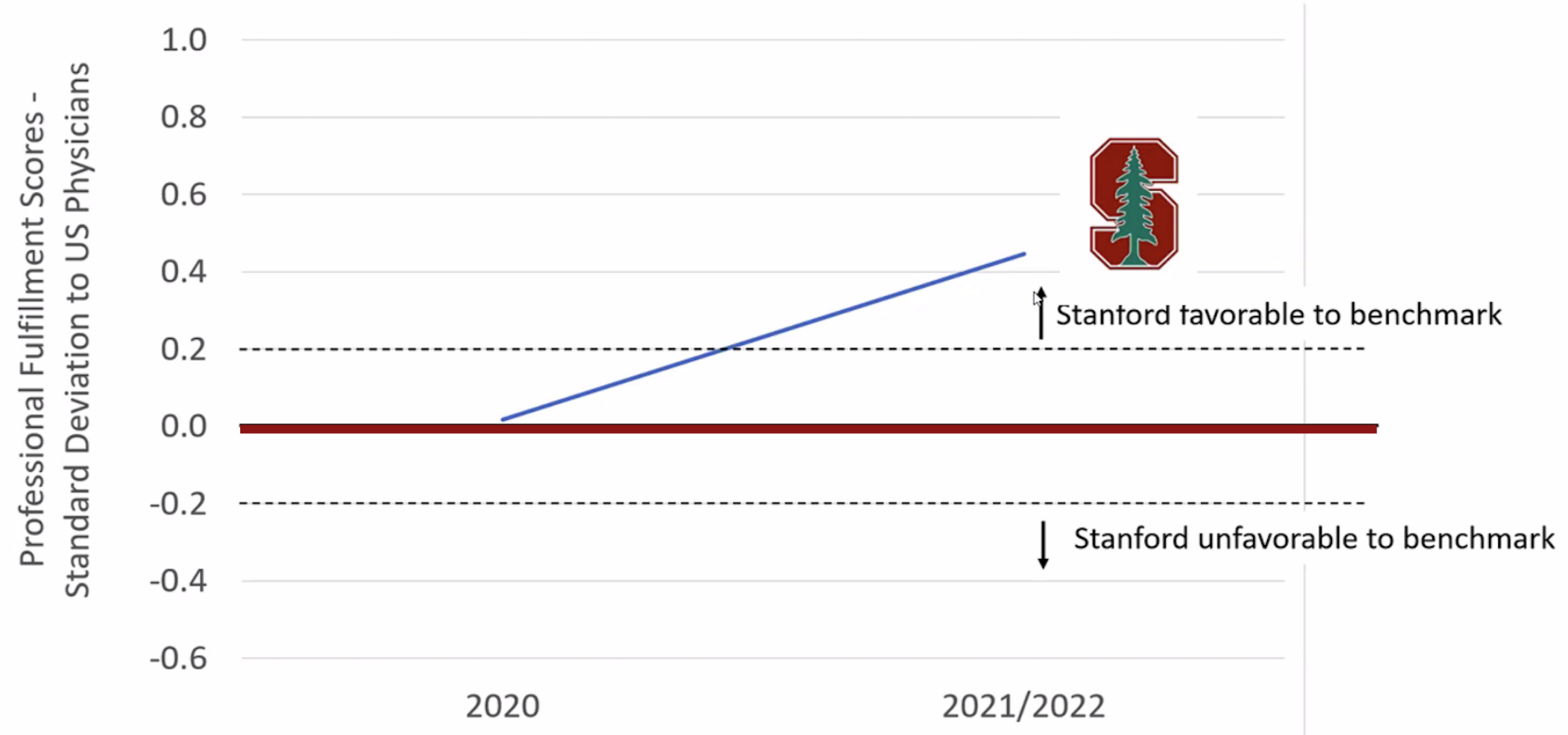
Is It Working?



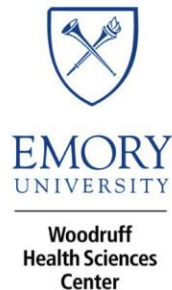
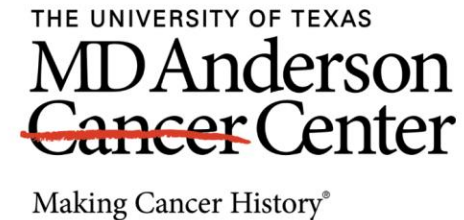
Is It Working?




Is It Working?



Healthcare Professional Wellbeing Academic Consortium



Transforming Organizational Culture

- 
- Establish wellbeing as strategic organizational (and personal) priority
 - Distributed ownership
 - Leader training/coaching
 - Catalyze ongoing organizational conversations

Embrace Venn Overlaps

- Culture of safety
- Team care
- Quality improvement
- Patient Experience

Building Foundational Capabilities

- Regularly measure burnout, fulfillment, drivers
 - Report to leadership and entire organization
- Identify and mitigate system challenges
 - Peer support
 - Response to deaths
 - Values alignment

Support Local Efforts

- Structures
- Measurement
- Education/coaching
- Share best practices

Stanford WellMD & WellPhD Center Staff



Tait Shanafelt, MD



Mickey Trockel, MD, PhD



Sherilyn Stolz



Jill Springer



Rachel Roberts, MD



Liz Russell



Courtney Shaughnessy, MPH



Anaida Stepanyan, MA



Al'ai Alvarez, MD



Debbie Aube



Bryan Bohman, MD



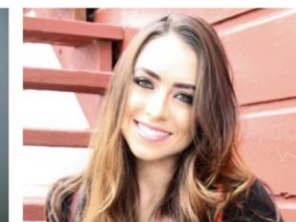
Michelle Deckard



Susan Crowe, MD



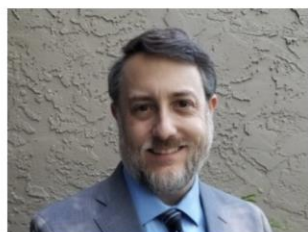
Monica Devlin, MA



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Jessica Gold, MD



Rob Tobin



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Thanuja Urs, MS



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Marvam Makowski, PhD



Niki Menon



Dan Murphy Jr., MD



Eva Weinlander, MD



Mary Lou Murphy, R.N.



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Self-Compassion and Culture of Medicine

- Self-valuation: *constructive prioritization of personal wellbeing + growth mindset that seeks to learn and improve as the primary response to errors*
- In order to meet high work demands without shortchanging patient care, physicians often defer their own needs—e.g. nutrition,¹ hydration,² and sleep.^{3,4}

1. Hamidi MS, Boggild MK, Cheung AM. Running on empty: a review of nutrition and physicians' well-being. *Postgraduate medical journal*. 2016;92(1090):478-481.

2. Solomon AW, Kirwan CJ, Alexander ND, et al. Urine output on an intensive care unit: case-control study. *BMJ (Clinical research ed)*. 2010;341:c6761.

3. Vela-Bueno A, Moreno-Jiménez B, Rodríguez-Muñoz A, et al. Insomnia and sleep quality among primary care physicians with low and high burnout levels. *Journal of psychosomatic research*. 2008;64(4):435-442.

4. Friedman RC, Bigger JT, Kornfeld DS. The intern and sleep loss. *The New England journal of medicine*. 1971.

Three kindnesses that go well together

- Kindness to patients: strongly intrinsic to most healthcare workers
- Kindness to colleagues: also intrinsic to most healthcare workers
- Kindness to self (self-compassion): can seem to be in conflict with compassion to patients and colleagues

Selflessness is a virtue in moderate doses, but ...

selflessness ≠ self-abuse



Supporting Workforce Well-Being Through Systems Change



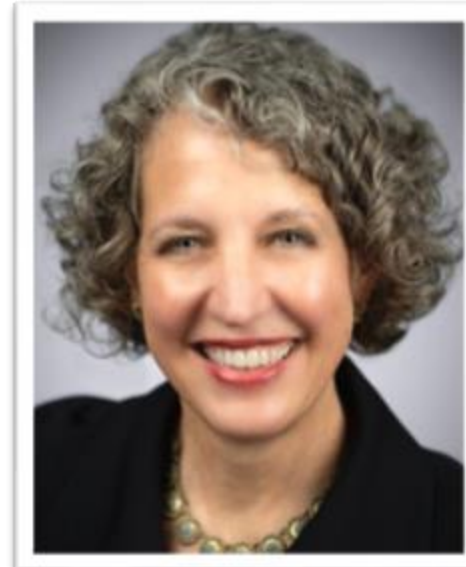
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Health and Well-Being
Executive



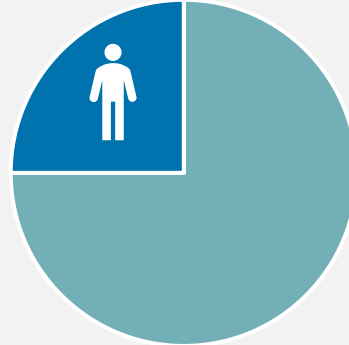
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How Reimagining the Role of **Leadership Development** Can Unlock **Greater Wellbeing at Work**

*No conflicts of interest to disclose.

“For **69%** of people, their manager has **MORE** impact on their mental health than their therapist or doctor – and it’s equal to the impact of their partner”

Nearly **25%**
of an **employee's well-being** can be
accounted for by their **manager**



People leaders are your stewards of well-being

Workplace **stressors** :

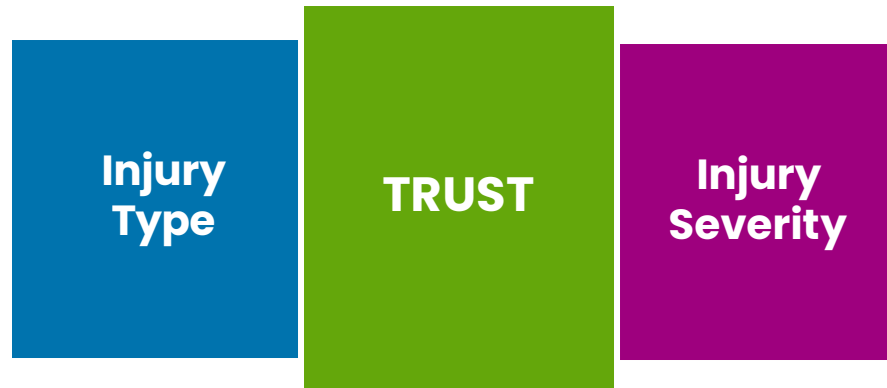
- + Interpersonal conflict
- + Lack of supervisor support
- + Low job control
- + Task overload
- + Low social support
- + Work-family imbalance
- + Organizational injustice



Regular exposure to workplace **stressors** increases a person's risk of being diagnosed with a **chronic disease** (cancer, heart disease, diabetes, etc.) by
35% – 55%

