Caring for the Workforce: Five Strategic Areas to Address Well-Being in Healthcare

November 2, 2023
Housekeeping

• All participants are muted.
• **Audio Settings**: ability to select your speakers and adjust your volume.
• **Chat**: for sharing of ideas, interacting with speakers and attendees; not for promoting services and products. Make sure you choose ‘**Everyone**’ in the dropdown in the chat box.
• **Q&A**: for submitting questions to review at the end of the webinar
• **Captions**: Click the caption icon to turn captions on/off
• Receive follow up email tomorrow with webinar slides, recording and link to survey.

Comments shared in chats do not reflect the opinion or position of The Beryl Institute, but those of individual participants. People found misusing the chat function or engaging in uncivil or disruptive ways via chat may be removed from the session at our discretion.
Caring for the Workforce: Five Strategic Areas to Address Well-being in Healthcare
1. What are up to three ways you are addressing workforce well-being in your organization?

2. What are the top outcomes you have seen as a result of those practices?

3. To what extent does your experience department directly lead efforts to address workforce wellbeing?
   (Always, To a Great Extent, Somewhat, Very Little, Not at All)
Caring for the Workforce

Paper Highlights

• What are organizations doing to address workforce well-being?

1. Leadership investment & commitment
2. Prevention & crisis management
3. Business operations integration
4. Educational interventions
5. Work-life balancing efforts

72% PX Departments Leading Efforts
Caring for the Workforce
Impact and Outcomes

Improvements were found in three areas:

- Staff Engagement
- Experience Scores
- Organization Culture
Case Study #1

Code Lavendar

Julie Kennedy Oehlert, DNP, Chief Experience Officer
Christina Bowen, MD Chief Well-being Officer
ECU Health Serves Communities in Eastern North Carolina

- ECU Health is a not-for-profit 1,708-bed academic, rural health system serving more than 1.4 million people in 29 counties in eastern North Carolina.
- The system consists of nine hospital locations, 180 clinics and almost 14,000 team members.
- The Medical Center in Greenville, NC is the flagship hospital. It is a Level 1 Trauma Center and serves as the teaching hospital for the Brody School of Medicine at East Carolina University.
Well-being Wheel

**Emotional**
Managing your feelings to allow you to meet the challenges and joys of everyday life.

**Environmental**
Creating a pleasant and healthy environment.

**Financial**
Having a healthy relationship with money and feeling satisfied with your current financial situation.

**Intellectual**
Participating in mentally engaging, creative endeavors that expand knowledge and skills.

**Physical**
Taking charge of your own health including nutrition, physical activity, medical care and sleep.

**Social**
Cultivating a sense of connection and belonging with others.

**Spiritual**
Finding a sense of purpose and meaning in life.

wellbeing@ecuhealth.org
## Support for ECU Health team members to help them thrive

**Code Lavender**

A holistic care response framework to assist healthcare teams in need of well-being support during times of increased emotional stress or after a distressing event.

