

SNI Workforce Wellbeing

Program Sneak Peek and Overview

August 22, 2022

[Recording Link](#)

Housekeeping



Chat in questions at any time or unmute during the discussion



You're welcome to turn on your video for this session



Make sure your Zoom name includes your organization



The meeting will be recorded for those who cannot attend

Agenda

Introductions

Background and Context

Sneak Peek

Program Overview – audience, structure, timeline, faculty

Coaching Opportunity

Next Steps

Introductions

What is one key challenge related to workforce wellbeing at your health system and one thing you're doing to address it?

Introductions



Read Pierce, MD, Chief, Hospital Medicine, Associate Chair for Wellbeing, Dell Medical School Core Faculty, National Taskforce for Humanity in Healthcare



Amanda Clarke, Director of Programs, SNI



Giovanna Giuliani, Executive Director, SNI

Introductions



Advances policy and advocacy efforts that strengthen the capacity of our members to ensure access to high-quality, culturally sensitive, comprehensive care



Accelerates and supports decision-making and learning within and across member systems, and provides performance measurement and reporting expertise

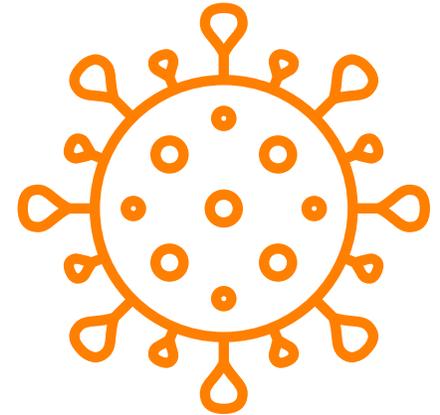
California's Public Health Care Systems



- Alameda Health System
- Arrowhead Regional Medical Center
- Contra Costa Regional Medical Center
- Kern Medical
- LA County Department of Public Health Services
 - Harbor/UCLA Medical Center
 - LAC+USC Medical Center
 - Olive View/UCLA Medical Center
 - Ranchos Los Amigos National Rehabilitation
- Natividad Medical Center
- Riverside University Health System
- San Francisco Department of Public Health
 - Zuckerberg San Francisco General Hospital and Trauma Center
 - Laguna Honda Hospital and Rehabilitation Center
- San Joaquin General Hospital
- San Mateo Medical Center
- County of Santa Clara Health System
- Ventura County Health Care Agency
- UC Health
 - UC Davis Health
 - UCI Health
 - UC San Diego Health
 - UCSF Health
 - UCLA Health

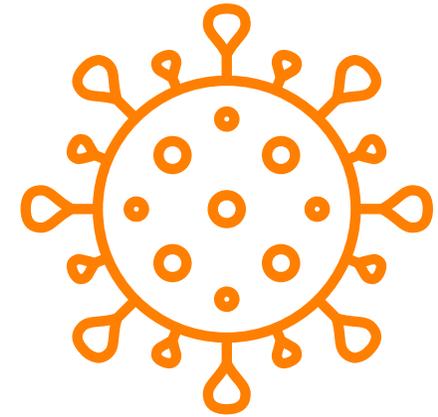
Background and Context

- Burnout was a major challenge before COVID
- COVID has caused severe staffing shortages and increased burnout across public healthcare systems
- Feels like tried-and-true tools for engaging and retaining talented, committed people aren't working



Background and Context

- Systems are seeking support to address burnout and improve wellbeing
 - Learn emerging best practices – new tools
 - Go beyond individual wellness to a system-wide approach
 - Don't get stuck on staffing shortages - identify short- and medium-term solutions
- Catch-22: We need to address burnout but we're too burnt out to address it



**Innovation &
Change
Matter More
than Ever . . .**

**Complexity &
Chaos Feel
Overwhelming**



Conventional Wisdom is Not Helping Us



FACTORS AFFECTING CLINICIAN WELL-BEING AND RESILIENCE

This conceptual model depicts the factors associated with clinician well-being and resilience; applies these factors across all health care professions, specialties, settings, and career stages; and emphasizes the link between clinician well-being and outcomes for clinicians, patients, and the health system. The model should be used to understand well-being, rather than as a diagnostic or assessment tool. The model will be revised as the field develops and more information becomes available. Subsequent layers of the model, and an interactive version of the model, are in development in conjunction with the Action Collaborative's other working groups and will be made available shortly.