Safety in the Workplace

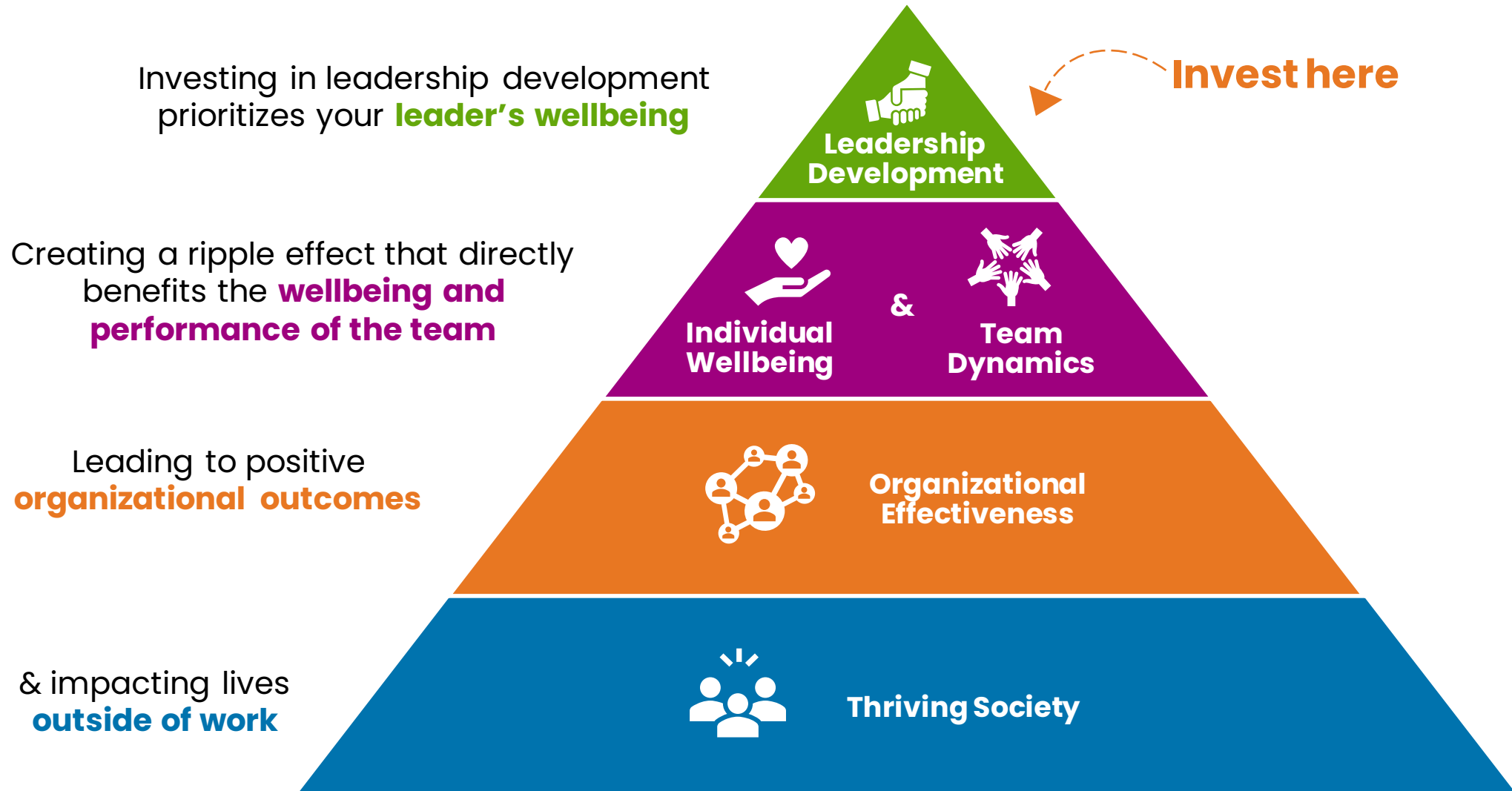
The Workers Compensation Institute identified **TRUST** as a key predictor of worker outcomes.



Trust and Psychological Safety

- + Employees aren't afraid to speak up and report problems
- + If injury occurs, employees are more likely to remain engaged and invested in their recovery for a successful return to work
- + Litigation due to injury is less likely

Thriving Leaders: The **Cascade of Impact**



Middle Managers need support for their own wellbeing

43%

of middle managers report **burnout**
– more than any other worker group

74%

face obstacles to achieving their
wellbeing goals

69%

are thinking about quitting because
of their terrible state of well-being

While taking care of their personal **stress** and **burnout**, leaders are also responsible for putting their **team's wellbeing** at the forefront of their priorities & driving organizational strategies

Skills and competencies required for building a **safe and healthy culture** in the workplace:

- + Emotional Intelligence
- + Forgiveness
- + Generosity
- + Curiosity
- + Humility
- + Empathy
- + Integrity
- + Teamwork
- + Learning
- + Flexibility
- + Optimism
- + Courage
- + Happiness
- + Kindness
- + Ethics
- + Patience
- + Joy
- + Awe

Employees who report to effective managers have

12.5%
higher physical and
mental well-being



Managers are the linchpin to organizational success

Outcomes of leadership development experiences focused on emotional intelligence, building trust and fostering psychological safety:

Employees are:

400% less
likely to leave
their job



64% more
likely to rate
leaders as
inclusive



Organizations achieve:

76% more
engagement



50%
decrease in
lost-time
accidents



[EI Consortium](#), 2007
[Inclusive Leadership, Harvard Business Review](#), 2019
[Catalyst Survey](#), 2022
[Trust in Leadership, Harvard Business Review](#), 2022

The **Cascade of Impact**

A matter of Corporate Social Responsibility

Parents

Parents who experienced more **job autonomy** and a more **supportive supervisor** were

- ✓ **warmer** and **more engaged** when interacting with their infants

Children

Children of these employees had:

- ✓ **better reading & math skills**
- ✓ **better social skills,** and
- ✓ **fewer behavioral problems** in the first grade.

Partner/Spouse

The supportiveness of your **partner's boss** positively effects how likely you are to thrive at work

Perry-Jenkins, Maureen. [How Parent's Experience at Work Impacts Their Kids](#), Harvard Business Review 2023
Westring, Alyssa. [The Ripple Effect of a Bad Boss on Dual-Career Parent](#), Harvard Business Review 2023

Leadership Learning Forums

Virtual learning sessions designed to create an open space and dialogue for leaders to share their challenges, successes, experiences, and ideas around critical well-being topics.



- + Building Trust with Your Team
- + Dealing with Difficult Emotions
- + The Power of Recognition
- + Leading with Healthy Boundaries
- + Leading Through Uncertainty
- + What Can You Control?: Reframing Perspectives

Driving Impact for OhioHealth Associates

My manager cares about me as a person.

+ 6.2%

Positive response rate
from 2022 to 2023



5.9 points higher

than the healthcare
average

81% OhioHealth vs.
75.1 Healthcare Average

Driving Impact for OhioHealth Associates

Future exploration

Associate Engagement Survey Manager Capability Index

- + My manager cares about me as a person.
- + I trust my manager.
- + My manager effectively leads through change.
- + My manager recognizes my accomplishments.
- + I am appropriately involved in decisions that affect my work.
- + My manager communicates the reasons for business decisions.
- + My manager has taken action based on the results of our last survey.

Compare:

- + Those who have participated in leadership development experiences vs. those who haven't
- + Participant's improvements over time

Identify:

Specific care sites, departments or managers who might need support

Other data to explore:

- + Turnover
- + PTO usage
- + Promotions

How can you **take action** to support the well-being of your employees through **leadership development**?

Small Organization or Limited Resources

- + Start with training focused on **emotional intelligence** and **empathy-building**
- + Ensure top leaders are **modeling the right behaviors**
- + Consider a **book, article or podcast club**
- + Build a **virtual library** of public domain resources to support self-directed emotional intelligence development
- + Use **360 feedback** to allow teams to provide feedback on leader behaviors – awareness is key!

Larger Organizations

- + **Build a bridge** between your leadership development, wellness, DEIB and safety strategies
- + Offer **safe-space leadership sessions** where leaders can share their challenges and ideas
- + Evolve existing transactional leadership skills training with **human-centered** leader development offerings
- + Collect and share team well-being data in a dashboard for managers, and make it a **core competency** in leaders' performance reviews
- + Consider training and/or coaching for **ALL** – don't wait until someone is promoted to a leadership role to get started



leading-- to well-being

with Bridgette McCullough



A podcast series from
the OhioHealth Leadership Academy

“

"The leader of the future will understand this. The leader of the future will know how to connect emotionally and humanly with the people in their care. And keep them well and whole and healthy and engaged. And that's why this type of leadership development is not optional for an organization to succeed."

– Alice Wheeler

”



**Available on Spotify &
Apple Podcasts**

Resources

- + [Managers Have Major Impact on Mental Health: How to Lead for Wellbeing](#), Forbes 2023
- + [Psychological Safety and the Critical Role of Leadership Development](#), McKinsey & Company 2021
- + [The Relationship Between Workplace Stressors and Mortality and Health Coasts in the United States](#), 2015
- + [Big Reset Playbook: Human-Centered Leadership](#), Josh Bersin Company, 2021
- + [Supportive Leaders Drive Organizational Improvements and Employee Health and Well-Being](#), CDC 2021
- + [Why Employees are Quitting and What to Do About It](#), McKinsey & Company, 2022
- + [How Parent's Experience at Work Impacts Their Kids](#), Harvard Business Review, 2023
- + [Why Inclusive Leaders Are Good for Organizations, and How to Become One](#), Harvard Business Review, 2019
- + [How Empathy from Leaders Drives Productivity](#), Prialto 2022
- + [Good Leadership? It All Starts With Trust](#), Harvard Business Review 2022
- + [EQ and the Bottom Line](#), EI World Limited 2011
- + [Why Your Workplace Might Be Killing You](#), Stanford Business 2015

Thank you



Bridgette McCullough

Leadership Development Advisor

bridgette.mccullough@ohiohealth.com



Connecting the Dots for Well-being

Hero Summit
September 25, 2023

Emily Stirling MBA, MRC, CRC
Social Well-being Director

Confidential and property of Intermountain Health
*No conflicts of interest to disclose