<table>
<thead>
<tr>
<th><strong>Lavender Rounds</strong></th>
<th><strong>Critical Incident Response</strong></th>
<th><strong>Listening Circles</strong></th>
<th><strong>Well-being Rounds</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible and experiential self-care and emotional support for all members of the team. Includes a mobile station with snacks, aromatherapy, and self-care gifts.</td>
<td>Confidential, supportive consultation and group sessions for all members of the team following traumatic/distressing events.</td>
<td>Sharing stories in response to a work experience, promoting understanding, connection and support for all members of the team.</td>
<td>Department and unit visits to provide well-being resources and a brief check-in with all members of the team.</td>
</tr>
<tr>
<td><em>Office of Well-being and EAP</em></td>
<td><em>Employee Assistance Program</em></td>
<td><em>Office of Well-being and EAP</em></td>
<td><em>Office of Well-being and EAP</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Well-being Pop-ups</strong></th>
<th><strong>Team Building and Professional Development</strong></th>
<th><strong>Physician/APP Peer Support</strong></th>
<th><strong>Caring for the Caregiver Peer Support</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-being check-ins for all members of the team to identify strengths, and find opportunities to enhance self-care and life-work balance.</td>
<td>Custom team events and coaching tailored to all team members’ unique needs and challenges.</td>
<td>Well-being support for ECU Health and ECU physicians and credentialed providers undergoing professional or litigation stress.</td>
<td>Emotional support for all members of the team, provided by a peer, following a distressing or traumatic workplace event.</td>
</tr>
<tr>
<td><em>Office of Well-being and EAP</em></td>
<td><em>Organization and Leadership Development</em></td>
<td><em>EAP, Office of Well-Being, Risk Management</em></td>
<td><em>Employee Assistance Program</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Office of Experience</strong></th>
<th><strong>Customized Well-being Workshops</strong></th>
<th><strong>Spiritual Support</strong></th>
<th><strong>Workplace Aggression Reporting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Offerings for all team members to promote and strengthen positive well-being experiences such as empathy, gratitude, heart felt apology and hospitality.</td>
<td>Educational resource to support team members’ professional, mental health and emotional well-being.</td>
<td>Connecting all members of the team with spiritual guidance to help navigate difficult situations.</td>
<td>On the intranet, visit Resources/Report Workplace Aggression.</td>
</tr>
<tr>
<td><em>Office of Experience</em></td>
<td><em>Employee Assistance Program</em></td>
<td><em>Chaplains</em></td>
<td><em>Office of Experience</em></td>
</tr>
</tbody>
</table>

**To initiate Code Lavender:**

Wellbeing@ecuhealth.org

EAP: 252-847-4357
Well-being Pop-ups

- **Overview:** For team members to assess their current state of well-being.
- **Access:** Team leaders reach out with the intention to support their team’s well-being.
- **Structure:** Coordinate with the leader to allow for a 10 min. check-in on the unit.
- **Process:** Review the well-being wheel and have the participant rate their overall well-being.
Overview: Well-being Rounds

Types of Rounds:

- Mindfulness Rounds
- Gratitude Rounds
- Emotional Support Rounds (stress relief, grief, moral distress, emotional well-being)

Process:

- Leaders round with EAP team and the Chief Well-being Officer.
- Focus on high acuity, high census departments, units, and units experiencing challenges.
- On the spot emotional support offered.
Lavender Rounds

- Lavender cart
- Snacks
- Self-care gifts
- Aromatherapy
- Professional support—Compassion, care, appreciation, gratitude and curiosity
Outcomes

- 40% increase in EAP utilization
- Improved team member resilience index from 46th to 63rd percentile ranking related to team members' ability to decompress and disconnect from work
- Improved physician overall alignment and engagement post-3-day well-being workshop
Key Takeaways

- Make asking for support easy
- Allow for opportunities to bring support to the unit or clinic
- Create space for listening
- Partner with Employee Assistance Program
Thank you.
VISN 12
Listen, Sort, Empower

Rhonda Stark
VISN 12 Chief Well-Being Officer
November 2, 2023
VA Great Lakes Health Care System, with its Veteran Integrated Network Office 12 (VISN) in Chicago, 8 medical centers, 40 outpatient clinics, eight nursing homes, and seven domiciliaries offer health care services to almost 800,000 Veterans who reside within its four-state (Illinois, Michigan’s Upper Peninsula, Wisconsin, and Northwest Indiana)

Mission: The VA Great Lakes Health Care System strives to provide comprehensive, integrated healthcare services that cater to the needs of America's veterans. This is achieved through excellent value, service, education, and research. They aim to be an employer of choice characterized by exceptional accountability.

