



Rise&Renew: A Multifaceted Approach to Fortifying & Rebuilding Our Workforce

February 28, 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



- Receive follow up email tomorrow with webinar slides, recording and link to survey.

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- This program is approved for 1 PXE.
- In order to obtain patient experience continuing education credit, participants must attend the program in its entirety and complete the evaluation within 30 days.
- The speakers do not have a relevant financial, professional, or personal relationship with a commercial interest producing health care goods/services related to this educational activity.
- No off-label use of products will be addressed during this educational activity.
- No products are available during this educational activity, which would indicate endorsement.

This webinar is eligible for 1 patient experience continuing education (PXE) credit. Participants interested in receiving PXEs must complete the program survey within 30 days of attending the webinar. Participants can claim PXEs and print out PXE certificates through Patient Experience Institute. As an on demand webinar, it offers PXE for two (2) years from the live broadcast date.



Our Speakers



"Dexter" Janet Borrowman, CHIE, CPXP
Operational Effectiveness Lead
Maui Health
Affiliated with Kaiser Permanente



Alex Ehrhart, MBB, MCF
Director & Master Black Belt,
Performance Improvement
Southern California - Kaiser Permanente



Chrissy Miller, RN
Employee Health & Well-being Manager
Maui Health
Affiliated with Kaiser Permanente



Rise&Renew – Our Journey to Recovery

A Multifaceted approach to fortifying
and rebuilding our workforce

Beryl Institute, February 28, 2023
“Dexter” Janet Borrowman, Maui Health Affiliated with KP
Alex Ehrhart, Kaiser Permanente
Chrissy Miller, Maui Health



Our journey to recovery

THE NATIONAL/ENTERPRISE PERSPECTIVE

Example of Creating & Sharing Resources

“Dexter” Janet Borrowman, CHIE, CPXP

Organizational Effectiveness Lead, Maui Health System Affiliated with Kaiser Permanente

Objectives

- Understand how to establish a large system approach and then support customized adoption in regions, medical centers and partner systems.
- Expand catalogues of workforce well-being support practices and activities harvested through experts, industry research and local workforce listening sessions.
- Know how to leverage communities of practice and "tiger teams" for rapid change deployment.

How does the relationships and interdependencies between a national, regional and medical center approaches together work successfully?

Kaiser Permanente:

1 national office

8 regions/markets with 737 medical offices, 39 owned hospitals, 43 retail clinics.

1 affiliated system with 3 hospitals, 2 medical offices and 1 specialty clinic.

The Problem We are Trying to Solve

The COVID crisis and a myriad of other stressors have had a significant impact on the wellbeing of our physicians, staff and leaders. We must ensure we have an accepting, caring and supportive environment to mitigate the effects of this chronic stress, trauma, and grief on our people. We will do this by facilitating access to meaningful wellness resources & mental health services.

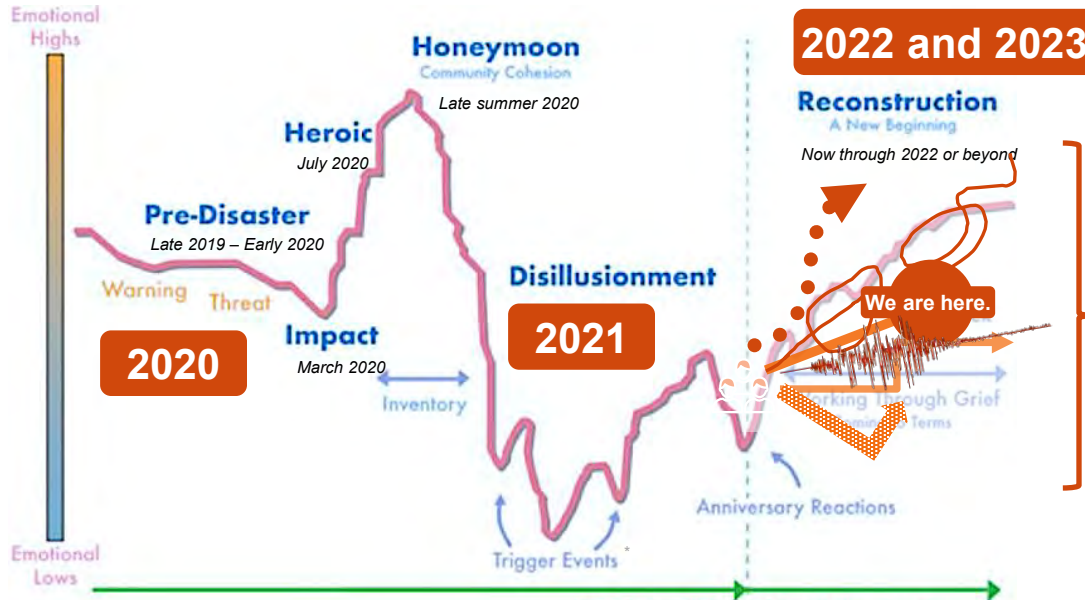
**common
ground**

meeting you where you are.