Connect the dots

RESEARCH



STRATEGIZE



DEPLOY



Challenges Working in Healthcare

RESEARCH



Unite Around Vision and Goal

Our Vision for Well-being

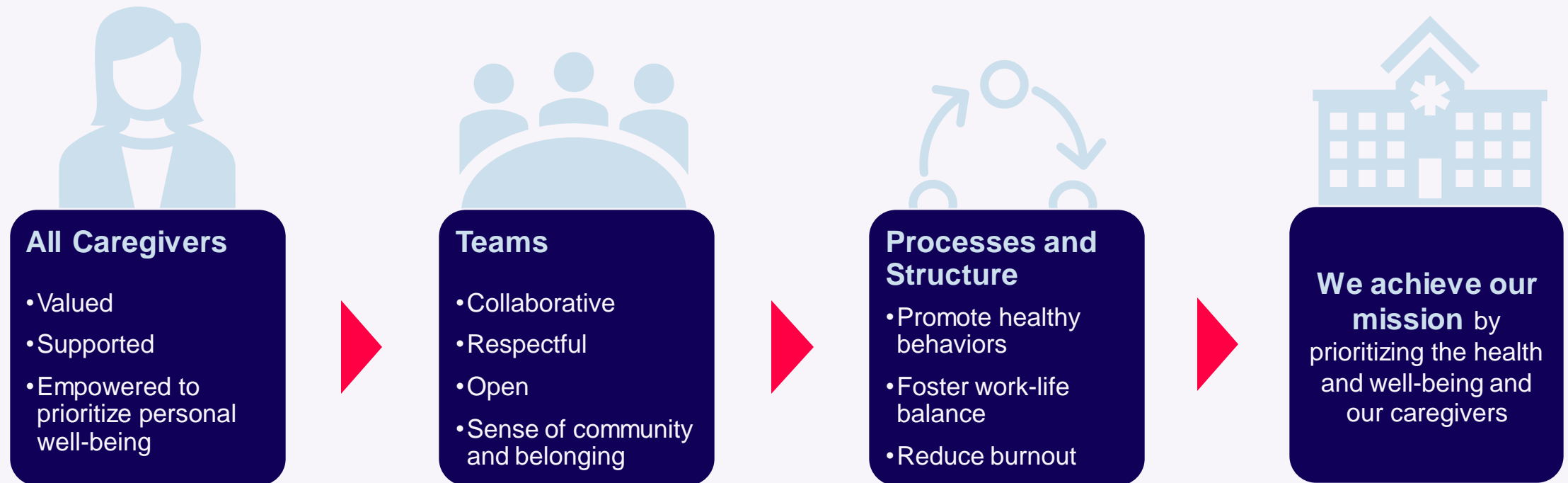
Create a thriving environment where all caregivers, physicians and APPs can find joy and fulfillment in their personal and professional lives

Strategic Goals

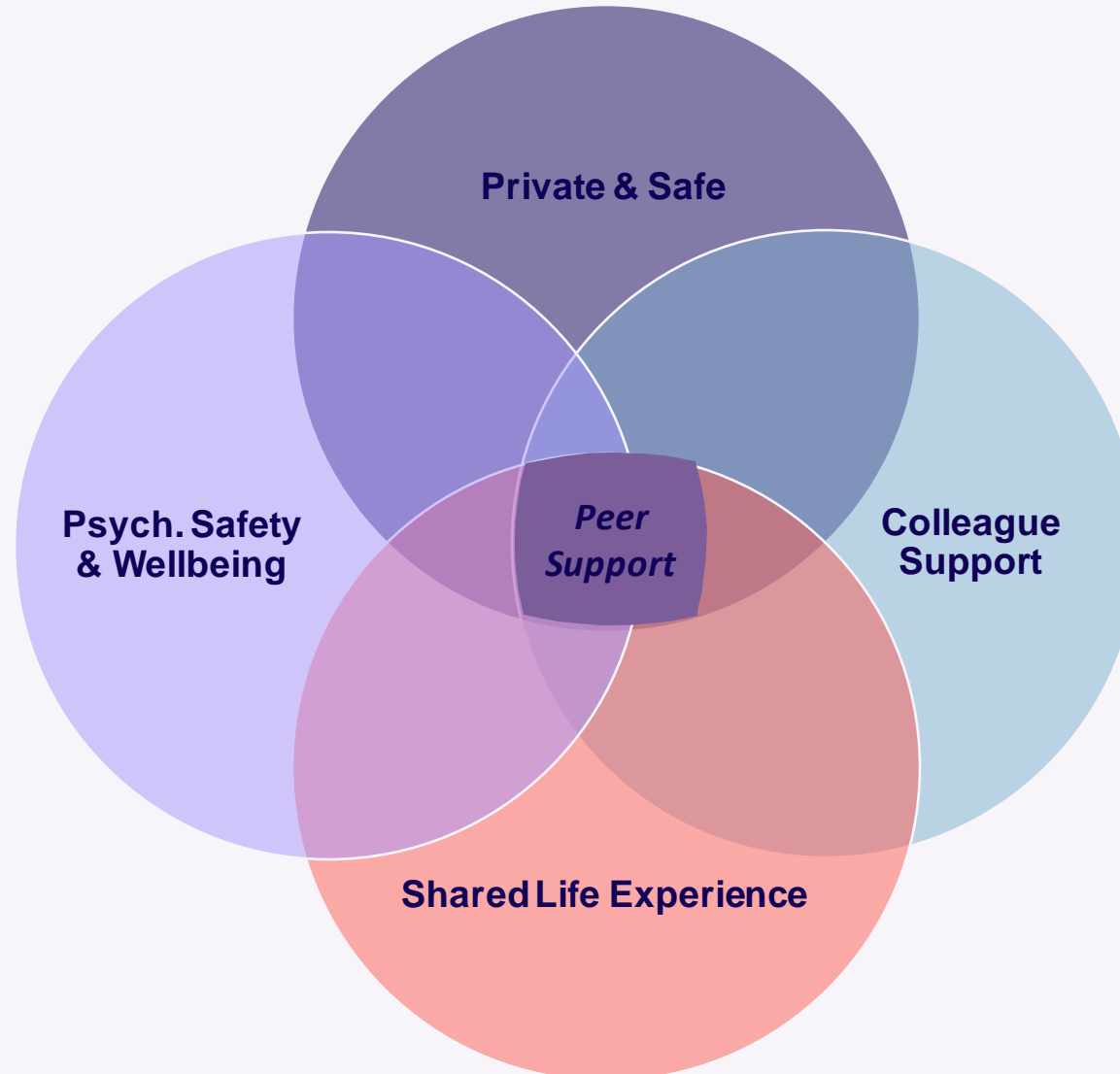
1. Create a culture of well-being
2. Enable efficiency of work
3. Support personal well-being and resilience



Embed Well-being in Culture



Help Giving at the Point of Care



Look for partners to drive the work

RESEARCH



STRATEGIZE



Create A Single Source of Truth



Mental Well-Being

Reduce stress, prevent burnout, and achieve mental wellness:

- Huddle Up Lift Up Flip Book
- Find or become a peer supporter
- CARE Sessions
- Attend a Mindfulness Class
- Going Home Checklist.pdf
- Flip Book: Weekly Well-being...
- Emotional Support Guide
- Employee Assistance Program
- Suicide Prevention

Move more, eat better, and feel stronger:

- Fitness classes
- Live Well
- Take 10 Activity Break Course
- Apply for Meal Support



Physical Well-Being

Find and keep financial stability:

- Financial Resources
- Budgeting Tools

Upcoming Webinars

+ Add event

See all

AUG 23

Credit Myths, Busted

Wed, Aug 23, 12:00 PM

teams.meeting

SEP 13

Money Skills: Why You are the Best Teacher for Your Kids

Wed, Sep 13, 12:00 PM

<https://events.teams.microsoft.com/events/...>



Financial Well-Being

Build healthy habits and enjoy your work more:

- Counseling on Access to Lethal...
- Leader Well-Being Rounding Guide
- Take Back Your PTO
- Going Home Checklist
- Suicide Prevention Training
- Boundaries
- Culture of Well-Being Team Tool
- Equity and Inclusion



Workplace Well-Being

- Peer Support
- Employee Assistance Program
- Live Well
- Behavioral Health
- Physician & APP Well-being
- MyStrength Access code: INTERMOUNTAINWELLBEING

Crisis Hotlines

- 24/7 EAP | 1-800-832-7733
- National Suicide Lifeline | 988
- The Trevor Project | 866-488-7386
- Utah Crisis Line | 801-586-3000
- Behavioral Health Assessment

Leader Resources

- Leader Well-Being Rounding Guide
- Leading well and thrive

Caregiver Well-Being Team

- Ryan Shatzler
VP People Services and Experience
- Anne Pendo
Medical Director Senior-Provider Experience
- Emily Stirling
Caregiver Social Well-being Director
- Michelle Ihmels
Caregiver Live Well Director
- Matt Steinkamp
Employee Assistance Program Director

Get Tools in the Hands of Caregivers

what do you do to regularly
improve your mental health?

For me, it's all
about taking deep
breaths and regular
breaks.

Prevent suicide.
Get the playbook here →



how do you cope after a
stressful day at work?

Calling a friend
helps ground me
after a stressful
day.

Prevent suicide.
Get the playbook here →



**Bite-sized learning
while you snack.**

PREVENT
SUICIDE
GET THE
PLAYBOOK
HERE →



____ seems upset
today. Maybe I should
check on them.

I should ask if I can hold
onto ____'s pills until
they're feeling safe.

I'm going to let
____ know how
down I'm feeling.

what do you do to help
yourself feel hopeful?

Therapy actually
really helps.
Everyone should
try it!

Prevent suicide.
Get the playbook here →



what helps you feel cared for
by your co-workers?

WHEN WE CAN LAUGH
TOGETHER, I FEEL
LIKE MY COWORKERS
KNOW + CARE
ABOUT ME.

Prevent suicide.
Get the playbook here →



how do you cope after a
stressful day at work?

what do you do to help
yourself feel hopeful?

how to look out for a
co-worker's mental health?

3 Types of Peer Support

Informal Peer Support

- Know your team
- Know your resources

Peer Support by Leaders

- Know your team
- Model Behaviors
- Check-ins & Rounding
- Difficult Conversations
- Who supports you?

Formal Peer Support

- Safety event
- Malpractice
- Workplace violence
- Difficult conversations
- Personal stress

Have a compelling measure of success

Key Measures	2022	2021	Change from 2021
Resilience			
Losing Sleep	3.88	3.70	▲ 0.18
Free Mind from Work	3.87	3.73	▲ 0.14
Enjoy Free Time	3.98	3.87	▲ 0.11
Disconnect from Work	3.91	3.75	▲ 0.16
Wellbeing			
Mental and Emotional Health	4.06	3.93	▲ 0.13
Team & Job Stress			
Community and Collaboration	4.36	4.32	▲ 0.04
Burnout	3.61	3.36	▲ 0.25
Leadership and Belonging			
Leadership Respect	4.64	4.56	▲ 0.08
Belonging	4.09	4.02	▲ 0.07

▲ Improvement compared to 2021

▼ Decline compared to 2021

■ No change compared to 2021

* Not statistically significant

Empower Leaders

Setting Boundaries

Take Back Your PTO

Leader Rounding Guide

Leader Guide to Team Culture of Well-being

RESEARCH



STRATEGIZE



DEPLOY



Leader Guide for Creating Your Team's Culture of Well-being

Ready to create a culture of well-being for your team? It all starts with you. You model a culture of well-being for your team. After you define a Culture of Well-being with your direct leader, you can begin the process with your own team of direct reports.