Vision: To continuously improve their services to provide high-quality healthcare that is convenient, responsive, and affordable for veterans.
Listen Sort Empower (LSE) can impact in a number of these priority areas.
What Humans Need to Thrive

**Psychological Safety**
Allows staff to bring their frustrations forward in a constructive and safe environment

**Camaraderie and Social Connectedness**
Staff come together to work collaboratively to improve team dynamics and build community to support each other

**Agency**
Provides an opportunity for staff to identify frustrations they have the power to change

**Meaning and Purpose**
Empowers staff to make changes to their work environment to aspire towards joy in practice and professional fulfillment
Listen-Sort-Empower: What is it?

Listen

to team member’s assessment of what works well and where there are local opportunities for improvement (LOFIs) in workflow, team dynamics, communication, processes, quality, etc.

Empower

and support members of your team to develop and implement solutions to the frustrations and inefficiencies

Sort

the local opportunities for improvement (LOFIs) into categories based on impact and feasibility, then prioritize those you can control and escalate the others to the appropriate person

Swensen S MD. AMA Steps Forward 2020.
https://edhub.ama-assn.org/steps-forward/module/2767765
What does Executive Leadership care about most?

- Retaining their workforce
- Engaging their staff
- Decreasing staff turnover
- Increasing professional thriving
- Meeting metrics (patient satisfaction, safety measures, access)
- Decreasing staff burnout
What do Team Leaders care about most?

- Having staff that are engaged and find meaning and purpose in their work
- Having staff that are flexible to assist with other duties as the team requires
- Having enough staff to complete their job responsibilities
- Having staff with skills and talents to fulfill responsibilities
- Having staff who are team players and who care about and support each other
- Having staff that are committed to Veterans and the mission of VA

<table>
<thead>
<tr>
<th>LSE Supports</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowering the front-line to lead change and shifting the architect for generating and implementing solutions to staff challenges from the organization/leadership to the team members (with team leader support) leads to greater staff buy-in for the proposed change.</td>
<td>The structure of LSE sessions allows for the team to discuss LOFIs, determine which LOFIs are within the team’s local control, prioritize LOFIs to address, and co-create and implement a new process for the selected LOFI. Team members are integral in all phases of LSE and direct and lead the outcome.</td>
</tr>
<tr>
<td>The intentional discussion of pebbles in the workplace allows an opportunity for the concerns of the staff to be heard.</td>
<td>The Listen session is a time where the team discusses the pebbles that negatively impact their day in a constructive and psychologically safe environment.</td>
</tr>
<tr>
<td>Increasing a staff’s sense of control</td>
<td>Sorting the pebbles and highlighting LOFIs that are within the team’s sphere of influence gives the team a sense of control over their work environment.</td>
</tr>
<tr>
<td>Increasing a team’s sense of camaraderie</td>
<td>The co-creation of solutions, in the form of pilot interventions, improves the staff’s work environment.</td>
</tr>
</tbody>
</table>
Why is LSE valuable to your teams?

- Cultivate effective communication
- Strengthen teamwork
- Design team culture
- Strengthen leadership/staff partnership

Staff

Leadership
Actions taken to ‘tee up’

32 trained mentoring available
Listen-Sort-Empower (LSE) FAQs

What is LSE?
LSE is a team-based approach to addressing the root causes of professional burnout. Over three sessions, participants use collaborative problem solving to identify the everyday frictions (called “pebbles”) embedded in their work processes (Session 1: Listen). Participants then prioritize the pebbles they have control and resources to address (Session 2: Sort). Finally, participants pilot new processes to remove the pebbles one at a time with support from their leaders (Session 3: Empower).

Why should I participate in LSE?
LSE is founded on the belief that systems and behaviors—not people—are the source of many practice problems. This approach brings team members together to collectively identify and address the daily challenges that arise in one’s work. Through LSE, leaders support and champion team members as trusted partners in the improvement process.

Who can participate in LSE?
The LSE approach can be used by teams, including those that span work units, as long as all involved leaders support the participation and the team members are ready to collaboratively address challenges in their day-to-day workflow.