Acknowledging what we have been through and are experiencing.

The Arc of Recovery serves as a model to track our path into a new reality.

MULTIPLE STRESSORS: pandemic, surges, social justice, elections, labor negotiations, vaccination campaigns, operational backlog



UNIQUE TRAJECTORIES: individual, collective, and organizational "recovery" paths and paths vary.

People Surveys show that we may be coming out of the pandemic and people are more ready to move forward with a focus on issues like workload and staffing more than focus on pandemic/illness issues.

Source: Department of Health & Human Services modified by KP

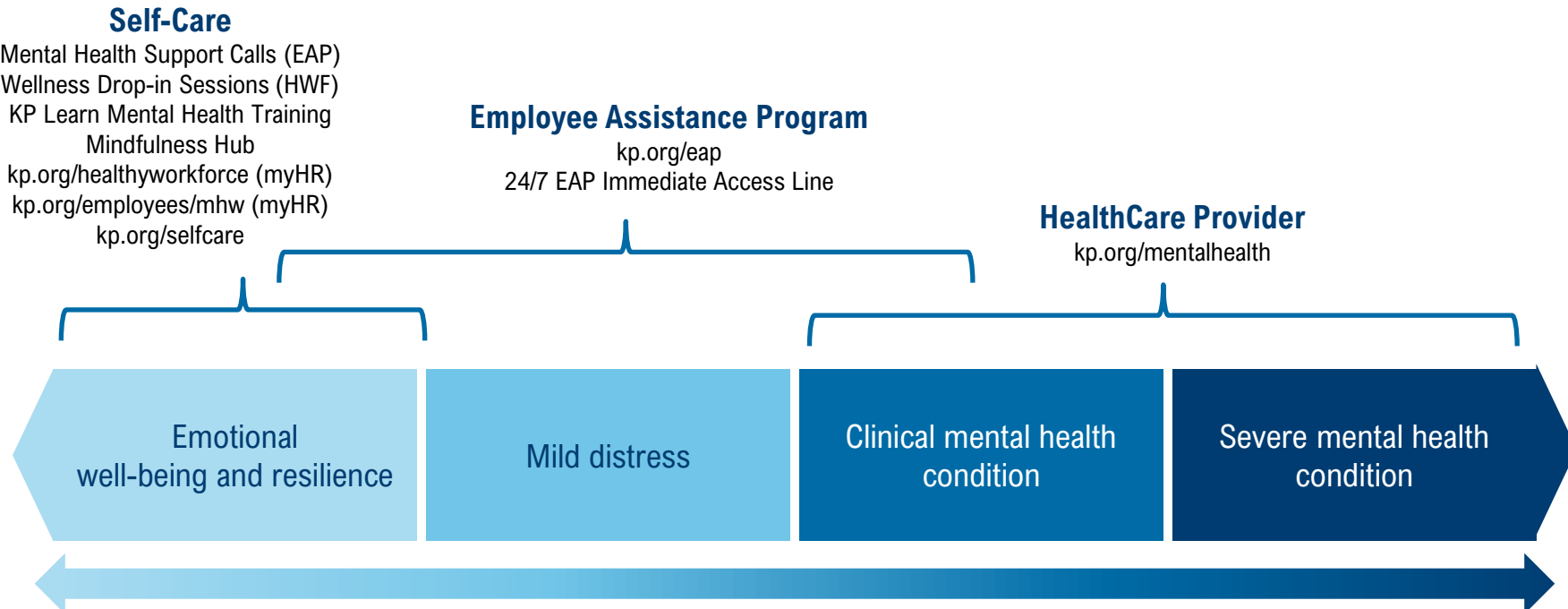
The Department of Defense and exemplar external organizations shared with us the needs to:

- ✓ **BE PROACTIVE:** anticipate the short and long-term impacts of the events and enact a systematic and reliable approach over multiple years
- ✓ **NORMALIZE THE EXPERIENCE:** don't rush to "pathologize" every form of distress ...while destigmatizing the need and request for support
- ✓ **TRAIN LEADERS:** provide training to help identify team members in distress, and ensure routes to support are clearly promoted to all
- ✓ **SCREEN AND INTERVENE:** Offer screening and surveys to identify hot spots and ensure multiple levels and forms of mental health support

KP Health & Well-Being Framework



Resource Framework



Mental health is not black and white — it's a continuum. While some employees have serious mental health conditions that require long-term clinical treatment, others may benefit from short-term interventions or subclinical tools and resources.


National Rise&Renew Branding, Site & Resource Promotion to National Community of Practice

Benefits & Wellness Money Performance Career Time Work@KP Manager Tools

Rise&Renew – Our Journey to Recovery

Supporting your mental health and well-being


Our mental health has been impacted since early 2020. As we continue this pandemic journey, we all find ourselves in different places mentally and emotionally. During this transitional year, please use this site to help support yourself and others. It will be refreshed and updated as needed.



