

Organizing and Prioritizing Wellbeing

Discussion Guide

December 7, 2022

1. Where does leadership/coordination of wellbeing activities “live” in your organization?
2. How can you align wellbeing with other system priorities to advance the work?
 - a. How can you find a balance when wellbeing priorities are at odds – or are perceived to be at odds - with other organizational priorities (like productivity or reducing cost)?
3. There are many activities we can offer or investments we can make to address the wellbeing of our workforce. How does your organization make decisions about how to prioritize wellbeing efforts and allocate resources?
 - a. Who is involved in those decisions?
 - b. What factors do they consider?
 - c. How do you focus on a small number of activities/interventions to avoid burnout from working on burnout?
4. For organizations that are just getting started, what initial activities/interventions could you offer that would have an impact and generate momentum from early wins?
5. What can you do if there are too many promising ideas/activities given the available resources and budget for wellbeing?
6. How can you build wellbeing programs into the workday and create or protect time for staff and providers to participate?
 - a. What can people do in 1-5 minutes, embedded in existing structures and workflows?
What can they do in 10-20 minutes?

Where might new time be needed for longer activities (e.g., 30-90 minutes, half days)?

Measuring and Improving Wellbeing

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1. How do you measure wellbeing in your organization?
 - a. Who collects the data currently?
 - b. Does your organizational scorecard (e.g., Key Performance Indicators) include wellbeing? If not, what metrics would you add to the scorecard if you could choose 1-3? Who would need to be involved to add wellbeing metrics to the scorecard?
2. How might you further integrate wellbeing questions into existing surveys to reduce burden and increase response?
3. What could you do to increase the response rate to wellbeing surveys?
 - a. What opportunities exist to use more reliable, validated survey items?
 - b. Which groups have lower response rates and what could you do to increase uptake among those respondents (e.g., part-time providers, non-clinical staff)?
4. How can you use wellbeing data to start a conversation about what people are experiencing and what interventions could be most effective?
 - a. Where could you present the data?
 - b. How can you generate discussion with providers and staff across the organization, rather than simply presenting information?
5. How do you use data to inform wellbeing initiatives?
 - a. What are your mechanisms to solicit and prioritize input from the workforce?
 - b. How are you aligning interventions with other priorities of the organization?
 - c. Are there additional opportunities to leverage data or new ways to look at the data (e.g., stratifying by race/ethnicity, department, etc.)?

Securing Buy-in and Commitment to Wellbeing

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As you respond to the questions below, consider audiences at all levels of your organization, including leadership, administrators, providers, front-line staff, and non-clinical staff.

6. Who fully supports wellbeing efforts at your organization?
 - a. Who is willing to commit time and/or resources to advance those efforts?

7. Who is supportive of wellbeing in concept, but is not yet willing / hasn't taken steps to commit resources or time to the work?
 - a. What would create a sense of urgency for these groups to get more involved?
 - b. What information or data would help move them to action?
 - c. Who else in the organization can help influence them to join the cause?

8. Among the people already invested in wellbeing activities/programs, what do they need to influence their peers to join?
 - a. How can you help them spread the word? How can you help them productively engage skeptics of wellbeing programs?
 - b. How can you make wellbeing work engaging and relevant, to garner attention?

9. Are there opportunities to align wellbeing with existing priorities to promote buy-in? For example, are there ways to embed wellbeing in efforts to improve diversity, equity, and inclusion (DEI), patient experience, and/or quality improvement?