How much time does LSE take?
Each of the three LSE sessions can be completed in one hour and the sessions can be spread out over the course of several weeks. Although LSE sessions can take place during regularly scheduled team meetings, it is recommended that the team receive protected time to complete each of the three sessions.

Where do the LSE sessions take place?
LSE sessions can be held in person, virtually, or as hybrid meetings. If participation is virtual, it is recommended that all participants keep their cameras turned on to encourage active engagement during the LSE session.

Who leads the LSE sessions?
The LSE facilitator is responsible for organizing and leading Session 1: Listen. Note: the LSE facilitator does not have to be a member of the LSE team. The LSE facilitator and team leader share responsibility for leading Session 2: Sort and Session 3: Empower. The LSE team members determine which pebbles are within their control to address, which pebbles should be addressed first and then develop a pilot intervention to tackle the pebbles(s).
The Ripple Effect of Spread

- VISN QMO team ~ April 2022
- VISN CNO team ~ April 2022 & August 2023
- VISN DND team ~ July & December 2022
- Oak Lawn CBOC nursing team ~ May 2022
- VISN 12 Veteran Experience/Patient Advocate strategic planning meeting ~ Sept 2022 & Sept 2023
- VISN 12 Whole Health Clinical Directors, Employee WH Coordinators and WH Program Managers strategic planning meeting ~ Sept 2022
- VISN 12 Pain Committee ~ Feb 2023
- Jesse Brown HRO Team Training ~ January 2023
- Hines Patient Advocates ~ May 2023
- Jesse Brown Medical Service Assistants ~ April 2023
- Tomah Ambulatory Care Clinical Pharmacists ~ September 20
- Federal Healthcare Center (FHJCC TBD)
OUTCOMES: VISN Office PEBBLES Removed

• Focus Fridays (Oct 1, 2023, kick-off)
• VISN 12 orientation program established (CNO/QMO). Sept 29, 2022, kick-off
• VISN 12 84ᵗʰ Street travel and purchasing support (CNO), November 2022
• VISN 12 SharePoint site (VLDP) (DND, CNO), May 2023
• Meaningful use of time in office/F2f Staff meetings; Food celebrations, CNO Leadership @ 84th (CNO, DND), Oct 2022
• VISN 12 Employee Whole Health SharePoint site revamped (VISN Whole Health), October 2022
• Pass the torch education session/write-ups (CNO), September 2022
• White noise sound machines (CNO), December 2022
• 84ᵗʰ street conference room equipment/OIT (CNO), December 2022
• VISN electronic calendar of events (Nurses week/ VA2k walk) (CNO), rolled out April 2023
• ICARE Recognition @ VISN Staff meeting (CNO), started April 2023
• Service Awards @ VISN Staff meeting (CNO), started April 2023 Kick-off
Seeing is believing!

Medical Center Pebbles Removed

- Oak Lawn CBOC NM sends weekly nurse recruitment updates to staff
- Oak Lawn CBOC NM sends ADPCS shining star highlights
- MSA SOPs reviewed for CT/OT, unplanned leave and call offs
- Develop a MSA Ward Administration Recognition Program
- Refresh MSA supervisor training
- Communicate status of MSA recruitments to supervisors
- Convert MSA TEAMS meetings to face to face, where appropriate
- Discontinued practice of overbooking/reducing dbl checking schedules (Pharmacy)
- Stop transferring calls for scheduling (Pharmacy)
- Review coverage process for improvements to include surrogating or floats (Pharmacy)
- Use of Task Board Huddle on Teams Whole Health Clinical Directors
Take Aways

- **CREATE COMMUNITY.**
  Connect with people in a way that makes them feel seen and heard.