EXTERNAL FACTORS

SOCIO-CULTURAL FACTORS

- Alignment of societal expectations and clinician's role
- Culture of safety and transparency
- Discrimination and overt and unconscious bias
- Media portrayal
- Patient behaviors and expectations
- Political and economic climates
- Social determinants of health
- Stigmatization of mental illness

REGULATORY, BUSINESS, & PAYER ENVIRONMENT

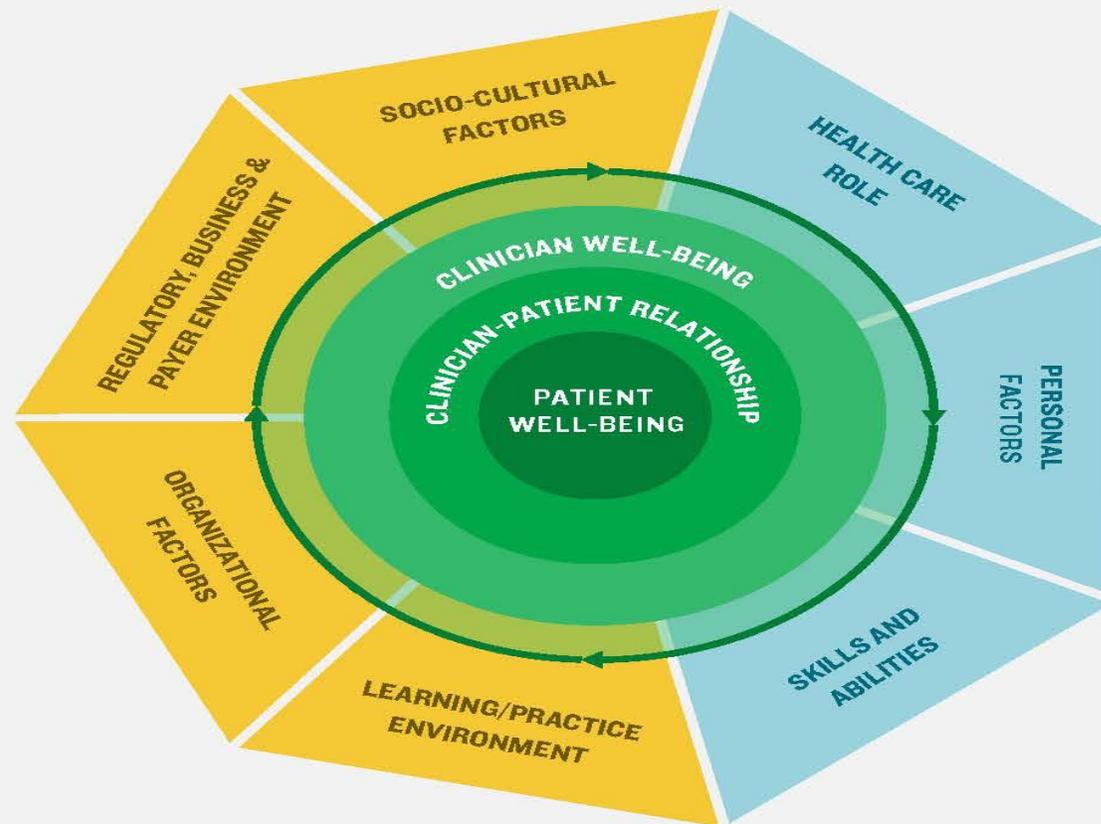
- Accreditation, high-stakes assessments, and publicized quality ratings
- Documentation and reporting requirements
- HR policies and compensation issues
- Initial licensure and certification
- Insurance company policies
- Litigation risk
- Maintenance of licensure and certification
- National and state policies and practices
- Reimbursement structure
- Shifting systems of care and administrative requirements