- 1 Set up a meeting with your team at a time that works for everyone—this may require multiple or separate meetings for those who work different shifts.
- 2 In your team meeting(s), share how Intermountain defines a culture of well-being. Ask your team what is going well and areas where well-being could be improved.
- 3 Ask your team, “What does well-being look like for our team?” and write down their responses on your team’s “Culture of Well-being” template.
A few examples to help get your team thinking:
 - We leave work on time – whether that’s 7am or 5pm.
 - We encourage taking PTO and using it for mental health days.
 - We check in on each other when there is a change in behavior.
 - We pause and listen when we ask, “How are you really doing?”
 - We schedule emails to be sent during our business or operating hours.
 - We support accessing well-being resources during work hours.
 - We appreciate and recognize each other for supporting one another’s health and well-being.
- 4 Ask your team, “What will we commit to doing for each other to make sure we prioritize our team’s well-being?” and capture your team’s responses.
A few examples:
 - We commit to taking X days of PTO each year and supporting coworkers when they do the same.
 - We commit to not checking email after hours.
 - We commit to calling or texting someone if we need them urgently because we don’t expect them to check email after hours.
 - We commit to sincerely asking each other, “How are you really doing?”
 - We commit to covering for each other if someone needs to access well-being resources during work hours.
- 5 Share your team’s Culture of Well-being in a place where everyone can see them daily, like your huddle board (either in person or virtual).
- 6 If you are a leader of leaders with their own direct reports, ask them to follow this same process with their direct reports, and encourage them to share their team’s Culture of Well-being with you when they finish.
During your one-on-ones with them, check in on how the commitments are going and how you can course correct if needed.
Recognize and celebrate when your team follows their culture of well-being to reinforce the importance and the culture you want to see.





Want to further your mental well-being knowledge?
Join us for one of our additional mental well-being workshops!

CAREGIVER

Going Home Checklist



Before you leave today:



Reflect on the things you did today that were hard:

Let go and move on when you feel ready. Consider finding a quiet space to go for a walk and reflect.



Consider three things that went well today:

Be proud of the care you gave.



Check on your colleagues before you leave:

Are they okay? If not, your leader can help you connect them to free and confidential resources.



Are you OK?

Your leaders are here to listen and support you.



Now switch your attention to home:

Rest and recharge.



Contact IEAP if needed.
1-800-832-7733
eap@imail.org

Huddle Up Lift Up

52

prompts for each week
of the year to support your
emotional well-being




Intermountain
Health

WEEK

• 8 •

Ordinary Moments Awareness

We have many ordinary moments throughout our days. Take time today to become aware of what is happening with your body, mind, and emotions during these experiences. When you become aware of yourself during those moments, does your experience change or does it stay the same? We don't need to change these experiences, merely bring curiosity to these ordinary moments.

 Individual Activity

“

*You can change your day by
looking at it differently.*

— UNKNOWN

”

+



Bringing Awareness to
Ordinary Moments in the Day

Crisis Response: Helping Leaders and Teams in the Moments that Matter

1

STABILIZE

Assess team members for wellbeing

- Trauma
- Suicide Risk

2

GRIEVE

Facilitate healthy grieving

- Focus on life and work of decedent
- Give space and support to grieve
- Reach out frequently and on special days/anniversaries

3

GROW

Help find ways to experience post-traumatic growth

- Normalize the grieving process
- Build in margins
- Find meaning
- Savor life

Connect the dots



Thank you



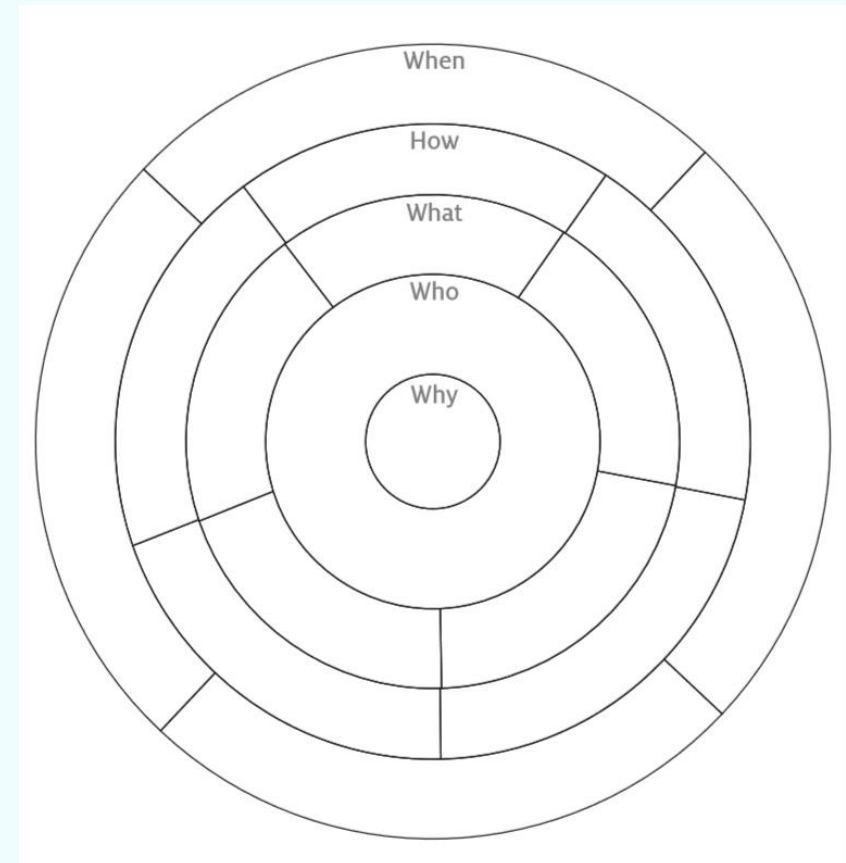
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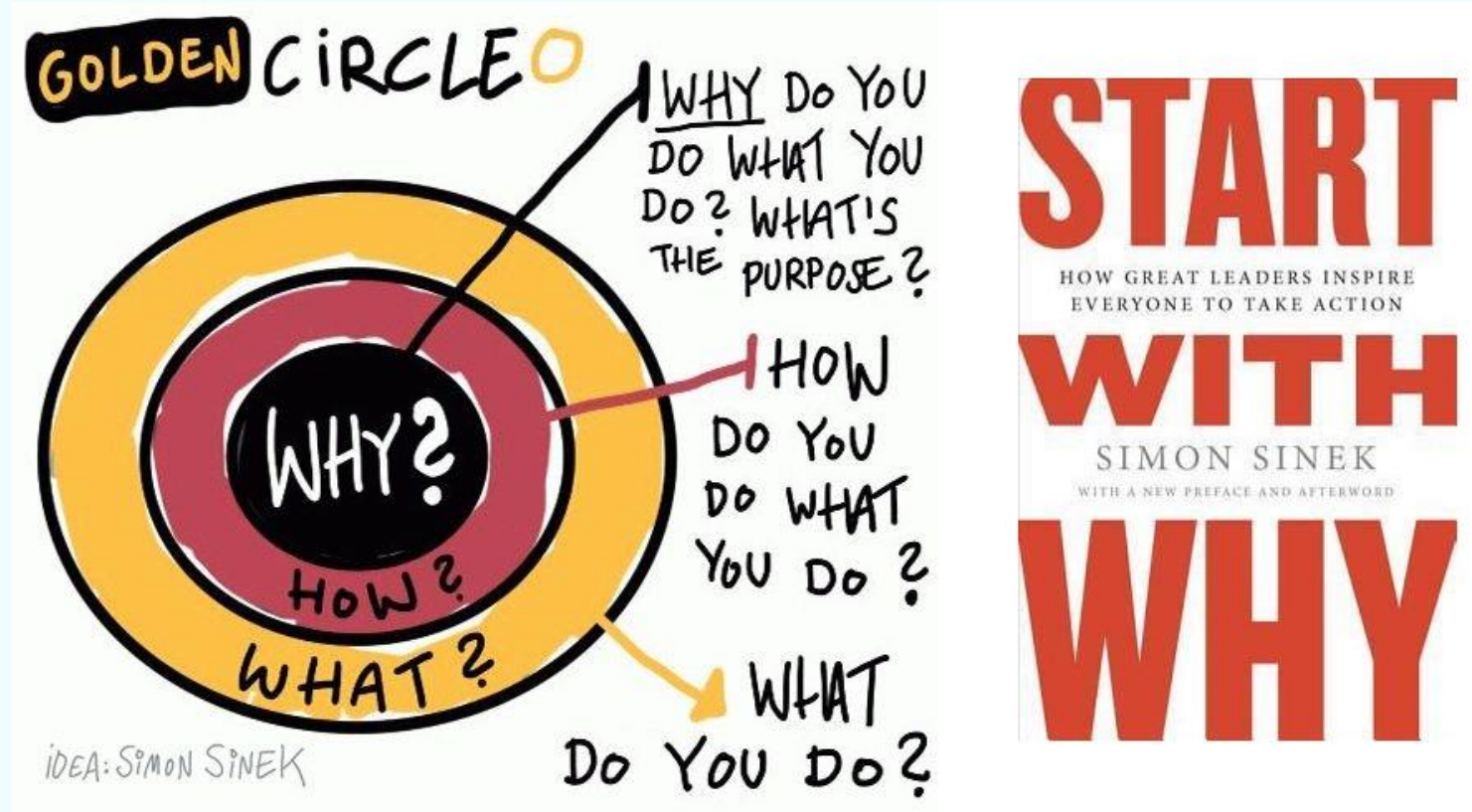


The Necessary Complexity of Workforce Well-Being

Suzy Harrington, DNP, RN, MCHES
Health and Well-Being Executive



What is your why?



Who is your workforce?

- Professional
 - Profession/Occupation/Job Code (i.e., physician, nurse, administrative, EVS)
 - Employer
 - Specialty (i.e., surgery, primary care)
- Geography
 - Professional Location/Entity
 - Personal home zip code – SDoH
- Personal
 - Stage in Career (leadership level – novice to expert)
 - Family Status (i.e., single, single parent, young children, teenagers, empty nester, aging parent)
 - DEI – (i.e., gender, age, race/ethnicity, LGBTQ+, veteran, religion, ability, health, political view, education)
 - Hobbies



What are your grounding dimensions?