- **BUILD OUT LSE FACILITATOR SKILL SET WITH TRAINING, MENTORS AND TOOLKIT RESOURCES.**

- **CREATE PSYCHOLOGICAL SAFETY.**

- **LISTEN SORT EMPOWER**

- **RE-CONNECT TO MEANING AND PURPOSE.**

- **CELEBRATE EARLY AND OFTEN SMALL WINS!**

- **EMPOWERMENT. REMOVE PEBBLES SMALL WINS = BIG DIFFERENCE.**
Case Study #3

“IGNITING a Fire on Well-Being”

Overview of Northwestern Medicine’s IGNITE Employee Groups Program

Tiffani Darling, MNA
Director Office of Well-Being
Northwestern Medicine
Northwestern Medicine is a premier integrated academic health system where the patient comes first.

- **11 hospitals, two medical groups** and more than **200 ambulatory sites** across Chicago and Northern Illinois

- More than **33,000 employees** and **5,000 aligned physicians**

- Northwestern Medicine scientists received **$610 million in funding for research awards** in 2021

- Approximately **$1.148 billion in community benefit programs** in FY 21
IGNITE Employee Groups: Program Overview

*Inspiring Togetherness, Growth, Networking, Improvement, and Engagement*

- IGNITE groups are NM-sponsored, peer-led meetings with the goal of encouraging collegiality, shared experience, connection, and meaning in work to improve and support professional well-being.

- 8-10 colleagues led by a trained colleague facilitator who meet 6 times over 6 months, enjoy a meal together on NM, and have open discussions prompted by a provided question or topic.

- Discussion prompts connect to the US Surgeon General’s Framework for Workplace Mental Health and Well-Being.
IGNITE Groups Help Reduce Isolation and Enhance Workplace Connections

Why the need?

- Nearly 40% of the US report being lonely. Loneliness from social isolation or exhaustion impacts organizations through decreased job satisfaction, increased missed work days and voluntary turnover.

- Pandemic created a barrier to employees developing professional relationships in the workplace.

- Wellbeing can be enhanced by supporting meaningful connections.

- Lower isolation reduces intention to leave by 10x.*

- A person with high isolation has a 59% increased likelihood of screening positive for burnout than a person with low isolation.*

- People that have high isolation are 2x more likely to have low satisfaction that those with low isolation.*

Initial NM COMPASS Physician Pilot Results

- After COMPASS meetings, physicians had more colleagues they felt close to such that they could call on for help.

- Trend toward physicians being less likely to leave the practice.

- 100% thought the program was worthwhile, felt more connected to peers, and would recommend the program to their peers.

* Data from Dr. Megan Kosirog NM SOW “COMPASS” project results
Framework for Mental Health and Wellbeing includes five essential human needs that create the foundation for a mentally strong workplace.

“A healthy workforce is the foundation for thriving organizations and healthier communities” – Surgeon General Dr. Vivek Murthy

Example: Session 3 Prompt-
Mattering at Work

Think about a time you received meaningful appreciation at work. What made it meaningful to you?
IGNITE Groups Operations

**Step 1**
- Volunteer to be an IGNITE group facilitator
  - Submit the IGNITE Group interest form including the “job family” for which you want to start the group
  - Groups can have co-facilitators

**Step 2**
- Facilitator attends a 30 min virtual training session
  - Training covers meeting ground rules, discussion prompts, facilitation tips, recruiting, scheduling, and meal ordering logistics

**Step 3**
- Facilitator recruits 8-10 IGNITE group members
  - Flyers and recruiting tools available for facilitators to use in recruitment

**Step 4**
- Facilitator schedules and kicks off the first IGNITE group meeting!
  - 6 meetings within 6 months
  - Submit meal request form before each meeting
More than 70 IGNITE Groups Have Formed since Launching in February 2023
Participating in IGNITE Positively Contributes to Key Well-Being Metrics