ORGANIZATIONAL FACTORS

- Bureaucracy
- Congruent organizational mission and values
- Culture, leadership, and staff engagement
- Data collection requirements
- Diversity and Inclusion
- Level of support for all healthcare team members
- Professional development opportunities
- Scope of practice
- Workload, performance, compensation, and value attributed to work elements
- Harassment and discrimination
- Power dynamics

LEARNING/PRACTICE ENVIRONMENT

- Autonomy
- Collaborative vs. competitive environment
- Curriculum
- Health IT interoperability and usability/Electronic health records
- Learning and practice setting
- Mentorship
- Physical learning and practice conditions
- Professional relationships
- Student affairs policies
- Student-centered and patient-centered focus
- Team structures and functionality
- Workplace safety and violence



INDIVIDUAL FACTORS

HEALTH CARE ROLE

- Administrative responsibilities
- Alignment of responsibility and authority
- Clinical responsibilities
- Learning/career stage
- Patient population
- Specialty related issues
- Student/trainee responsibilities
- Teaching and research responsibilities

PERSONAL FACTORS

- Inclusion and connectivity
- Family dynamics
- Financial stressors/economic vitality
- Flexibility and ability to respond to change
- Level of engagement/connection to meaning and purpose in work
- Personality traits
- Personal values, ethics and morals
- Physical, mental, and spiritual well-being
- Relationships and social support
- Sense of meaning
- Work-life integration

SKILLS AND ABILITIES

- Clinical Competency level/experience
- Communication skills
- Coping skills
- Delegation
- Empathy
- Management and leadership
- Mastering new technologies or proficient use of technology
- Mentorship
- Optimizing work flow
- Organizational skills
- Resilience
- Teamwork skills

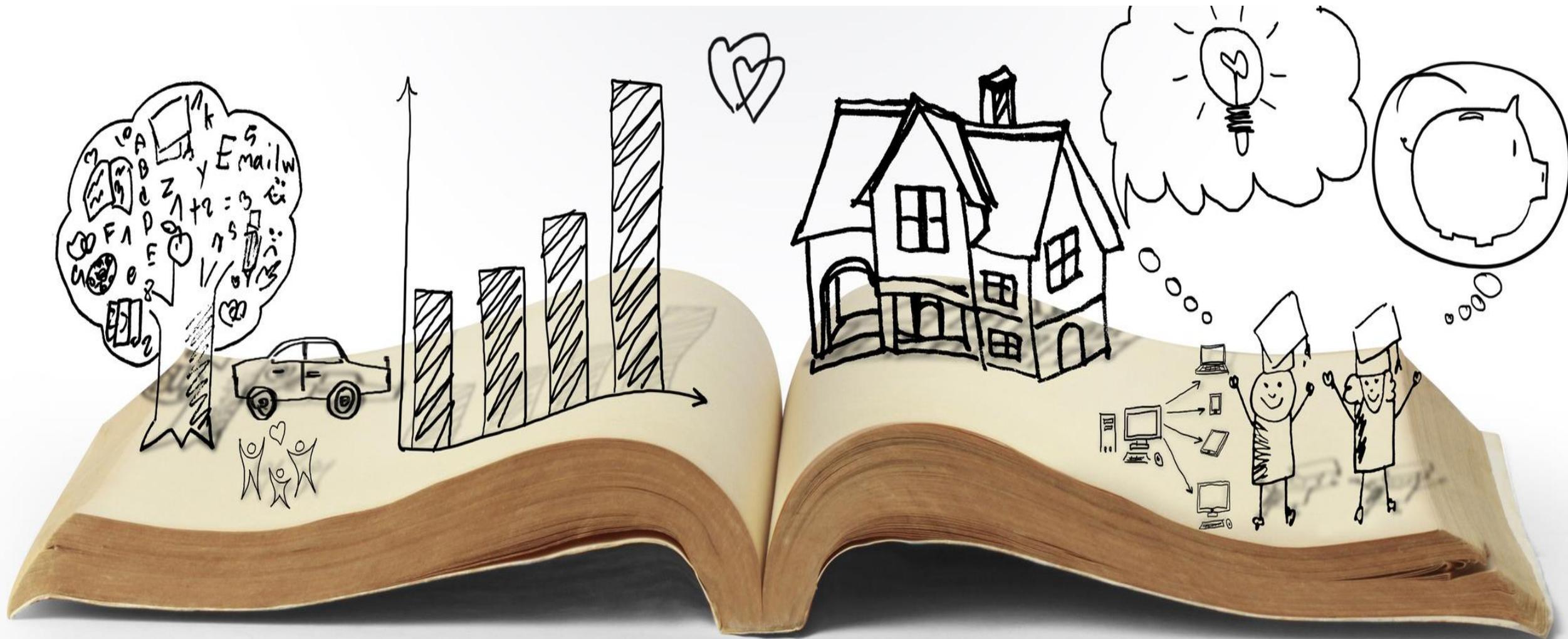
Brigham, T., C. Barden, A. L. Dopp, A. Hengerer, J. Kaplan, B. Malone, C. Martin, M. McHugh, and L. M. Nora. 2018. *A Journey to Construct an All-Encompassing Conceptual Model of Factors Affecting Clinician Well-Being and Resilience*. NAM Perspectives. Discussion Paper, National Academy of Medicine, Washington, DC.



