



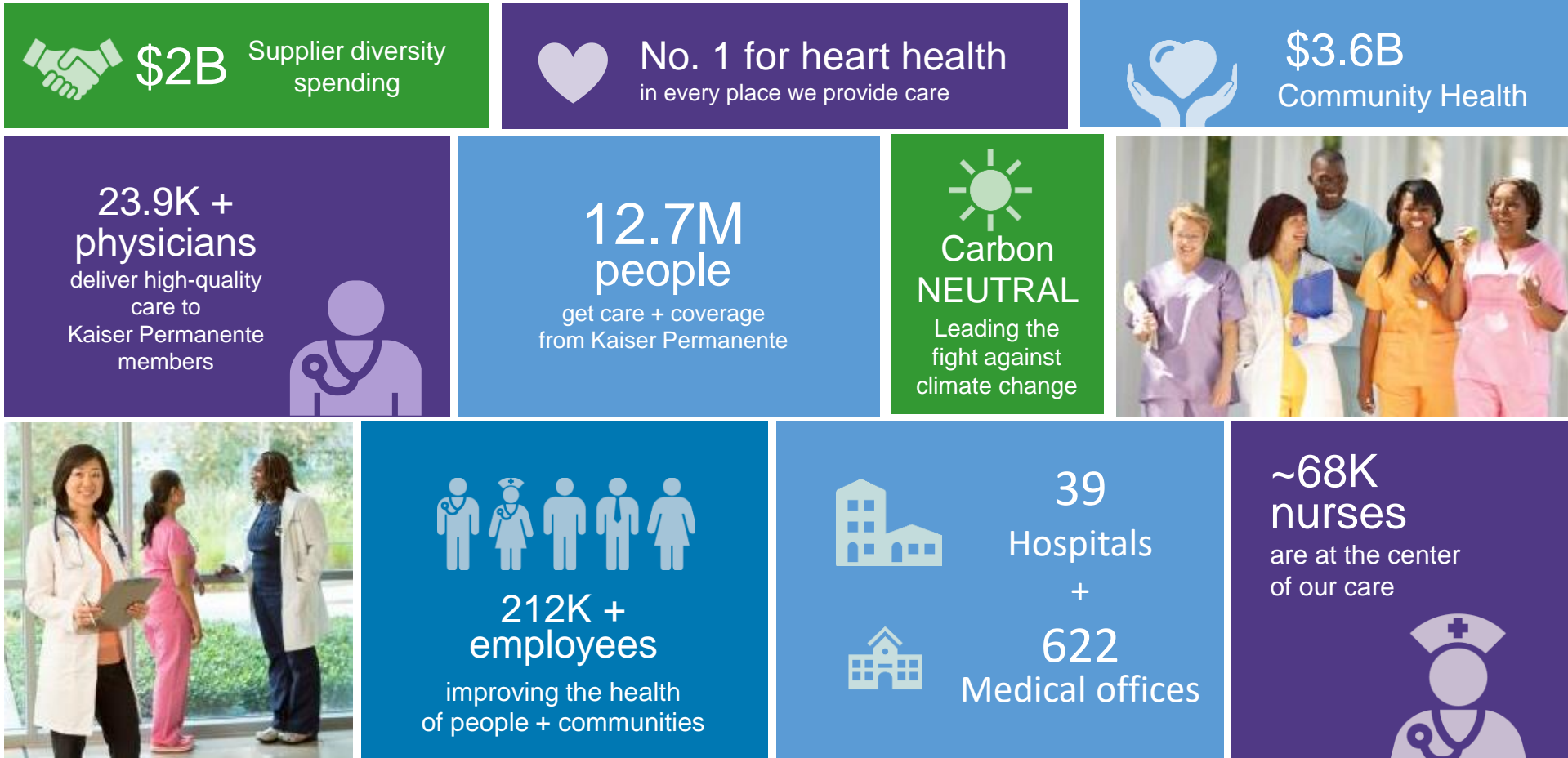
# Measuring What Matters: Moving from Awareness to Action