**How often do you feel a sense of isolation in your professional life?**

- Pre IGNITE (n=11): 64%
- Post IGNITE (n=11): 37%

**How often do you feel burned out from your work?**

- Pre IGNITE (n=11): 64%
- Post IGNITE (n=11): 28%

**How many colleagues at work do you feel close to such that you could call on them for help?**

- Pre IGNITE (n=11): 64%
- Post IGNITE (n=11): 36%

**Question** | **% Agree or Strongly Agree**
--- | ---
After participating in an IGNITE Group, I feel more connected to my peers. | 100%
IGNITE Group meetings are worthwhile. | 100%
The prompts for each IGNITE meeting were valuable in understanding the different components of workplace mental health. | 94%
I would recommend the IGNITE Program to my peers. | 100%
Would you be willing to serve as an IGNITE group facilitator in the future? | 69%
"I so appreciated being part of this program! I'm naturally a very introverted individual – I struggle with "organically" connecting with people outside my team and growing my network. This was such a great way to connect with others, to share joys and burdens, and to really feel like part of something bigger. Thank you :)"

"This was a great way to connect with peers in-person as opposed to just Teams or email. It was valuable to gather feedback/information from folks in the same role going through like obstacles/challenges, nice to brainstorm ideas. Left the group with a sense of comradery and with even more of a connection to NM. Great Program!"

"I really enjoyed the program. Being an Exec Assistant can be lonely sometimes as most departments don't have multiple EA's on staff so this was a nice way to connect with my peers and discuss the trivial issues and things we come across. It was helpful to socialize in person over lunch with people who understand the job and the stressors that come along with it. Loved it!"
Unique Aspects that Add Value to Organizational Well-Being Efforts

• Low effort way to engage well-being “naysayers.”

• Great initial intervention for identified “hot spots” for burnout.

• Program available for entire workforce. Opportunity for interdisciplinary collaboration and team building.

• Participants go on to serve as facilitators - fly wheel effect. Word of mouth alone markets the program.

• Allows for collaboration and coordination with internal partners/ departments- i.e., food and nutrition, D&I, etc.
Thank you.
Beneath their Tough Shell: Ensuring the Well-being of Medical Residents

Mary Hoey, DNP, RN, MBA, NPD-BC, CPXP.
Atrium Health Navicent – Macon, Georgia

- 637 bed, Level I Trauma Center; Academic; 4th time Magnet Designated hospital
- Part of Advocate Health
- 3rd largest nonprofit health system in USA
- Personalized care in 53 specialties at more than 50 facilities throughout the region
- Vision: To be the first and best choice for care
- Mission: To improve health, elevate hope and advance healing - for all
Meet Our Team

Dr. Sarah Choo-Yick

Kerisia Wasztyl, LMFT

Kamran Azimi, PhD candidate

Kim Meeks, MS, MLIS

Mary Hoey, DNP

Dr. Andel Higgins - Resident
Trigger for the Intervention

- Burnout among healthcare clinicians 26-75%\(^1\)
- Graduate Medical Education Wellness Committee goal:

  *Transform and elevate wellness through education.*
Intervention: Development of a Culture of Wellness Curriculum

Key stakeholder involvement - Voice of our Teammates

Participants

Evidence-based wellness strategies (Table 1 & 2)

Education format

Various evaluation methods

Family Medicine Residents ($n = 23$)

Faculty ($n = 8$)

