Measuring What Matters: Moving from Awareness to Action

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HERO Webinar 2023
We Are the Nation’s Largest Integrated Health System

23.9K + physicians deliver high-quality care to Kaiser Permanente members

12.7M people get care + coverage from Kaiser Permanente

Carbon NEUTRAL Leading the fight against climate change

$79.7B revenue

No. 1 for heart health in every place we provide care

39 Hospitals + 622 Medical offices

~68K nurses are at the center of our care

212K + employees improving the health of people + communities

Conflict of Interest Disclosure: We are paid by Kaiser Permanente, an organization that provides health promotion products or services to employers and consumers
# of Employees = 212,000+
Average Age = 45.4 years
% Female = 74%
Average Tenure = 10.8 years
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.
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”

Leader and Manager Engagement – Crucial Actions

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

Adapted from Laura Putnam, Got Engagement?
Using Our Data to Drive Strategy and Inform Priorities

**INDIVIDUAL WELL-BEING**
Well-Being Questionnaire

**Engagement, Retention & Burnout**
Correlations between individual and organizational perceptions of well-being/support of well-being

**ORGANIZATIONAL**
People Pulse Culture of Health and Well-Being Index

**PHYSICAL & MENTAL HEALTH**
Well-Being Report

All data is viewed from an equity lens (gender, ethnicity, generation, etc.)
Guiding Our Leaders to Operationalize Our Strategy

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.

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

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

Well-Being Action Plan Framework
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
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.
• 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.¹

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

### 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.
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.
“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
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