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**HERO Webinar 2023**

# We Are the Nation's Largest Integrated Health System



Conflict of Interest Disclosure: We are paid by Kaiser Permanente, an organization that provides health promotion products or services to employers and consumers

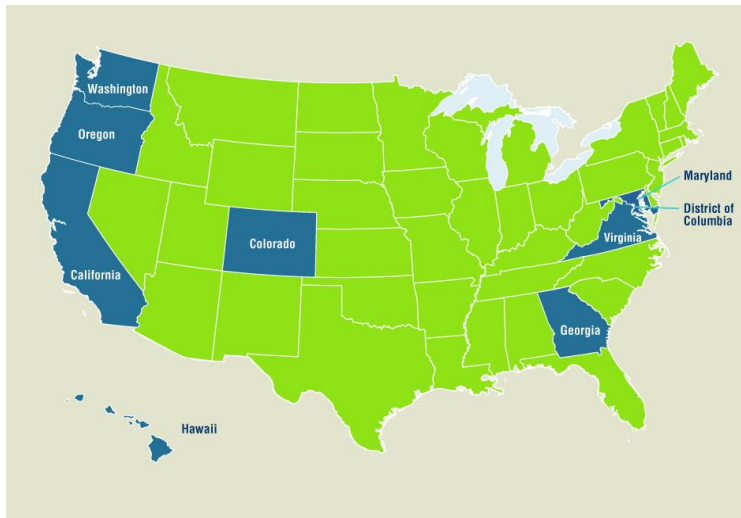
# Workforce Demographics

**# of Employees = 212,000+**

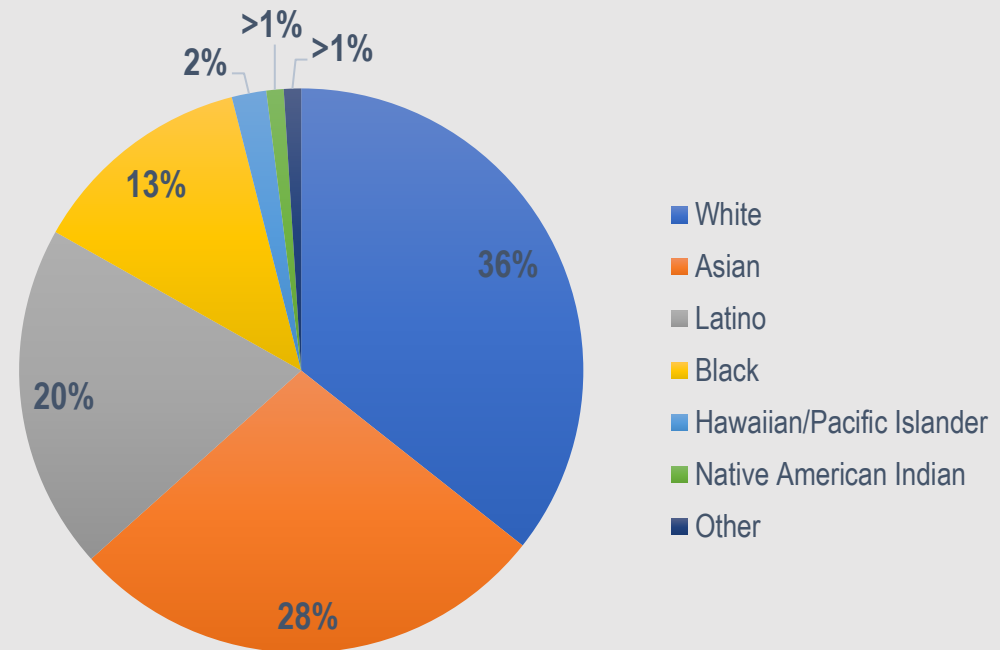
**Average Age = 45.4 years**

**% Female = 74%**

**Average Tenure = 10.8 years**



## Race/Ethnicity



## VISION:

To have the most resilient, thriving workforce in healthcare by creating a culture of safety, health and well-being for the people of Kaiser Permanente