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

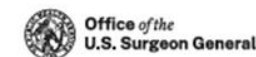
Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity,
Inclusion & Accessibility

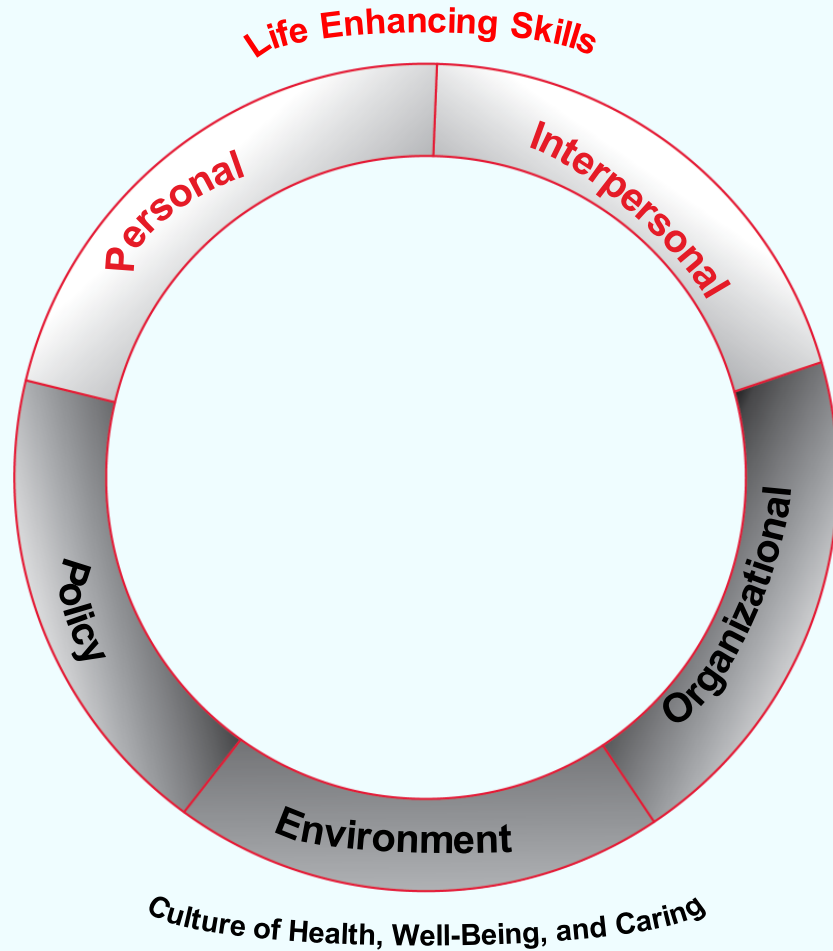




Dimension examples

Well-Being Dimensions	Action Words	Surgeon General's Essentials and Other Descriptors
Physical	Doing	Protect from harm, safety, security , health, disease prevention and management, active living, healthy eating, adequate rest, hydration, injury prevention, tobacco and substance free
Emotional	Caring	Work-life harmony, autonomy, flexibility , resilience, compassion, confidence, mental health, psychological safety, empathy, empowerment, caring for self and others, stress management, emotional intelligence
Spiritual	Being	Mattering at work, dignity, meaning , purpose, hope, joy, values, gratitude, being present, service, meaning, mindfulness, belief
Social	Connecting	Connection and community, support, belonging , engagement, compassion, belonging, inclusion, relationships, team, positive peer pressure, fun, personalization, collaboration, courageous conversations
Professional	Learning	Opportunity for growth, learning, accomplishment , lifelong learning, innovation, financial literacy, research, leadership development, professional development, right tools and processes, personal growth, strengths, failing forward

How do you approach it?



Personal – responsibility, determination, knowledge, skills, attitude, energy, health and other literacy, readiness, discovery, creativity

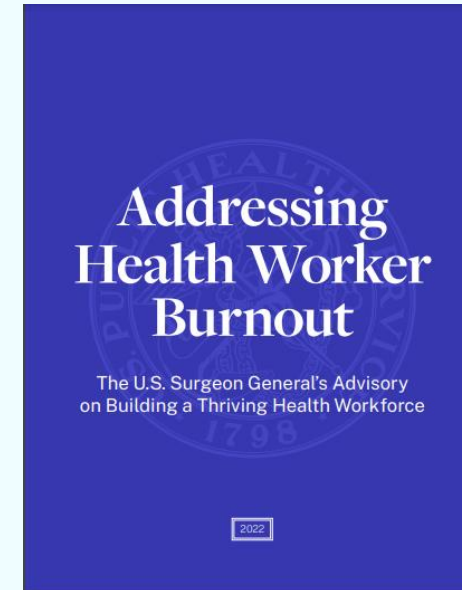
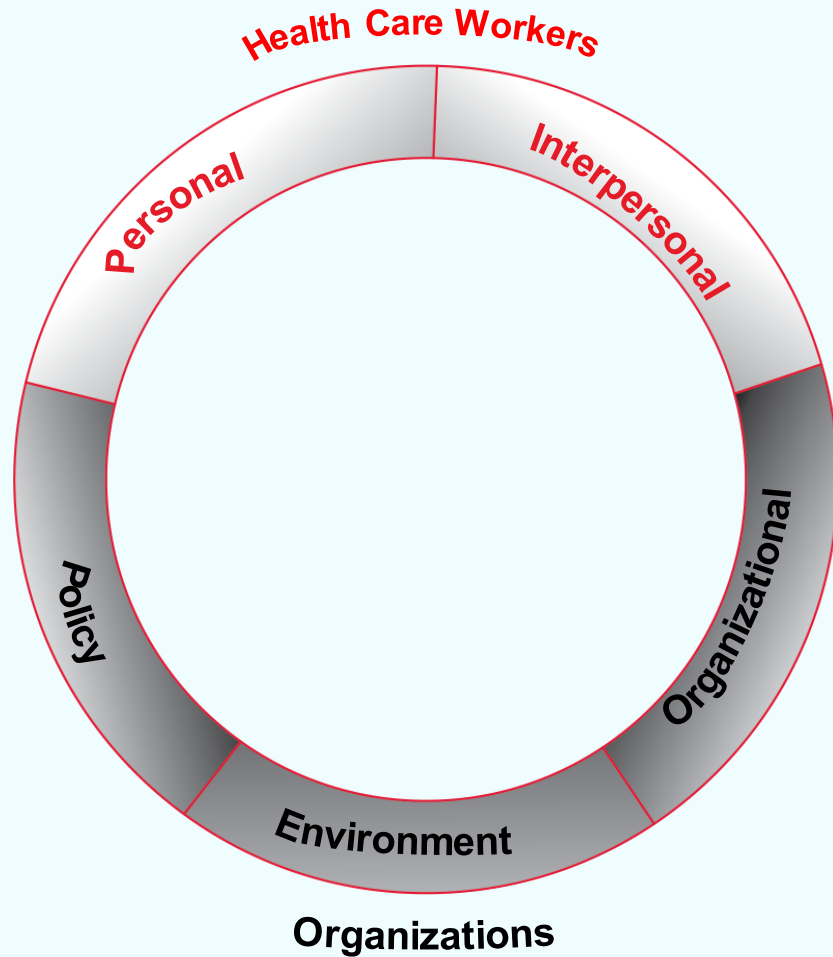
Interpersonal – trust, communication, peer support, outreach, respect, sense of community, collegiality, kindness, intercultural competencies, cultural norming

Organizational - services/programs/resources, best and emerging practices, data informed, resources, collaborative, outcomes focus, leadership support, access, awards and recognition, marketing and communication, aligned incentives, benefits, inclusive, fun

Environment – built environment, social determinants, sustainable, safety, easy “right” options, trigger management, occupational health, risk management

Policy – guidelines, inclusive, fair, clear, projection, social justice, enforced

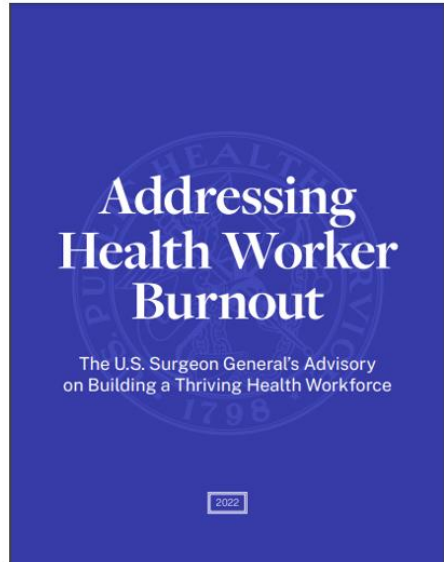
Addressing unique needs of health care professionals



*What can **health care workers** do?*

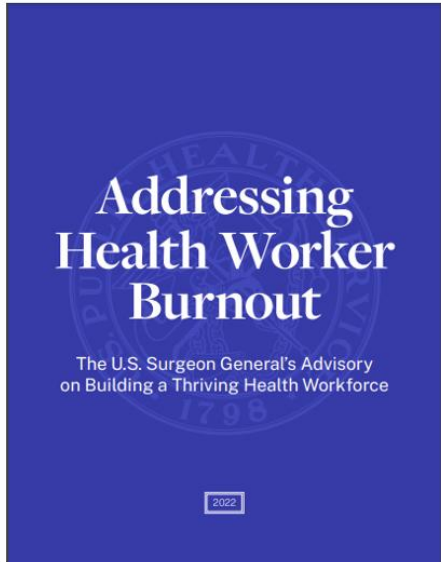
*What can the **organization** do?*

What can health care workers do?