Support Yourself

Select the category that applies to your job role for customized resources.


- Onsite/clinical staff
- Administrative/remote staff
- Leaders, managers, supervisors



Support Your Team

Select the category that applies to your job role for customized resources.

- Onsite/clinical managers
- Administrative/remote managers



Crisis Resources

Contact information for mental health crisis situations.

Get help

SELF-CARE

Prioritizing you

Self-care is not selfish; it's self-preserving



Reflect

Allow yourself time to reflect on how events have affected you, and be mindful not to place judgement on your feelings.



Take Time

Practice some form of **self-care** to support your well-being.



Connect

Check in with your co-workers. Express gratitude, give recognition, or simply offer to listen.



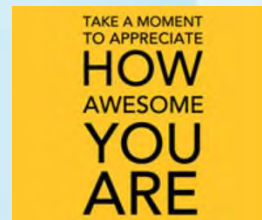
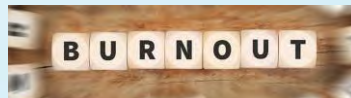
KP
Mindfulness
Hub



classpass



[KP's Food for Health blog](#)



TEAM CARE

Lead by example

After helping yourself, help others



Acknowledge

Take time to acknowledge the difficult situation and feelings that your team may be feeling.



Support

Create a psychologically safe environment by providing time for team members to discuss their emotions as a group or one on one.



Reinforce

Work with your team to identify a way to encourage ongoing support. Examples include regular leader messages or peer check-ins.

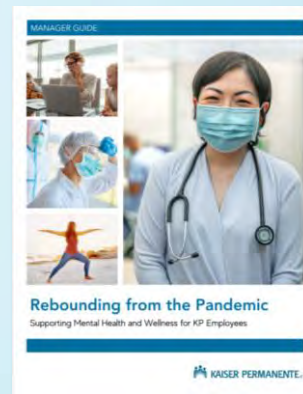
Be Authentic.

Be Transparent.

Show Your Support.

Provide the time and space.

Appreciate and recognize staff.





Our journey to recovery

THE REGION PERSPECTIVE

Example of Southern California & Hawaii Deployment Approach

Alex Ehrhart, MBB MCF

Regional Director, Performance Improvement – Southern California
Senior Principal Mentor – National Center for Healthcare Performance
PI Mentor & Faculty - Improvement Institute

SCAL Deployment Background

- Requested by Regional Leadership based on surfaced needs
- Done in partnership (med group, health plan, care delivery operations, labor)
- **Aligned with National's efforts (SCAL setting the pace)**
- Timebound initiative originally planned through end of 2021 but now extending through 2023

KPSC Town Hall

People Recovery

- A dedicated program that brings wellness, healing, mental health resources to you: Rise&Renew
- Ensures an accepting, caring, and supportive environment
- Each person experienced the dual pandemic in their own way; each journey to healing is unique
- Tailored to different types of people and needs. Coming soon...



Overcoming a Challenge: Too Many Wellness Sources & Activities

Coordinated & Integrated Workplace Wellness Approach & Touchpoints

National Rise&Renew EAP/PAP
Center for Healthy Living
Mental & Behavioral Health
Care Experience, Chaplains, Volunteers
Mindful Hub Healthy Workforce
Labor: UBTs, OLMP, Alliance, Coalition, UNAC
Physician Wellness & Peer Support
Bioethicists Leadership Development