NATIONAL ACADEMY OF MEDICINE

Learn more at nam.edu/ClinicianWellBeing

Well-being: What Can We Do About It, *That Works*?



What Can We Weave Into Current Work?

Evidence-Based Interventions for Individuals, Teams, and Leaders

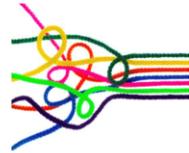
. . . that Promote Well-being + Performance

Tiny Engines



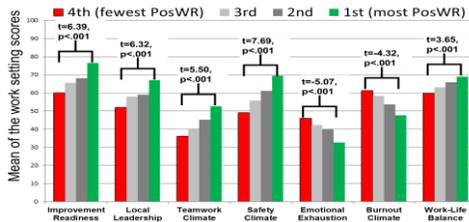
Joy
Hope
Gratitude
Inspiration
Awe
Interest
Amusement
Pride
Serenity
Love

Undoing Effect



Mayo Leadership Index

1. Inclusion (treating everyone with respect)
2. Keeping people informed
3. Soliciting Input
4. Empowering Team Members
5. Nurturing Professional Development
6. Providing Feedback & Recognition



Better Questions:
Positive, Curious, Open-Ended

"What are three things that are going well around here, and one thing that could be better?"

Motivation 3.0:
Tapping into —

- *Autonomy*
- *Mastery*
- *Purpose*
- *Connection*
- *Play*



Taking a Systems-Approach

Better, More Actionable
Measurement

Teamwork
Behaviors &
Culture Practices

Leadership Behaviors
& New Strategic
Frameworks

Individual Behaviors &
Personalized Support

System (Re)Design for
Enhanced Human
Connection
(Not just efficiency/Flow)



Program Overview - Goals

By the end of the wellbeing program, participants will...