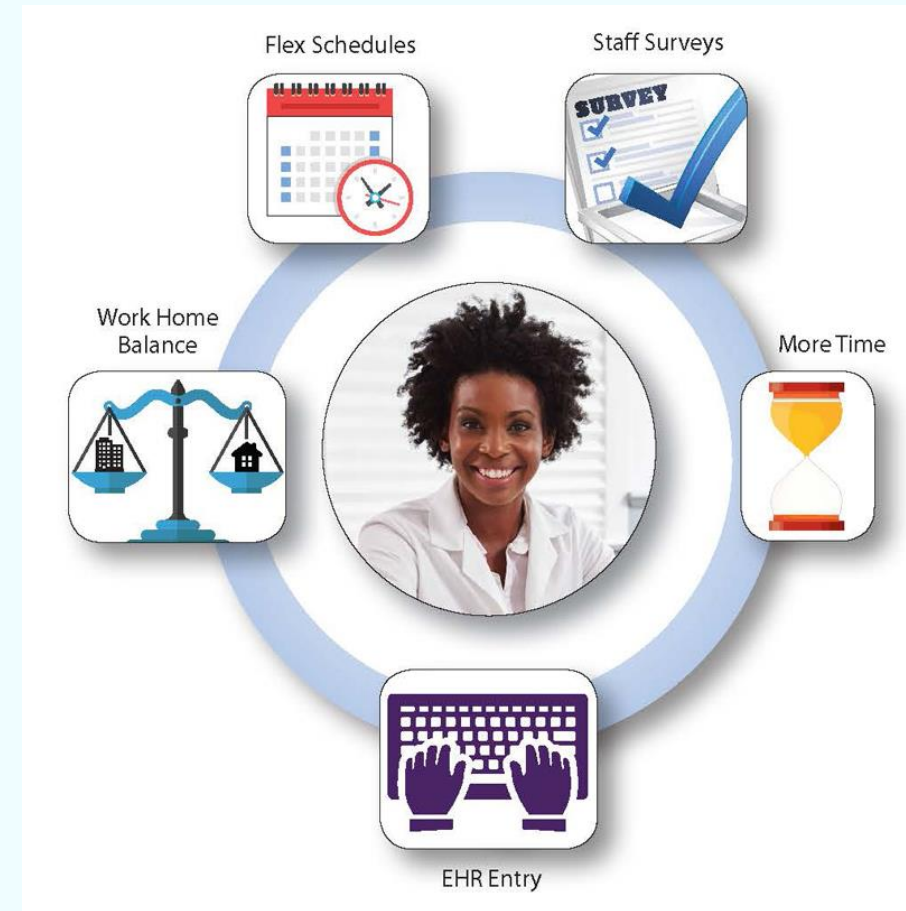
- Learn to recognize the *signs of distress*, mental health challenges and burnout in yourself and in your colleagues
- Stay connected and *reach out for help*.
- Prioritize moments of *joy and connection*.
- Get back to basics with *good health habits*.
- Use your voice to *advocate for positive changes* in your workplace, learning environment or communities.

What can organizations do?

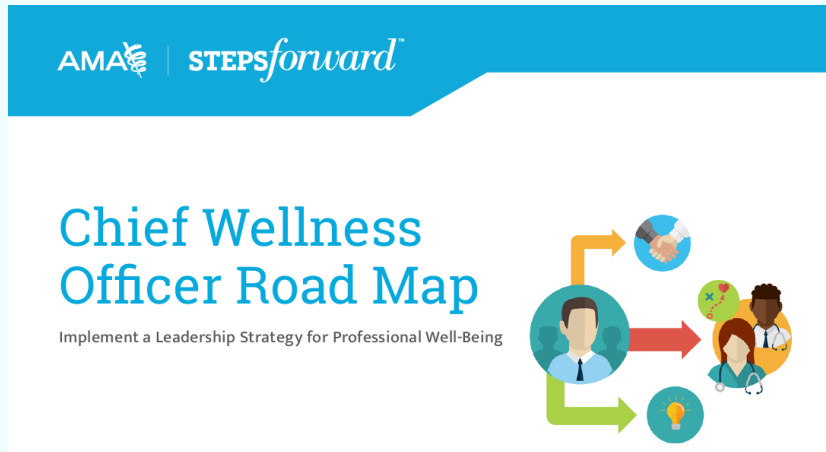


- Transform workplace culture to ***empower health workers*** and be responsive to their voices and needs.
- Show health workers how much they are ***valued***.
- Build a commitment to the ***health and safety of health workers*** into the fabric of health organizations.
- Review and revise policies to ensure health workers are ***not deterred from seeking appropriate care*** for their physical health, mental health and/or substance use challenges.
- Increase access to ***high-quality, confidential mental health and substance use*** care for all health workers.
- Develop ***mental health support services*** tailored to the needs of health workers.
- Rebuild ***community and social connection*** among health workers to mitigate burnout and feelings of loneliness and isolation.
- Help health workers ***prioritize quality time*** with patients and colleagues.
- Combat ***bias, racism, and discrimination*** in the workplace.
- Work with health workers and communities to confront ***health misinformation***.
- Invest in health prevention and social services to address ***health inequities***.

Addressing unique needs of health care professionals



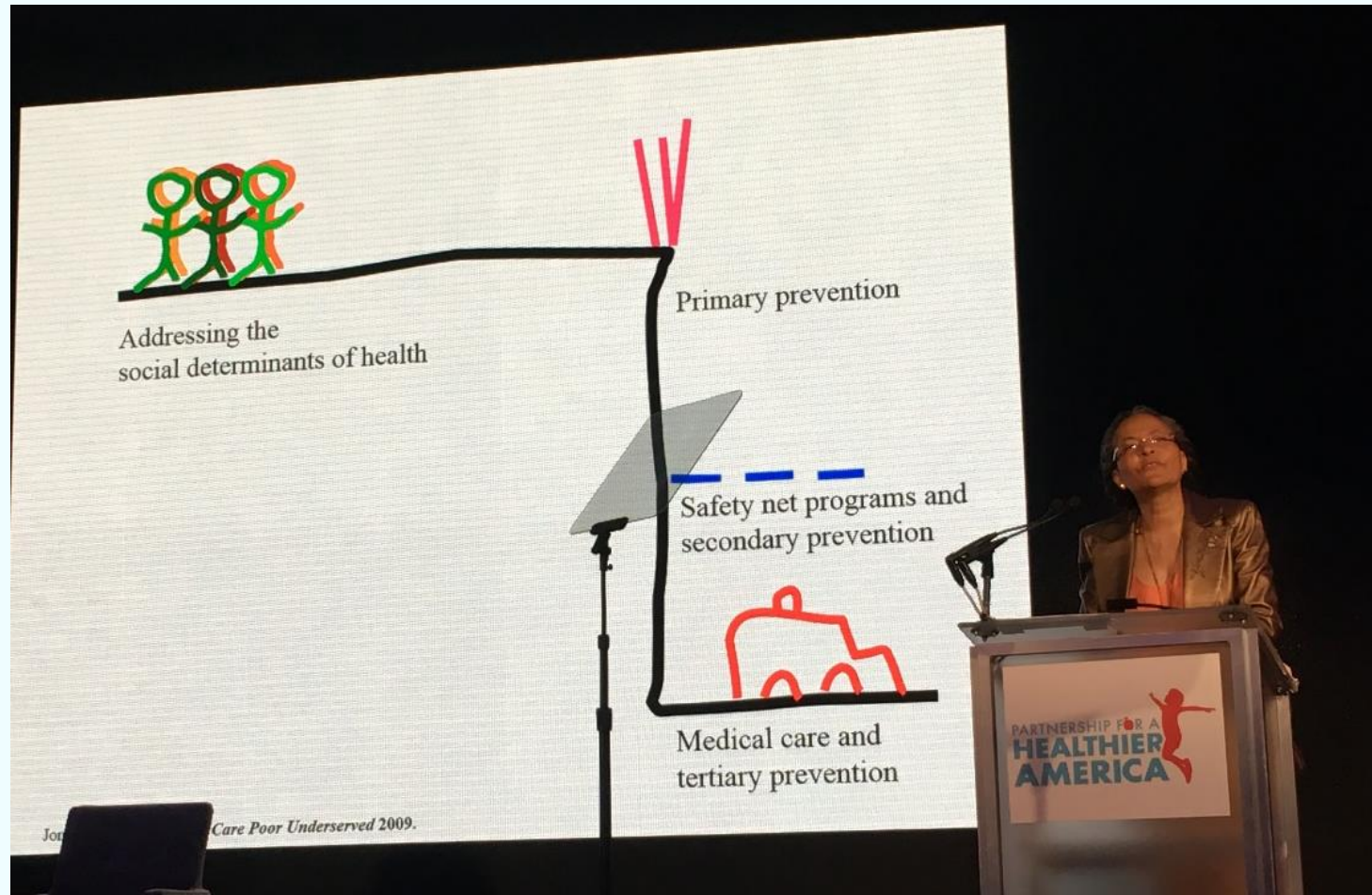
Addressing unique needs of health care professionals



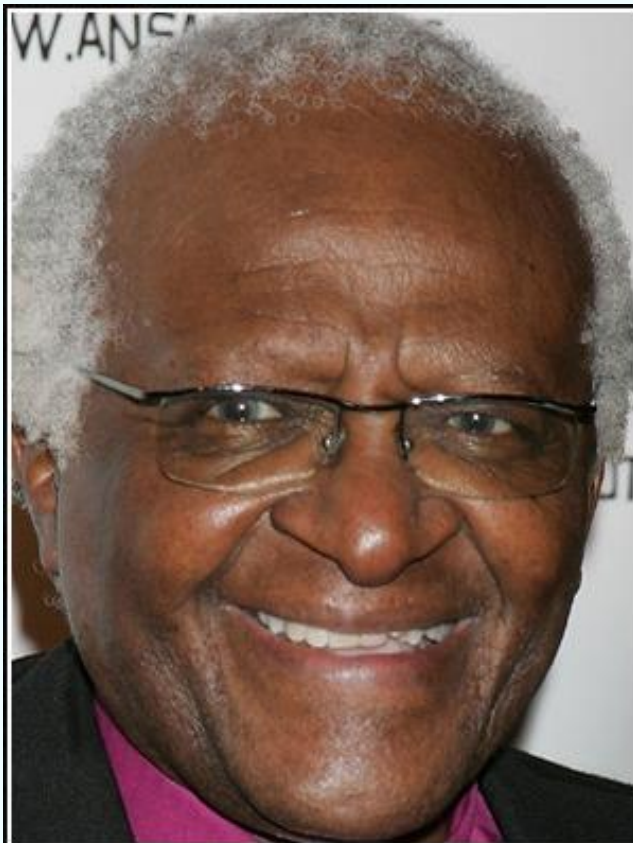
Getting Rid of Stupid Stuff (GROSS)

- **Improving efficiency of practice environment**
 - Reducing EHR documentation times
 - Improving operating and cross coverage
- **Improving elements of organizational culture**
 - creating collegiality and community between health care professionals
 - advancing leadership behavior among clinical and section leaders
 - creating peer support and other support resources for those in distress

When do you act?



Dr. Camera Jones, MD, MPH, Ph.D. , Rollins School of Public Health, past APHA president



There comes a point where we need
to stop just pulling people out of
the river. We need to go upstream
and find out why they're falling in.