Overcoming a Challenge: Need a Strong Branded Presence

Developed Strong Communications Branding & Assets

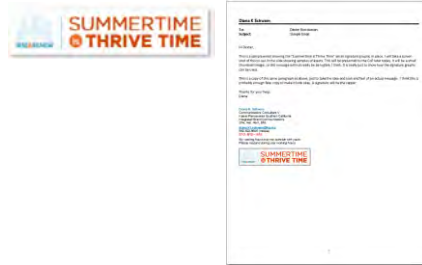
Flyer Template



Email Header



Email Signature Graphic



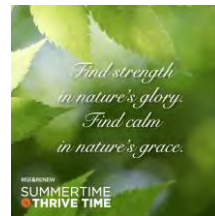
Sample Email



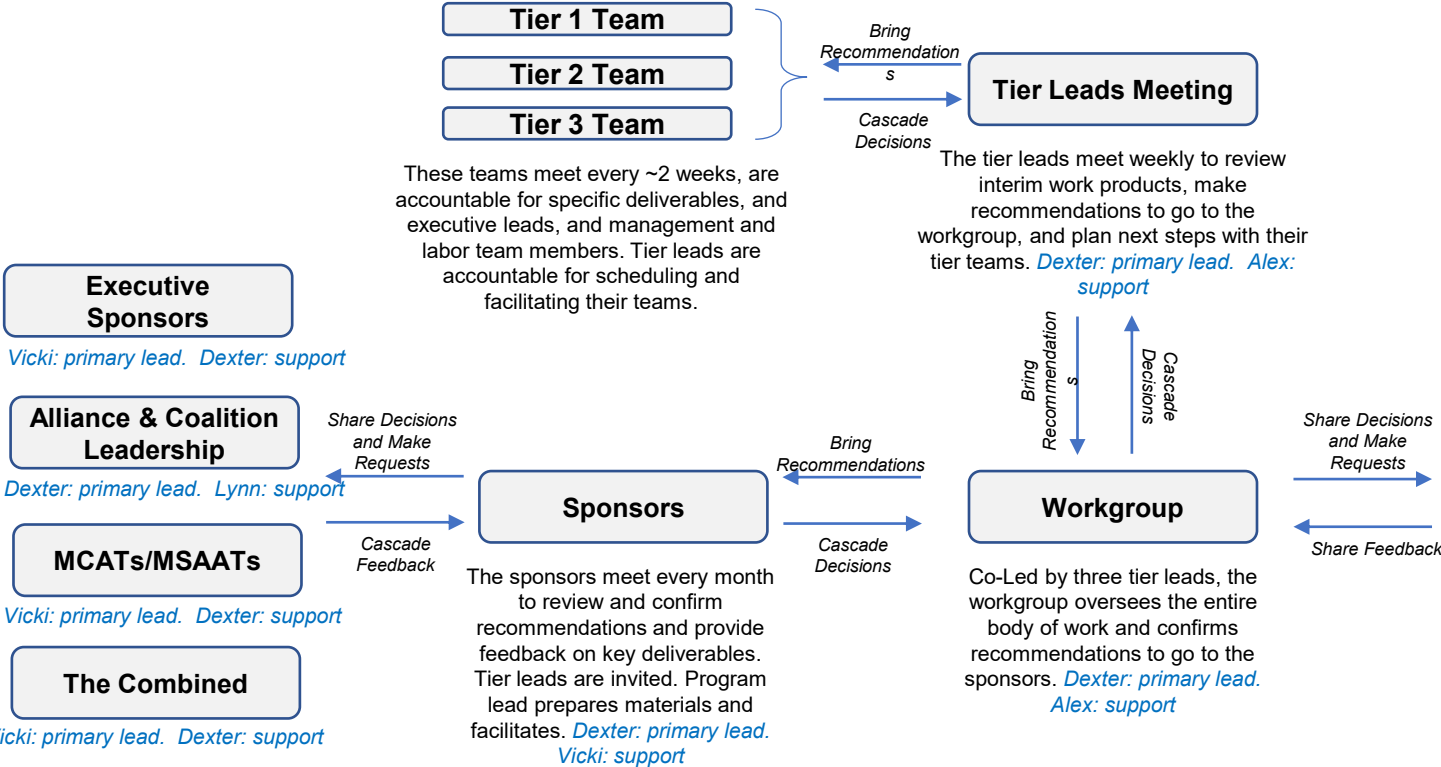
Teams Backgrounds



KPosties Emailable Messages



Regional Governance Structures & Processes



Communications

Dexter: primary lead. Alex: support

Events & Programs, (e.g. Peer Support, Rounding)

Other adhoc meetings are focused on meeting specific deliverables that are reflected in the playbook. *Alex: primary lead. Shirley: support playbook development and related planning.*

Regional Community of Practice

Meets twice per month and includes medical center leads and regional SMEs. Used to keep program tempo and ensure all areas move in tandem. *Dexter: primary lead. Alex: secondary lead. Ashley: support Teams site and calendar/invitations.*