## KP's Workforce Well-Being Model



## Increasing engagement both from the inside-out and outside-in.



**Senior Leaders:**  
The “trendsetters”



**Managers:**  
The “permission givers”



**Well-Being Leads and Champions Groups:**  
The “activators”



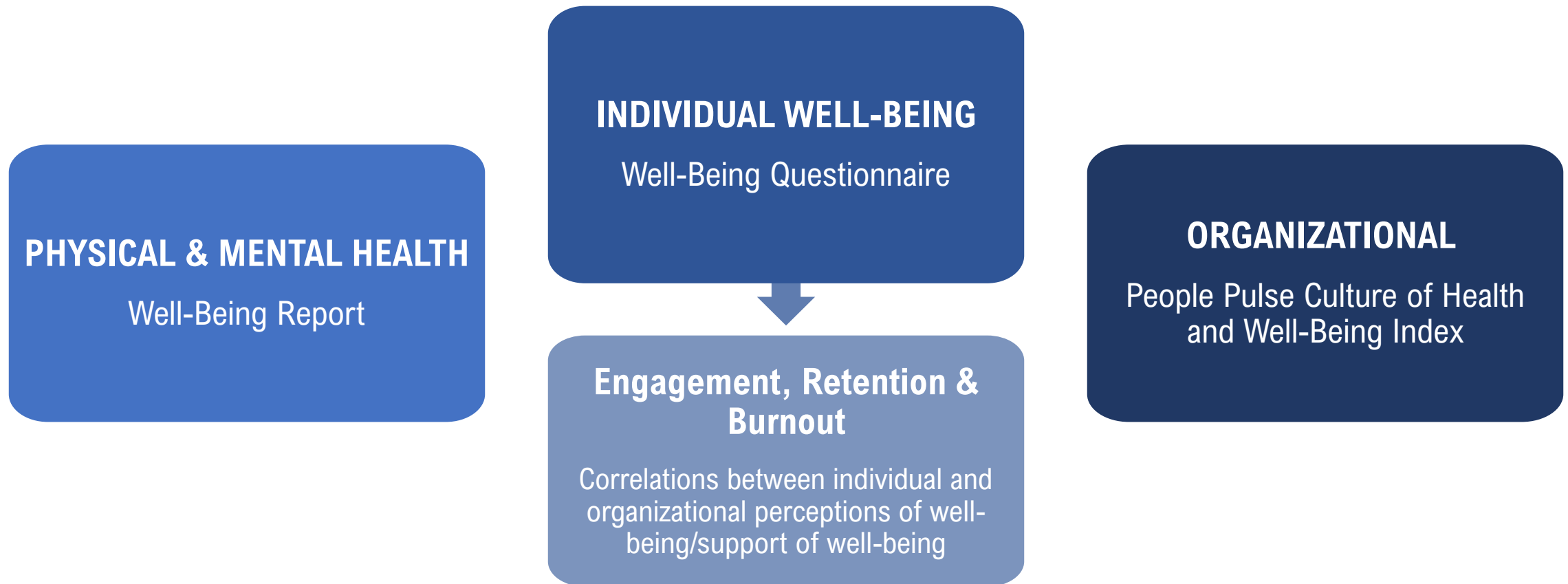
**Individuals:**  
The “self-starters”

Adapted from Laura Putnam, Got Engagement?

## Leader and Manager Engagement – Crucial Actions

- **Prioritize your own well-being**
- **Equip leaders and managers to set the tone**
- **Gain support to create your well-being action plan**
- **Designate accountable leads**
- **Trained facilitators for leadership training**

# Using Our Data to Drive Strategy and Inform Priorities



All data is viewed from an equity lens (gender, ethnicity, generation, etc.)