- ✓ Understand the current state of the field, including core concepts and evidence-based interventions
- ✓ Identify a framework for organizing wellbeing work at the system, team, and individual levels
- ✓ Identify tools and strategies to measure and improve wellbeing at each level of the framework
- ✓ Have new relationships with workforce wellbeing leaders from peer public healthcare systems
- ✓ Develop and execute a wellbeing project with support from an expert coach (optional)

Program Overview - Audience

- Recommend a core team joins consistently
- Additional team members welcome to join based on topic (e.g., data leads join measurement sessions)
- Core roles:
 - Designated wellbeing leads
 - Wellbeing committee members
 - Ambulatory care leaders
 - Human Resources leaders



Program Overview – Structure



Monthly webinars with peer health system leaders and expert faculty



In-person workshop (by invitation)



Tailored coaching for your system

Program Overview – Webinars

Kick-off Webinar: Program Sneak Peak and Overview	Aug 22, 12-12:45pm
Landscape of Workforce Wellbeing	Sept 28, 12-1:30pm Register
Measurement Approaches to Workforce Wellbeing: Part 1	Oct 24, 12-1:30 Register
Measurement Approaches to Workforce Wellbeing: Part 2	Nov 14, 12-1:30pm Register
Leadership, Culture, and Workforce Wellbeing	Dec 7 in-person workshop <i>(by invitation)</i>
Cultural Transformation and Wellbeing	Jan – April 2023
Redesigning Daily Work to Improve Efficiency and Wellbeing	May – June 2023

Program Overview - Coaching

- Optional coaching opportunity
- Up to 8 hours per system
 - Hours subject to change based on total # of systems
- Intended for teams/systems - not meant for individual support
- Each system proposes a project for coaching support
 - “Project” used broadly – very flexible
- Examples of projects:
 - Getting started (e.g., identifying champions, forming committees)
 - Strengthening measurement (e.g., identifying gaps in existing measurement tools, using data to engage staff and providers)
 - Effective leadership approaches (e.g., how to create a Chief Wellness Officer role, allocating resources)

If interested, send an email with a short paragraph describing your proposed wellbeing project to acclarke@caph.org. Requests will be considered on a rolling basis.

Program Overview – Meet the Coaches



Marie Brown, MD, Professor, Internal Medicine, Rush Medical College, Director of Practice Redesign, American Medical Association



Kevin Hopkins, MD, Medical director, Senior Physician Advisor, Practice Transformation, American Medical Association



Elizabeth Harry, MD, Senior Medical Director of Well-being, UCHealth



Patrick Kneeland, MD, Vice President for Medical Affairs, Dispatch Health



Sarah Richards, MD, Internal Medicine, Senior Medical Director of Clinician Experience, Nebraska Health



Read Pierce, MD, Chief, Hospital Medicine, Associate Chair for Wellbeing, Dell Medical School Core Faculty, National Taskforce for Humanity in Healthcare

Wrap-Up

What are you hoping to get out of this program?

What is one key challenge related to workforce wellbeing at your health system and one thing you're doing to address it?

Next Steps

- ✓ Complete the [Wellbeing Measurement Survey](#) (sent via email, as well)
- ✓ Email [Amanda Clarke](#) if you are interested in the coaching opportunity. Include a brief paragraph about your proposed project.



Next Steps

✓ Register for upcoming sessions

Landscape of Workforce Wellbeing

Dr. Read Pierce, Associate Chair for Wellbeing, Dell Medical School Core Faculty, National Taskforce for Humanity in Healthcare, will describe the current state of workforce burnout and share evidence-based solutions to improve provider and staff wellbeing.

September 28, 12-1:30. [Register](#)

Measurement Approaches: Part 1

Dr. Bryan Sexton, Director of the Duke Center for Healthcare Safety and Quality, will discuss tools to measure workforce wellbeing. SNI will share results from a member survey and Dr. Sexton will explain how systems can strengthen their measurement approaches.

October 24, 12-1:30. [Register](#)

Measurement Approaches: Part 2

Dr. Christine Sinsky, Vice President, Professional Satisfaction, American Medical Association and Dr. Elizabeth Harry, Senior Medical Director of Well-being, UCHHealth will share approaches to move from data collection to action.

November 14, 12-1:30pm. [Register](#)

THANK YOU

Amanda Clarke aclarke@caph.org