Path to Program Offerings

-Surfacing Subject Matter Expert Resources

-Using National Tiers

-Using Most Evidence-based Programs

-Led by Subject Matter Experts



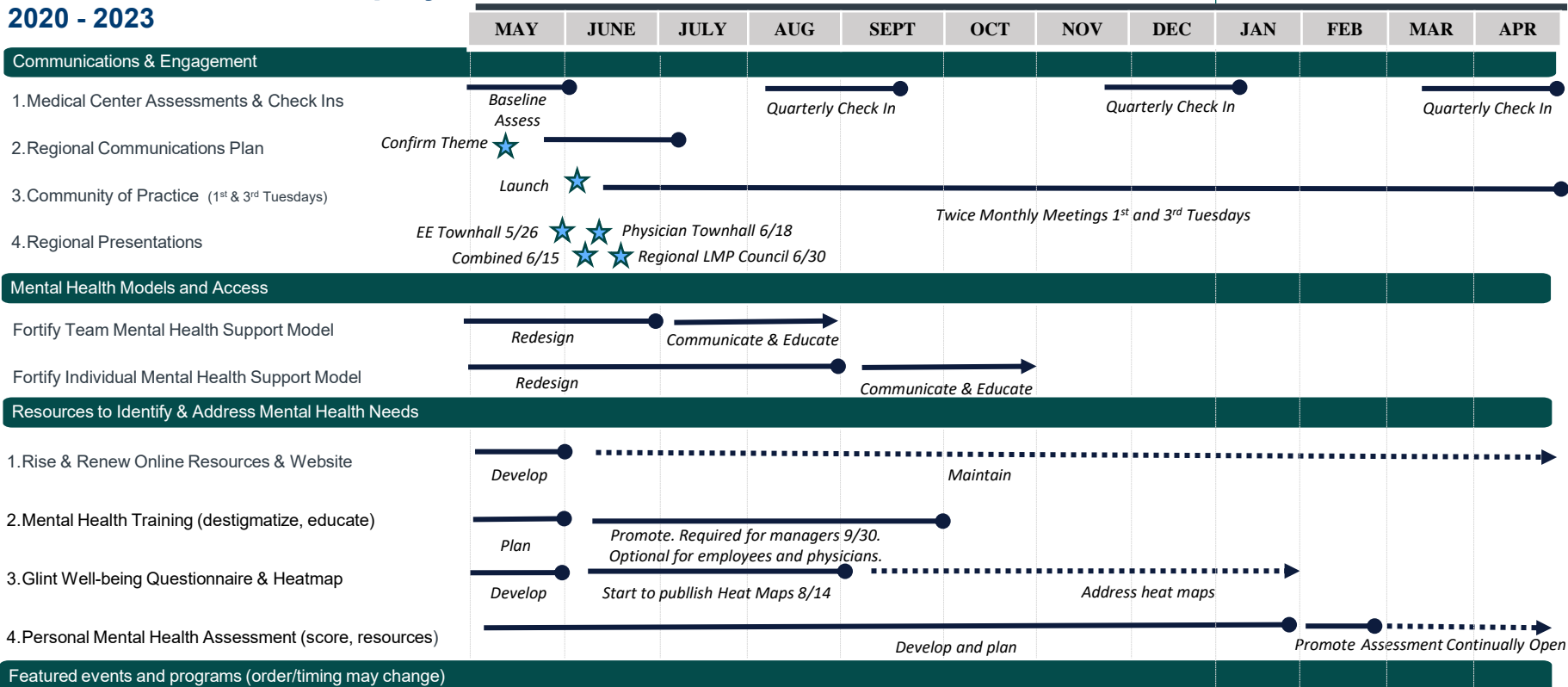
Tier	Offering
Tier 1 Individual self initiated	Remembrance Events
	Gratitude Events
	Story Telling or Listening Program
	Self Care and Calm & My Strength Apps, Me Fit
	Mental Health Trainings
	SCAL Resources Webpage
Tier 2 Peer, leader & team support	Campaign to Leverage & Refresh Leader Rounding
	Peer Support (Physician & Employee)
	Schwartz Rounds
	P/EAP Team Debriefings
	Well-Being Questionnaire – Glint Heatmap Surveys
	Enhanced SCAL TEAM Support Model & Access
Tier 3 Access to mental health	Personal Mental Health Assessment
	Physician & Employee Wellness Plans Using Glint
	24/7 Immediate P/EAP Access Support Line
	Enhanced SCAL Individual Support Model & Access

SCAL Rise&Renew Deployment Plan

2020 - 2023

2021

2022



MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
Mental Health Awareness Month	Gratitude Video	Complete Remembrance Events	Surge 4 Support	Mind, Body & Spirit, Calm & My Strength Apps	Collegiality & Nourishment	Leadership Rounding & Gratitude Gestures	Rounding & Gratitude continued & Year End Celebrations	Mindfulness, Respect Time & People Pulse Review	Acts of Kindness Schwartz Rounds & Anxiety Webinars	Covid 2 Yr. Anniversary, & Frontline Leader Sessions & Appreciation	Wellness & 30 Day Challenge & Mental Health Webinars	Healing Art & Mental Health Awareness Month	Summer-time is Thrive Time, SELF Care

Months added through with content reflecting evolving needs.

Roles & Responsibilities

Regional Team	Medical Center Leads	Medical Center Team
<ul style="list-style-type: none"> • Develop the playbook in partnership with Subject Matter Experts • Develop communications resources • Coordinate the Community of Practice • Ensure Medical Centers have access to consultation and support 	<ul style="list-style-type: none"> • Communicate and update Local Medical Center Leadership • Lead the Medical Center Team • Ensure quality of local operationalization of the playbook • Participate in the regional Community of Practice 	<ul style="list-style-type: none"> • Operationalize the playbook • Optional participation in the regional Community of Practice • NOTE: Team name and membership are determined locally with recommendations included in the playbook.