8 x 1 hour in-person modules

Facilitated by an interprofessional team
Frameworks and Evaluation Tools used

- Human-Centered Design
- Wellness in 8 Dimensions Model
- Adult learning Theory
- Kirkpatrick’s Evaluation Model
- Survey (12 items) – that measured various dimensions of well-being over 3 time-points
Wellness in 8 Dimensions Model Image. Used with permission from Dr Peggy Swarbrick, Collaborative Support Programs of New Jersey, Inc.
<table>
<thead>
<tr>
<th>Module #</th>
<th>Wellness Strategy</th>
<th>Dimensions of Wellness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Meaning &amp; Purpose</td>
<td>Physical, Spiritual &amp; Occupational Well-being</td>
</tr>
<tr>
<td>2</td>
<td>Mindfulness &amp; Self-reflection</td>
<td>Physical &amp; Spiritual Well-being</td>
</tr>
<tr>
<td>3</td>
<td>Resilience Training</td>
<td>Physical &amp; Emotional Well-being</td>
</tr>
<tr>
<td>4</td>
<td>Emotional Intelligence &amp; the Science of Change</td>
<td>Physical, Emotional &amp; Intellectual Well-being</td>
</tr>
<tr>
<td>5</td>
<td>Time Management &amp; Decision Making</td>
<td>Physical, Occupational &amp; Intellectual Well-being</td>
</tr>
<tr>
<td>6</td>
<td>Cognitive Reframing &amp; Affirmations</td>
<td>Physical &amp; Intellectual Well-being</td>
</tr>
<tr>
<td>7</td>
<td>Appreciative Inquiry &amp; Gratitude</td>
<td>Physical &amp; Social Well-being</td>
</tr>
<tr>
<td>8</td>
<td>Cultivate a Healthy Work Environment</td>
<td>Physical, Social &amp; Environmental Well-being</td>
</tr>
</tbody>
</table>
# Table 2. Session Format

<table>
<thead>
<tr>
<th>Session Format</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mindfulness exercise</td>
<td>5 minutes</td>
</tr>
<tr>
<td>PHIP aka Personal Health Improvement Project Check-in. PHIP is based on SMART goal and linked to Physical dimension of well-being</td>
<td>10 minutes</td>
</tr>
<tr>
<td>Facilitated Discussion of Wellness Strategy</td>
<td>15 minutes</td>
</tr>
<tr>
<td>Part A: slide presentation with open discussion</td>
<td>15 minutes</td>
</tr>
<tr>
<td>Part B: interactive activity</td>
<td></td>
</tr>
<tr>
<td>Questions/answers/comments</td>
<td>15 minutes</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>60 minutes</td>
</tr>
</tbody>
</table>

*S: Specific, M: Measurable, A: Achievable, R: Realistic, T: Time-bound

Exceptions: Session # 1 included Time 1 (T1) survey completed prior to the start of the curriculum, and a brief introduction on defining well-being & burnout. Session # 8 included Time 2 (T2) survey at the end of the curriculum.
Results

- 61.9% completed over half the sessions
- Significant improvement in their overall quality of life, mental, and emotional well-being
- 73.3% reported the wellness strategies learned were important for their personal wellness
- 86% reported moderate to extreme confidence in applying them
- Over 86% were using the strategies on a daily to monthly basis, six months later
- 93% agreed the curriculum should be included as an elective or mandatory didactic.