# Guiding Our Leaders to Operationalize Our Strategy



## Well-Being Action Plan Framework

### Strengthen Relationships

Regularly check in and follow up with staff. **Recognize** them often to let them know they're **valued** and to help foster an **inclusive** and **psychologically safe** environment where everyone feels a sense of **belonging**.

### Support Self-Care

Embed **well-being practices** into the workday to help **mitigate burnout** and **encourage self-care**.

### Set Boundaries

Respect time and set boundaries to help **ease workload** challenges and **encourage breaks and time off** for rest and renewal.









# Organizational: Culture of Safety, Health and Well-Being

## WHAT IS IT?

A working environment that promotes a set of beliefs and norms, where our employees' health, safety, and well-being are valued and supported through workplace programs, policies, and benefits to achieve our goal for a thriving and resilient workforce.



## Measured by the People Pulse Culture of Health Index

-  The people I work with encourage each other to take care of their health
-  The senior leaders in my organization are role models for healthy behavior
-  My manager encourages me to take care of my health
-  Kaiser Permanente takes a genuine interest in employee well-being
-  Kaiser Permanente provides employees with resources to meet their mental health needs
-  In general, I feel that my workload is manageable



# Organizational: Predictor of Key Outcomes

Departments with the highest scores on the Culture of Health Index have:



HIGHER PATIENT  
SATISFACTION



BETTER PATIENT  
QUALITY



FEWER  
WORKPLACE  
INJURIES



BETTER  
ATTENDANCE

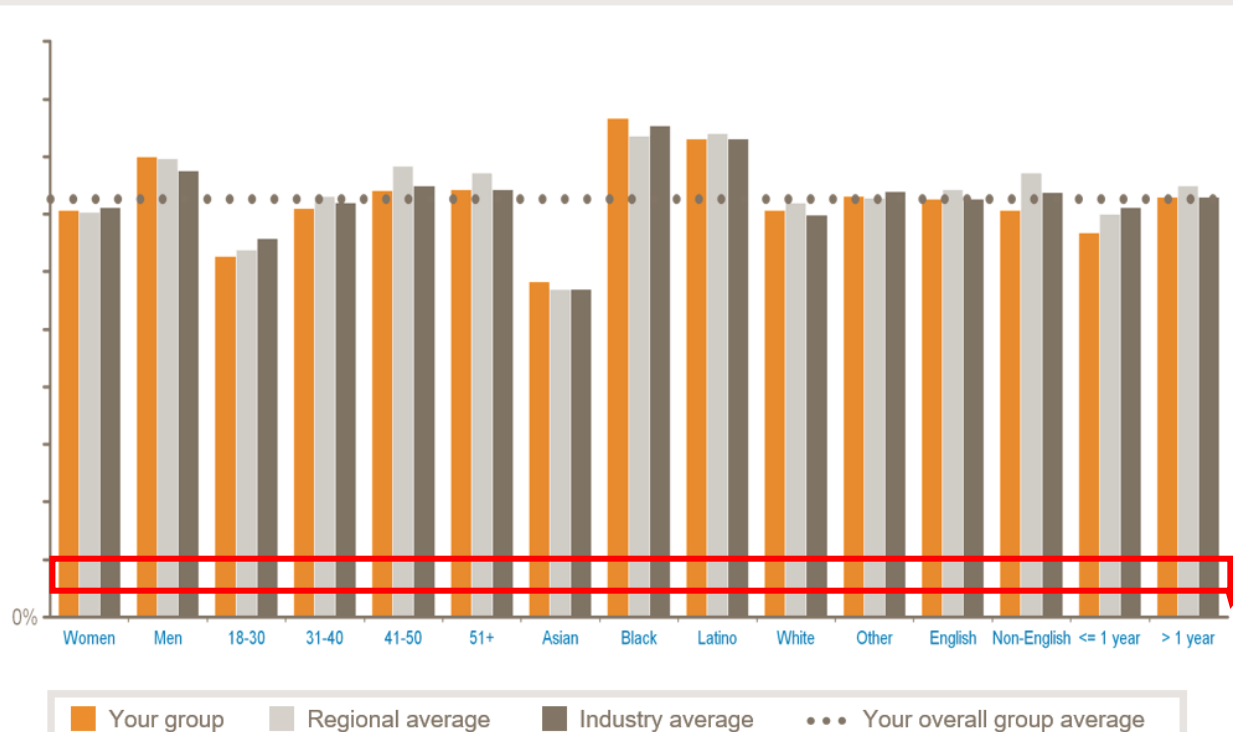


In 2023, it remained the **lowest-scoring index** and is a **strong predictor of performance outcomes**, emphasizing the importance of improving in this area.

# Physical Health: Demographics Insights Report

## DEMOGRAPHIC INSIGHTS REPORT

### Adult weight: Your group's demographics



- Provides physical health risks, chronic conditions, and screenings data broken down by gender, age, race/ethnicity, English speaking, and tenure
- Allows Kaiser Permanente to identify health disparities and care gaps amongst our different employee demographic populations
- Data is available for the entire Kaiser Permanente employee population, and is benchmarked against regional and industry averages

# Individual Well-Being: Questionnaire

## Health and Well-Being Items

- 12 items adapted from **100 Million Healthier Lives**
- Validated instrument created in collaboration with experts in the field and tested in member organizations and communities.<sup>1</sup>

## Burnout Items

- Two single item validated measures of burnout (emotional exhaustion, depersonalization) from **Maslach Burnout assessment**

## Social Health Items (Phase 2)

- Standard, widely used items from **Kaiser Permanente's Social Health Questionnaire** to screen Kaiser Permanente members for social risks

1. Stiefel MC, Riley CL, Roy B, McPherson M, Nagy JM. *Health and Well-being Measurement Approach and Assessment Guide*. Boston: 100 Million Healthier Lives, convened by the Institute for Healthcare Improvement; 2020. (Available at [www.ihl.org/100MLives](http://www.ihl.org/100MLives))

# Individual Well-Being Insights

## OVERALL WELL-BEING FINDINGS

- Out of the 14 items in the Well-Being Questionnaire, **6 items improved** (+1 to 4 pts), **2 declined** (-1 pt), and **6 remained stable** since July 2022.
  - The two items that declined are **Loneliness** and **Financial – Current**.
- **Relatives & Friends** is our highest-scoring item. **Emotional Exhaustion** is our lowest-scoring item.

## BURNOUT

- The percentage of KP employees reporting one or more symptoms of burnout decreased 5% from 2022.
  - Burnout is improving across most **markets/functions**.
  - **Managers experience higher levels of burnout** than non-managers, though they report higher well-being overall.
  - **Direct Patient Care employee burnout is improving**, however, they still experience burnout at higher rates than Administrative employees.
  - **Remote Workers** report lower levels of burnout than Flexible or Onsite Workers.