SCAL Practices Deployed

LARGE SCALE DEPLOYMENTS

LEADERSHIP TRAINING

- 97% of all SCAL leaders completed KP Learn Mental Health Training for Managers and Physician Leader Training

DISTRESS HEATMAPS

- SCAL has been highest utilizer of Glint Well-being Survey and heatmaps use

REGIONAL MEALS/SNACKS

- Over 3M meals and snacks delivered to frontline employees and physicians

COMMEMORATION EVENTS

- Regional and all med centers delivered videos and events for 1st and 2nd anniversaries

MED CENTER MONTHLY DEPLOYMENTS

SCHWARTZ ROUNDS

SPIRITUAL CARE

MINDFULNESS & WELLNESS

LISTENING SESSIONS

GRATITUDE & KINDNESS

COLEGIALITY

LEADERSHIP ROUNDINGS

PEER SUPPORT

ART & HEALING

RESPECTING TIME

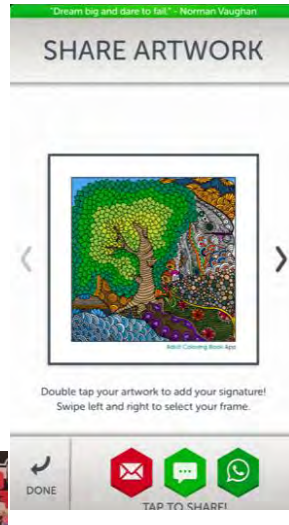
FITNESS CHALLENGES

LOCAL INNOVATION

Healing Art Activities

Low, Mid and High Effort Options

- Low: drawing & coloring apps
- Low: Color to Heal
- Mid: Hope Trees
- Mid: Bamboo & Butterflies
- High: Art Gallery
- High: employee designed permanent art



ANNOUNCEMENT TO KAUAI: For our ICU between March 2020 and March 2021. Each color here and here belong to our team and contains the smiles of our team and the unforgettable actions of this terrible disease. With each color we remember them and the family who loves them and held hope for their healing. We will never forget their patients, the honor the endless and heroic efforts of the incredible medical staff who bravely cared for them and so many others under dire circumstances. Our thanks will be for an end to this pandemic, and for comfort and healing for all who have been so profoundly affected at Kaiser Permanente, Kauai Medical Center. Helped our community and around the world.



Artwork + Healing

New challenges inspire new trends

#1 Diversity, equity and inclusion

Over the past year, hospitals, public health agencies, and other health and wellness institutions have been severely impacted by COVID-19. At the same time, society is becoming more diverse and people from disadvantaged circumstances are demanding greater equity and inclusion. The increasing number of ever-evolving

#2 Diversity, equity and inclusion

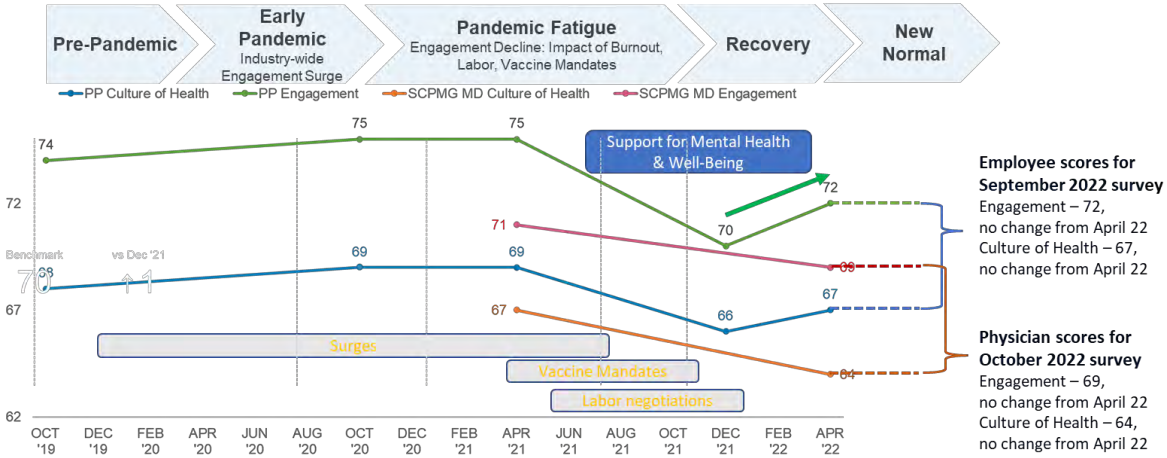
As healthcare institutions continue to focus on the physical and mental disease of patient populations and staff, leading art work reflects their community's diversity across a new wave of new artists. When people are distressed, they turn to art, their best friend and relief.

The first step in communicating meaningful stories is to connect the diverse populations to the art. A hospital community-based art committee familiar with various diverse backgrounds is the ongoing cornerstone

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Every Service Area either maintained or improved Culture of Health and Engagement Indices

The more reliably the practices implemented the better the indices improvement.