Source: iStock-1191133165
<table>
<thead>
<tr>
<th>Wellbeing Outcome</th>
<th>T1</th>
<th>T2</th>
<th>% Change</th>
<th>P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of life during past week (1-10 point scale - Higher values reflect better well-being)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall quality of life</td>
<td>7.0</td>
<td>7.8</td>
<td>12%</td>
<td>0.028*</td>
</tr>
<tr>
<td>Mental (intellectual) well-being</td>
<td>6.8</td>
<td>7.8</td>
<td>15%</td>
<td>0.025*</td>
</tr>
<tr>
<td>Physical well-being</td>
<td>6.4</td>
<td>6.8</td>
<td>7%</td>
<td>0.160</td>
</tr>
<tr>
<td>Emotional well-being</td>
<td>6.5</td>
<td>7.5</td>
<td>17%</td>
<td>0.003*</td>
</tr>
<tr>
<td>Level of social activity</td>
<td>6.4</td>
<td>7.1</td>
<td>11%</td>
<td>0.128</td>
</tr>
<tr>
<td>Spiritual well-being</td>
<td>7.1</td>
<td>8.0</td>
<td>13%</td>
<td>0.101</td>
</tr>
<tr>
<td>Perceived stress in the last month (1-5 point Likert scale)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unable to control the important things in life</td>
<td>2.9</td>
<td>2.8</td>
<td>-3%</td>
<td>0.338</td>
</tr>
<tr>
<td>Confident about ability to handle personal problems</td>
<td>3.5</td>
<td>4.2</td>
<td>18%</td>
<td>0.104</td>
</tr>
<tr>
<td>Things were going your way</td>
<td>3.5</td>
<td>4.0</td>
<td>16%</td>
<td>0.041*</td>
</tr>
<tr>
<td>Inability in overcoming difficulties</td>
<td>2.5</td>
<td>2.0</td>
<td>-19%</td>
<td>0.088*</td>
</tr>
<tr>
<td>Burnout over the last month (Yes-No scale: percent of participants who selected &quot;No&quot;)</td>
<td>18% (2)</td>
<td>36% (4)</td>
<td>18%</td>
<td>0.353</td>
</tr>
<tr>
<td>Mindfulness over the last month (1-5 point Likert scale)</td>
<td>3.1</td>
<td>3.5</td>
<td>15%</td>
<td>0.008*</td>
</tr>
<tr>
<td>Question</td>
<td>Scale</td>
<td>% of Responses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------------------</td>
<td>----------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How important are the wellbeing strategies learned to your personal wellness currently?</td>
<td>Not at all</td>
<td>6.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Somehow</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moderately</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very</td>
<td>13.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extremely</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How confident are you in your ability to apply the wellbeing strategies learned?</td>
<td>Not at all</td>
<td>6.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Somehow</td>
<td>6.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moderately</td>
<td>33.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very</td>
<td>33.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extremely</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What was the most valuable takeaway from the course?</td>
<td>“Being able to apply what I’ve learned to my personal life”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>“Mindfulness”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>“Recognizing burnout and strategies to both avoid and correct”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>“Discussing different stressors and personal strategies with other residents”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>“Breath”</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
“Help(ed) with being cognizant of my own mental wellness when performing a career that carries a high degree of stress daily.”
“Loved the journals... It just reminds me to slow down and enjoy the time and things around me.”
“Emotional intelligence is beneficial and can be learned and improved.”
“Learning to use self-positive words.”
Lessons Learned

<table>
<thead>
<tr>
<th>Lessons Learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated time for physicians</td>
</tr>
<tr>
<td>Psychological safety</td>
</tr>
<tr>
<td>Education format for engagement</td>
</tr>
<tr>
<td>• Small chunks of information, interactive, storytelling</td>
</tr>
<tr>
<td>Interprofessional education</td>
</tr>
<tr>
<td>Effective leadership &amp; communication essential</td>
</tr>
<tr>
<td>Need to provide a hybrid option for participation</td>
</tr>
<tr>
<td>Adhere to copyright requirement for using images, etc.</td>
</tr>
</tbody>
</table>
References


Thank you.

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Nursing Administration
Atrium Health Navicent

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Caring for the Workforce
Takeaways from Today's Webinar

1. Make well-being part of your strategic planning and budgeting.

2. Know the signs of burnout and take proactive steps to mitigate them.

3. Partner with other departments to integrate well-being into daily standard operations.

4. Teach your employees what a healthy work environment looks like and how to create cultures of wellness.

5. Ensure your policies and procedures support employees in navigating the pressures of their professional and personal lives.
Caring for the Workforce: Five Strategic Areas to Address Well-Being in Healthcare

Scan the QR code to access the PX Paper
Upcoming Events & Programs

WEBINARS
November 7 | Unexpected Healers
November 14 | PX Marketplace - Aligning Volunteer Programs with the Changing Landscape of Healthcare (complimentary)
November 28 | Learning Programs to Support Your Organization’s Experience Strategy (complimentary)
November 30 | Headliner - Amplifying the Voices of Those with Lived Experience: The Key to Transforming Healthcare (complimentary)

CONNECTION CALLS/PX CHATS
November 6 | Patient Advocacy Community Connection Call – Leader Rounding
November 15 | Lost Belongings Workgroup
November 17 | PX Chat: Structuring Your PX Efforts

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Thank You