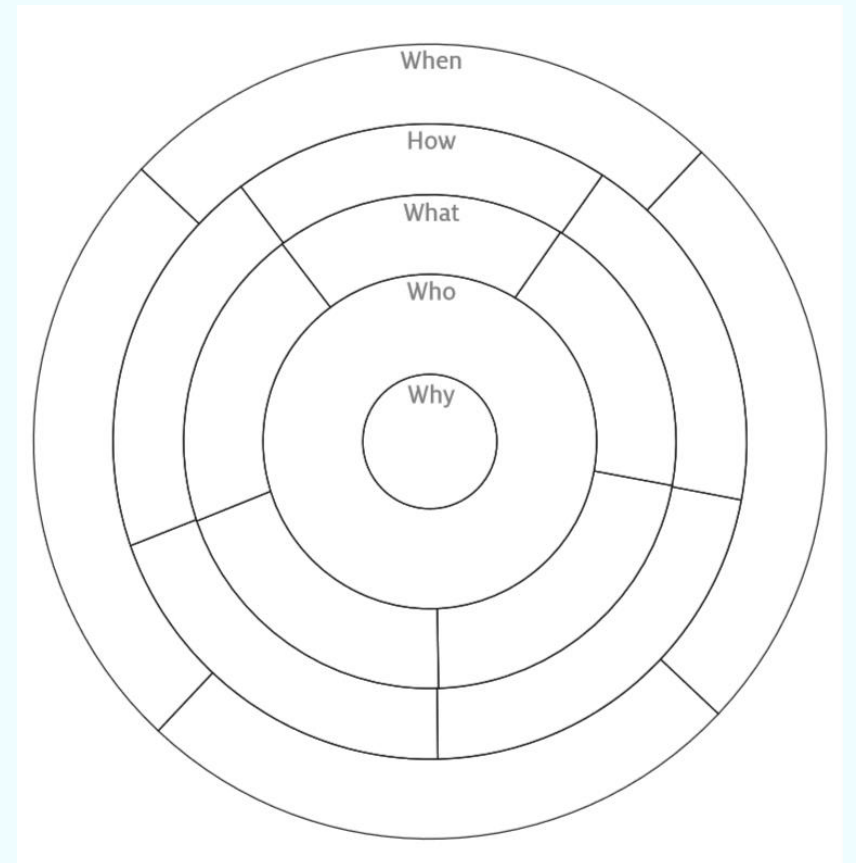
— *Desmond Tutu* —

AZ QUOTES

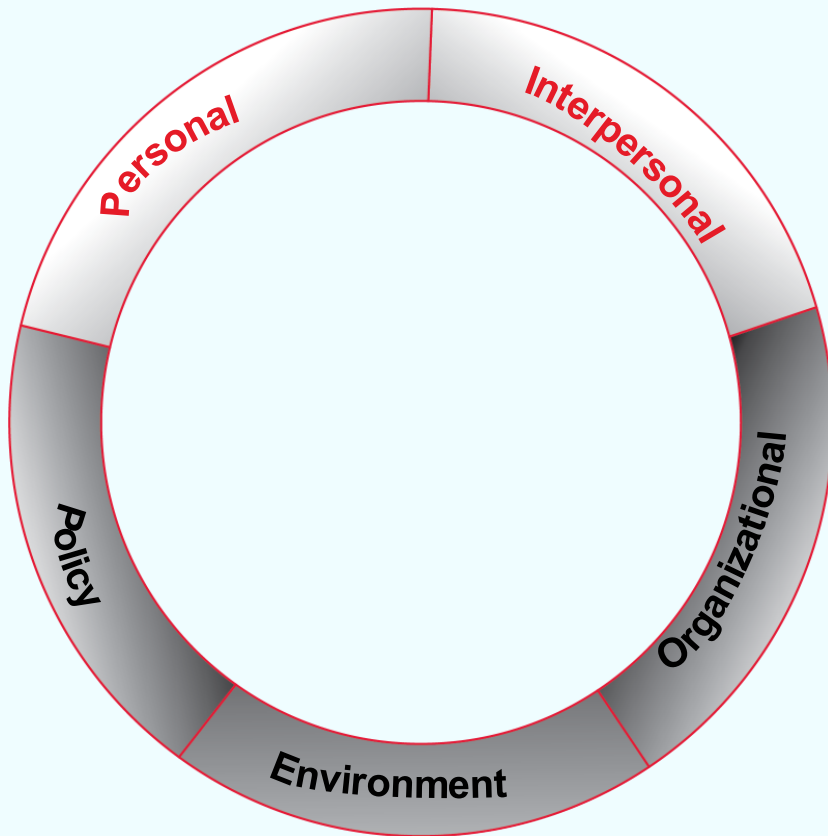


The necessary complexity of YOUR workforce well-being

1. **Why** – the why or purpose of workforce well-being
2. **Who** – the diversity of our employees
3. **What** - well-being's dimensions or essential elements
4. **How** – a comprehensive approach
 1. individual programs and services AND
 2. a culture of care or systems approach
5. **When** – continuum of care –
 1. upstream health promotion and prevention AND
 2. downstream support/empowerment

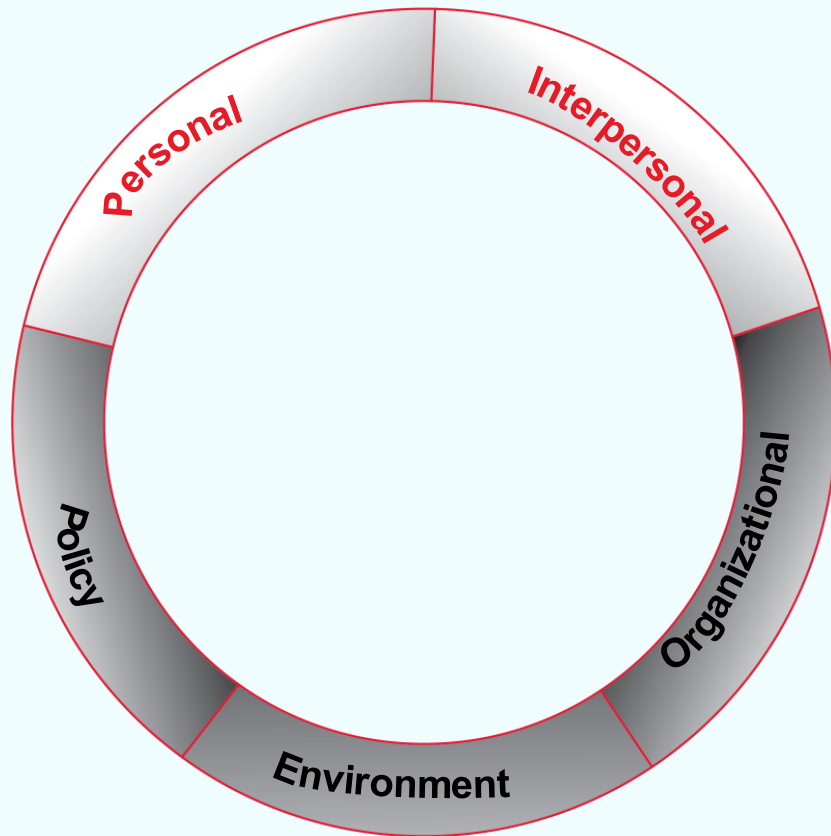


Big “but” barriers become “and/so”lutions



I want to (insert what you wish you could do),
BUT (insert reason why not here)

Big “but” barriers become “and/so”lutions



I want to (insert what you wish you could do),
BUT (insert reason why not here)

CHANGE TO

I want to (insert what you wish you could do),
AND (insert reason why not here),
SO, I will (insert solution here).

Consider a variety of levels of change –
or any of the rings.

What is one small change you can commit to today, to improve your personal and/or professional well-being – of you or your organization?



Additional suggested resources

Surgeon General Guidelines

U.S. Surgeon General's "Framework for Workplace Mental Health & Well-Being

<https://www.hhs.gov/sites/default/files/workplace-mental-health-well-being.pdf>

U.S. Surgeon General's Advisory on Building a Thriving Health Workforce Addressing Health Worker Burnout" <https://www.hhs.gov/sites/default/files/health-worker-wellbeing-advisory.pdf>

Books

Strategies to Reduce Burnout – Dr.'s Stephen Swensen and Tait Shannafelt (Mayo Clinic)

A Cure for the Common Company – Dr. Richard Safeer (Hopkins)

Wellbeing at Work – Jim Clifton and Jim Harter (Gallup)

Reimagining Workplace Well-Being – Jessica Grossmeier

A Collaborative Approach to Transform the Healthcare Workforce Experience



Jen Wright, MPH

Director Workforce Experience,
SC Hospital Association



#HEROForum
#HEROForum23



Work. Harmony. You.

A Collaborative Approach to Transform the Healthcare Workforce Experience

Jen Wright, MPH
Director, Workforce Experience
SC Hospital Association

South Carolina Hospital Association

- Private, not-for-profit trade association, founded in 1921, located in Columbia, SC, made up of nearly 100 member hospitals and health systems
- Operates as an enterprise with three main entities: SCHA, SCHA Foundation, Solvent Networks
- Exist to serve member organizations- elevate and support member priorities
- Dedicated divisions with teams to execute strategic plan, reflective of enterprise priorities
- Connector and convener, facilitating traditional and non-traditional partnerships to promote wellbeing for all

Strategic Plan for SCHA Enterprise

Approved by SCHA Board, 2023



W.H.Y. WE?



The top priority of
SCHA and its members
is to strengthen the
healthcare workforce
of SC

Key Drivers of Burnout



Duke Endowment Support

- 3 years
- \$1.8 million
- MUSC subgrantee – incubator to pilot, test, and evaluate programs

Goals:

1. Address the systemic, root-cause issues that contribute to healthcare worker burnout and turnover.
2. To improve healthcare worker well-being and engagement and strengthen retention.
3. Transform the work environment so that all healthcare professionals have a voice, engage in meaningful work, and thrive in their calling.

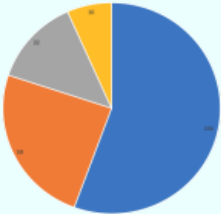
2020 Care Team Wellbeing Survey

South Carolina Clinician Snapshot

250 Participants

SCIA Zipcode Data Responses

Coastal
Midlands
Pee Dee
Piedmont



45% Nursing

32% Medicine

23% Other

92.3% of participants reported their current health as "Good" or Excellent", but many are taking medications for stress-related conditions

36%

Anxiety

42%

Depression

42%

Hypertension

38%

of clinicians feel that leaders are
not held accountable 'at all'

for supporting a culture of wellbeing and
psychological health where employees
can thrive.

Despite negative findings in
Professional Fulfillment and Burnout,

52%

find their work to be

MEANINGFUL



Our Clinicians Remain:
Empathetic, Connected, & Committed
to their Patients!



53% See **NO** evidence of measurement of
organizational (systems) issues that impact
stress/burnout.

45% Do **NOT** feel empowered to express their
concerns, questions, or suggestions without fear
of criticism or penalty



44% Report a workplace culture that does **NOT**
align with the organization's mission and values.