- Why do these outcomes matter?
- Strategically, SCAL accomplished something phenomenal, while being the epicenter for COVID and labor issues (negotiations, etc.)
- Consistent Rise&Renew efforts have aided in less of a decline during Pandemic Fatigue, and experienced a large uptake of engagement in the Recovery Period

Depth and Impact of Utilization:

Most Effectively Implemented with Great Success

- Surge Food Service, Nursing Week Events, R&R Branded Regional Nourishment Meals

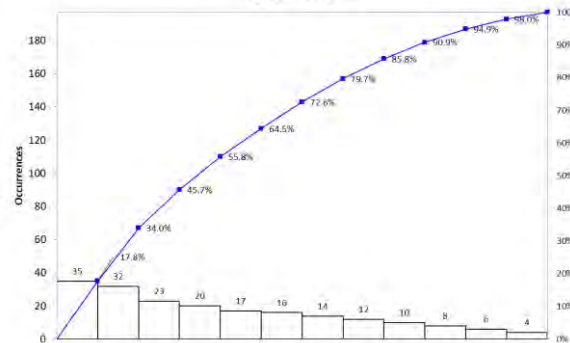
Widely Implemented with Good Success

- First Year Remembrance, Schwartz Rounds, Respect time, Holiday/Year-End Gifts

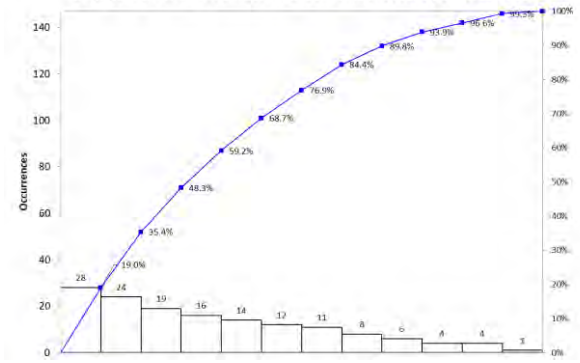
Well Implemented with Success

- Promotion of Mind, Body, Spirit and various Nourishment and Gratitude Activities

Culture of Health Index Index Number of Leaders Improved by Service Area



Engagement Index Number of Leaders Improved by Service Area





Our journey to recovery

THE MEDICAL CENTER PERSPECTIVE
Example of Partner System, Maui Health, Adoption Approach

Chissy Miller, RN
Employee Health & Well-being Manager

People Strategy Leadership Structure

Sponsors: CEO primary twice monthly, Sr. Leadership Team 1-2 times/month, MEC as Requested
(input and education for cascading approach)

People Strategy Steering Team:
(advance strategy and articulate tactics)

Infrastructure for Deep Workforce Engagement & Wellness

Organizational Teams and functions that directly impact leaders, employees and physicians/providers
(go to the councils to gather insights and input and vet ideas, utilize the forums for communicating, aligning, informing, inspiring and educating)

People Surveys
(bi-annually, employees & clinicians)

Leader Advisory Council
(provide insights and input)

Leadership Forums
(align & skill development)

Employee Advisory Council
(provide insights and input)

Employee Forums
(align, inform, inspire)

Physician Advisory Council
(provide insights and input)

Physician Forums
(align, inform, inspire)

Well-being & Engagement Execution Structure

(Wellness & Engagement) “WE” Planning Team:

Coach: Dexter, Co-Leads: Chrissy Miller & Dr. Swenson
Membership: key functional areas
(plan and deploy integrated and comprehensive plan)



Mālama 'Āina Group:
(Connect MH to host culture and Maui through service and learning activities)



Physician Wellness Strategy Team/Group:
physician focused members
(articulating MH evidence-based wellness approach & physician grant opportunities)

“WE” Team Members:

1. Administrative EH
 2. Communications
 3. Human Resources
 4. Care Experience
 5. Chaplains
 6. Foundation
 7. Volunteer Services
 8. Rep from outer facilities (Kula & Lanai)
 9. Operations
 10. Nursing
-
1. Ad Hoc Quarterly: Physician Recruitment
 2. Ad Hoc Quarterly: Physician Wellness Strategy Lead
 3. Ad Hoc Quarterly: Mālama 'Āina



Leveraging Resources at the Local Level



- Allowing for advisory councils to participate in the process of adopting the framework and programs
 - Customizing
 - Monthly themes
 - Well-being Manager Playbook
 - Physical Challenges
 - Communication Strategy
 - Leadership development

Progress



Implemented a new Employee Assistance Program for both employees & clinicians

Critical Incident Stress Management (CISM) program in developed

Restructured Employee Health to include Well-being as part of the program



Reopened the gym available to employees & clinicians



Approaching

Employee Advisory Council

Updated chapel

Lavender room

Pet Therapy



Mahalo for your time

PX Continuing Education Credits

- This program is approved for 1 PXE
- In order to obtain PXE, participants must attend the program in its entirety and complete evaluation within 30 days.
- Use the PXE link at the end of the evaluation to claim PXE credit at the Patient Experience Institute's PXE Portal.