## WELL-BEING ACTIVITIES

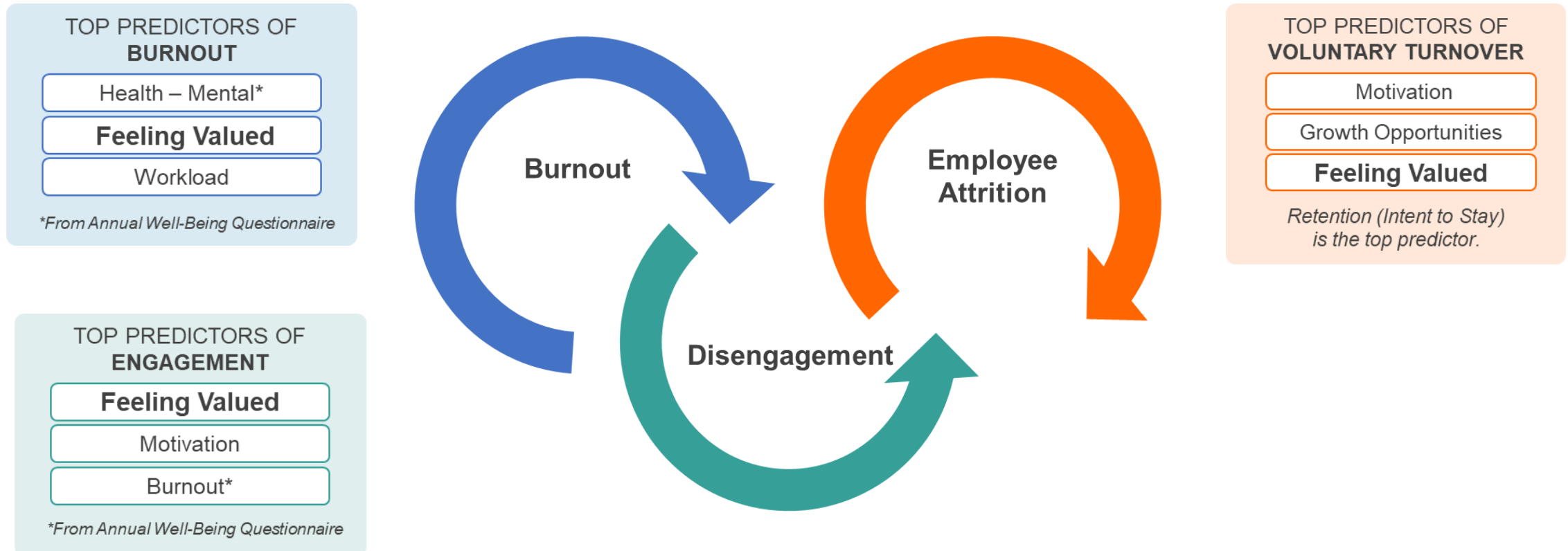
- The top well-being activities employees participated in or experienced in the last year include:
  - **Building healthy work relationships**
  - **Managers encouraging breaks and time off**
  - **Regular rounding with their manager**
- Employees that **participate in at least one well-being activity** have **significantly lower burnout** than those that participate in none.

## LIFE EVALUATION

- When evaluating their current and future lives, most of our employees report they are **Thriving**, but there are many that are **Struggling**.
- A small number of employees report they are **Suffering**.
- Improvements from July 2022 indicate that some employees are moving from Struggling to Thriving.

# Engagement, Retention & Burnout

Comparing data from People Pulse and the Well-Being Questionnaire, we found that **burnout** leads to **disengagement**, which leads to **attrition**. Addressing the predictors of employee burnout, engagement, and attrition at KP can help us break this cycle. To support and retain our employees, they need to **feel valued** and cared about as whole people.



# From Awareness to Action



“Every few weeks I send my team a funny note card to their home. It takes a bit of time, but I enjoy making them smile when they go to the mailbox.”

Director IT Business Operations

“We talk about what we’re grateful for during daily huddles. It’s a positive way to start the mornings, which carries over to patients.”

Administrative Services Manager



“My motto – every day is a new day. I encourage staff to further their education, I encourage healthy food. We have Salad Thursdays and Teatime Tuesdays. My team does 20,000 steps within the Urgent Care on a 12-hour shift.”

Urgent Care Manager

# Looking Ahead

- ✓ Engage the **frontline** – continuously assess needs as they may change
- ✓ Strengthen **partnerships and collaboration** with key stakeholders and union partners to drive well-being efforts
- ✓ Continued collaboration with **Equity, Inclusion and Diversity, Talent Acquisition/Engagement** and **Social Health** teams
- ✓ Integrate **equitable well-being practices** into organizational initiatives, and **refresh policies** to support new work environments
- ✓ Meet individuals where they are at and provide **targeted resources**
- ✓ Leverage **technology** to enhance data analysis and produce more meaningful insights