Major Sources of Workplace Stress

Poor/Ineffective Leadership

Incompetence, Lack of support for front-line staff, inconsistent expectations and treatment, poor communication, and low morale

Workload

Understaffed, too much work and not enough time

Inefficient Work Processes

Lack of autonomy, lack of resources, overly rigid/misinterpreted policies, technology issues

Interpersonal Stresses

Bullying, gossip, and power dynamics/lack of trust/respect between disciplines

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



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Work-Life Harmony

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Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

**Diversity, Equity, Inclusion & Accessibility*



Office of the
U.S. Surgeon General

Branding & Messaging:

**Elevating voices of the workforce
and improving the worked
experience at**

South Carolina Hospitals

Research & Assessment

Abundant data is available on burnout, retention, turnover and vacancy rates.

Multiple studies confirm the impact of the workforce experience on patient satisfaction, quality and safety.

The US Surgeon General recently identified five essentials for workplace mental health and well-being, all of which align with the initiative's focus.

SCHA's 2020 Clinician Well-Being Survey was completed by 250 clinicians and identified major sources of workplace stress and the impact of those stresses.

A Hanover Research literature scan confirmed SCHA's multi-pronged approach, with emphasis on organizational as well as personal initiatives, but also found a lack of rigorous evaluation effectiveness of many intervention programs.

Advisory Board Guidance

Key Motivations:

- Value
- Commitment
- Belief
- Why
- Hope

Quotes and comments:

- “We need to reclaim the true meaning of resilience.” – Tese Stephens, PhD
- “We need to talk about what’s right in healthcare, not just what’s wrong.” -Kathy Black, Bon Secours
- Experience the “why”, not just the what. – Renee Shore, Tidelands Health
- Servant Leadership Mindset -Jennifer
- Reignite the “why”
- Messaging should establish trust. It should convey that this initiative is unique and has a unique purpose.
- Use plain language.

**What are some words you would use
to describe an ideal workplace
environment/experience?**

A word cloud of various words describing an ideal workplace environment. The words are arranged in a circular pattern, with some words being larger and more prominent than others. The words include:

- accountability
- fun
- valued
- happy
- productive
- healthy
- honest
- safe
- compassionate
- trust
- compassion
- engaging
- learning
- workforce
- passionate
- recognition
- purposeful
- consistent
- visibility
- respectful

**Are there any words you think we
should avoid when branding this work?**

A word cloud with the word "balance" as the central, largest element in a green font. Surrounding it are several other words in various sizes and colors (purple, blue, green). The words include: "resilience" (purple, top left), "life" (teal, top center), "worklife" (purple, top right), "teamwork" (purple, top right), "listen" (blue, middle right), "work" (blue, middle right), "voice" (blue, bottom center), and "wellness" (blue, bottom right).

resilience life worklife teamwork
balance listen work
voice wellness



Work. Harmony. You.

W.H.Y.

Healthcare is hard, and people choose it for reasons that go beyond job security and pay. It's about making a difference, helping others, and contributing to the community. That's their "why."

Using the word "why" may generate acceptance and support among the healthcare workforce, because it's already part of their lexicon. The name recognizes the connection between work and the individual, but it doesn't saddle the worker with "fixing" what's wrong.

"This is Why" to harness the strong connection to purpose that exists in workforce

"Why This?" to express authentic curiosity and openness to new ways of doing things

As an acronym, the name needs a tagline to explain what the letters stand for, emphasize the relationship between the workplace and the individual, and introduce the concept of work/life harmony.



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Great Life.**

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**H is for future
Heroes.**



**Great Pay.
Great Career.
Great Life.**

THE HOSPITALS OF SOUTH CAROLINA



Actions Speak Louder than Words

Commitment Campaign (May 2023)

- Sent to SCHA member hospital executives
- In The Weekly newsletter and on website
- Asks for participation and commitment to make organizational changes
- To date 35 hospital commitments

Advisory Board (May 2023)

- Diverse and representative group
- Bedside to leadership
- Clinical & non-clinical
- Provide feedback, guide direction, inform messaging, and influence priorities
- Meet every other month

Literature Review (June-July 2023)

- Hanover Research
- Best practices and innovative solutions
- Branding and messaging

Organizational Commitment

Workforce Experience Organizational Commitment

Thank you for making a commitment to improve the workforce experience at your hospital!

By completing this form, you are agreeing to participate in one or more of the following:

1. Care Team Wellbeing Survey
2. Learning Collaborative
3. Leadership Development Series
4. Organizational Coaching

You are also making a commitment to implement one or more of the following practices:

1. Publicly declare an organizational commitment to prioritize and improve the workforce experience at your hospital
2. Designate a workforce experience executive champion that will spearhead improvement efforts
3. Send the Care Team Wellbeing survey to your staff, encouraging their participation, and review the results.
4. Establish at least one organizational goal to enhance the workforce experience at your hospital
5. Form an interdisciplinary team to address operational policies, practices, attitudes, and behaviors that address the workforce experience
6. Engage in continuous improvement activities provided by SCHA (coaching, webinars, etc.)

If you agree, please complete the fields below.

RECOMMENDATIONS

Based on an analysis of literature addressing initiatives and strategies focused on improving the workplace experiences of healthcare providers published between 2019 and 2023, Hanover recommends that South Carolina Hospital Association (SCHA):

CONTINUE USING PRIMARY RESEARCH TO GUIDE THE IMPLEMENTATION, EVALUATION, AND BRANDING OF INITIATIVES.

Publicly available sources provide vast information regarding initiatives to address healthcare workers' burnout at the organizational and individual levels. However, the available literature provides limited information regarding the effectiveness of such initiatives and the internal implementation and branding processes. Hence, SCHA should conduct primary research, such as surveys, focus groups, and interviews to address the identified gaps in the literature.

DEVELOP METRICS AND ITERATIVE EVALUATION PROCESSES TO IDENTIFY CAUSES AND ASSESS PROGRESS.

SCHA should develop metrics and an evaluation system to identify the causes of burnout among its workforce, propose solutions, and track progress. SCHA should engage all relevant stakeholders in this process and consider including created metrics and evaluation systems as part of its strategic plan.

KEY FINDINGS

Available literature favors multipronged approaches that include both organizational and individual-focused interventions. Individual-level initiatives typically include individual actions contributing to building emotional resiliency and well-being (i.e., mindfulness-based stress-reduction techniques, wellness workshops, meditation, and yoga). Commonly cited organization-level initiatives at reviewed sources focus on building positive working environments, providing resources to engage in wellness practices, addressing scheduling/workload systems, and creating incentive programs.

Interventions highlighted in the literature typically target all of the healthcare workforce, without identifying nuances in implementation for different healthcare staff groups. Only a few reviewed sources focus on specific groups, particularly nurses and physicians; however, even those proposed strategies overlap. Thus, suggesting less attention has been paid to differences that may exist among groups. However, Kaufman Hall, a healthcare management consulting firm, highlights the importance of identifying the subtly different needs of each segment of the healthcare workforce.

While most of the reviewed sources include examples of institutions implementing proposed strategies, only a few sources discuss the effectiveness of these initiatives. Instead, most sources include citations to related studies that aim to evaluate the effectiveness of the strategies. For instance, Hanover identified diverse studies aimed at evaluating the effectiveness of individual-level initiatives, such as mindfulness and yoga. At the organization level, an NSI Nursing Solutions report includes a list of strategies employed by hospitals and their perceived effectiveness.

Publicly available literature does not provide information regarding internal implementation and branding. Only a report published by the Substance Abuse and Mental Health Services Administration provides recommendations that institutions can follow when planning and implementing organization-level initiatives, and a few sources include initiatives for healthcare leaders to support their teams.

Actions Speak Louder than Words

Workforce Experience Survey (August 2023)

- For individual HCW
- To assess HCW burnout and professional fulfillment
- To identify pain points and potential drivers of burnout
- Identify impactful actions

Learning Collaborative (Q4 2023)

- Bi-Directional exchange
- Platform for hospital's to share ideas, challenges and innovative strategies
- DYK
- With a twist
- Hot topics
- Highlights & How To's

Leadership Development (January 2024)

- At least 3 cohorts
- Mid-level managers and up
- Purpose driven leadership, self-awareness, conflict management, building trust, and effective communication

Workforce Experience Survey

Target Audience

- Appropriate for all SC hospital employees with an emphasis on those involved in patient care

Purpose

- Measure levels of burnout, exhaustion, and professional fulfillment (Stanford's PFI)
- Identify sources of chronic workplace stress and frustration
- Identify actions that can be taken to improve hospital culture, systems, processes, and the overall work experience

Timeframe

- Open through the end of 2023
- Hospitals can establish their own internal timeline

Resources

- Assistance with developing a distribution/communications plan including sample employee communications template
- Aggregate facility-specific reporting and follow-up coaching for prioritization and action

Workforce Experience Survey

What it is ...

- An action in response to baseline data gathered by SCHA in 2020
- An indication of partnership between hospitals and their workforce
- A safe, confidential place to share honest feedback
- Crucial to provide organization-specific action steps

What it's not ...

- Just another survey that asks the same questions, yielding no action or change
- A typical engagement or satisfaction survey; it is a deeper dive
- A place to complain without intention to be part of the solution

Advocacy Considerations

- **Interstate Medical Licensure Compact**
- **Enhanced penalties for violence against hospital workers**
- Mental health reporting requirements for clinicians
- Safe Haven for clinicians seeking mental health treatment
- Increased reimbursement and reform prior authorization for mental health services
- Affordable housing and childcare concerns
- Reform payment models and prior authorization requirements

Advisory Board

- 17 hospitals/health systems
- 3 Professional Organization/Education/Consulting
- Representation:
 - CNO/Nursing Leadership 3
 - Nursing/Clinician Bedside/Middle Management 4
 - Human Resources/Engagement/Development 5
 - Quality, Safety, Reliability 1
 - Wellbeing/Health Promotion 5
 - Physician/Advanced Practice Nurse 3
 - Research/Resilience 2
 - Behavioral Health 1
 - Operations 1



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Collaborative Learning: Voices of the Staff

Video 1: *What is your why for doing this job? Why do you stay? Why do you think people in similar positions are leaving?*

*Share examples of successful efforts/strategies by your organization to attract and retain talent.

Video 2: *Please share examples of workplace policies or practices that create unnecessary burdens (thus negatively your well-being). Can you think of a possible solution(s) for these?*

*How is your organization working to identify and to respond to unnecessary practices and what solutions have you seen that work well?

Video 3: *If you had a magic wand and could change one thing about your work environment (physical space, policy, procedure) to positively impact your well-being, what would it be?*

*Please share a specific example of what could or has been done for each area of change (physical space, policy, procedure) that you've seen.

Video 4: *What are some of the best things your employer has done to support your (health & well-being) mental health needs?*

* What else needs to be done, and how can HERO support such efforts in healthcare?



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