Upcoming Events & Programs

WEBINARS

March 2 | Educate, Inspire and Motivate Your Workforce with Introduction to Patient Experience

March 7 | The JEDI (Justice, Equity, Diversity, & Inclusion) Volunteer Workforce

March 9 | The Human Experience Imperative: Practical insights for executives on organizational strategy, structure and impact

March 14 | How High Performing Organizations are Leader Rounding: A Benchmarking Study

March 16 | **HEADLINER** - Growing Compassion In All Corners of Your Life

CONNECTION CALLS/PX CHATS

March 1 | PX Chat: Building and Engaging Your Patient and Family Advisory Council

March 8 | VPC Connection Call - Exploring In-patient Volunteer Opportunities

March 15 | Lost Belongings Workgroup

PROGRAMS

March 2-23, 2023 | CPXP Preparation Course



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of on demand patient
experience webinars.

Scan to learn more:



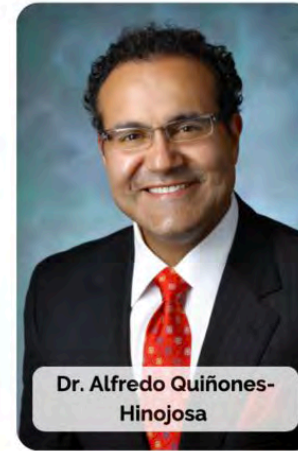
*Webinars are included in membership
with the Institute.*



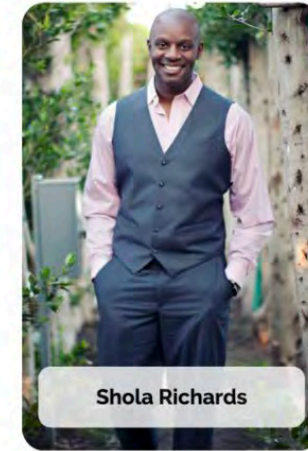
KEYNOTE SPEAKERS



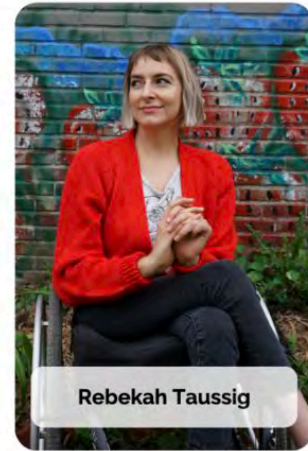
Karen Grimley



Dr. Alfredo Quiñones-Hinojosa



Shola Richards



Rebekah Taussig

OVER 75 BREAKOUT & POSTER SESSIONS

Agency for Clinical Innovation
 AngelEye Health
 Arkansas Children's
 Ascension Living
 Reading2Connect
 Atrium Health
 Billings Clinic
 Boston Children's Hospital
 Boulder Associates
 Brigham and Women's Hospital
 CareMax
 Changi General Hospital Singapore
 Children's of Alabama
 Children's Wisconsin
 Cohen Children's Medical Center
 Duke University Hospital
 Emory Johns Creek Hospital
 Enloe Medical Center
 Epworth HealthCare
 Geisinger
 Gould Medical Group
 Grow Now Niagara
 Hartford Healthcare
 HCA Ambulatory Surgery Division
 HealthCare Chaplaincy Network

Hospital Alemão Oswaldo Cruz
 Hospital e Maternidade Santa Joana
 Houston Methodist
 Instituto de Ensino e Pesquisa - do Hospital Sírio Libanês
 Kaiser Permanente
 Lehigh Valley Health Network
 London Health Sciences Center
 Macquarie University
 Major Hospital
 Marianjoy Rehab Hospital
 Mass General
 Mayo Clinic
 Medallia
 MedStar Washington Hospital Center
 Mount Sinai Health System
 MSKCC
 NC A&T State University
 NorthShore University HealthSystem
 Northwell Health
 Northwestern Medicine
 NSW
 Oncomed Integrated Medical Treatment
 PatientsVoices
 Providence Institute for Human Caring

Shaller Consulting
 SingHealth
 Southwestern Health
 St Vincent's Health Network Sydney
 St. Louis Children's Hospital
 Sutter Health
 Sydney Local Health District
 Temple University Hospital
 UC Davis Health
 UC Health
 Univ. of Michigan Health
 Universitat de Valencia General Hospital
 University of Alabama, Birmingham
 University of California, Berkeley
 University of Maryland St. Joseph Medical Center
 University of South Carolina School of Medicine Greenville
 US Dept. of Veteran Affairs
 UT Southwestern
 Vision Volunteering
 WellMed
 Yale New Haven Hospital



Thank you!