



WELLNESS CHAMPIONS FOUNDATION COURSE

OCTOBER 2021

GOALS OF WELLNESS CHAMPIONS PROGRAM

Optimize well-being and reduce burnout

- Promote culture of well-being
- Facilitate local change agents
 - Support individuals and teams
 - Address well-being needs of departments/clinics
 - Build and maintain resilience
 - Optimize environment and structure of workplace
- Share best practices



THRIVING IN HEALTHCARE

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UNIVERSITY OF UTAH HEALTH
SEPTEMBER 2021

MARCH 2020 TO PRESENT

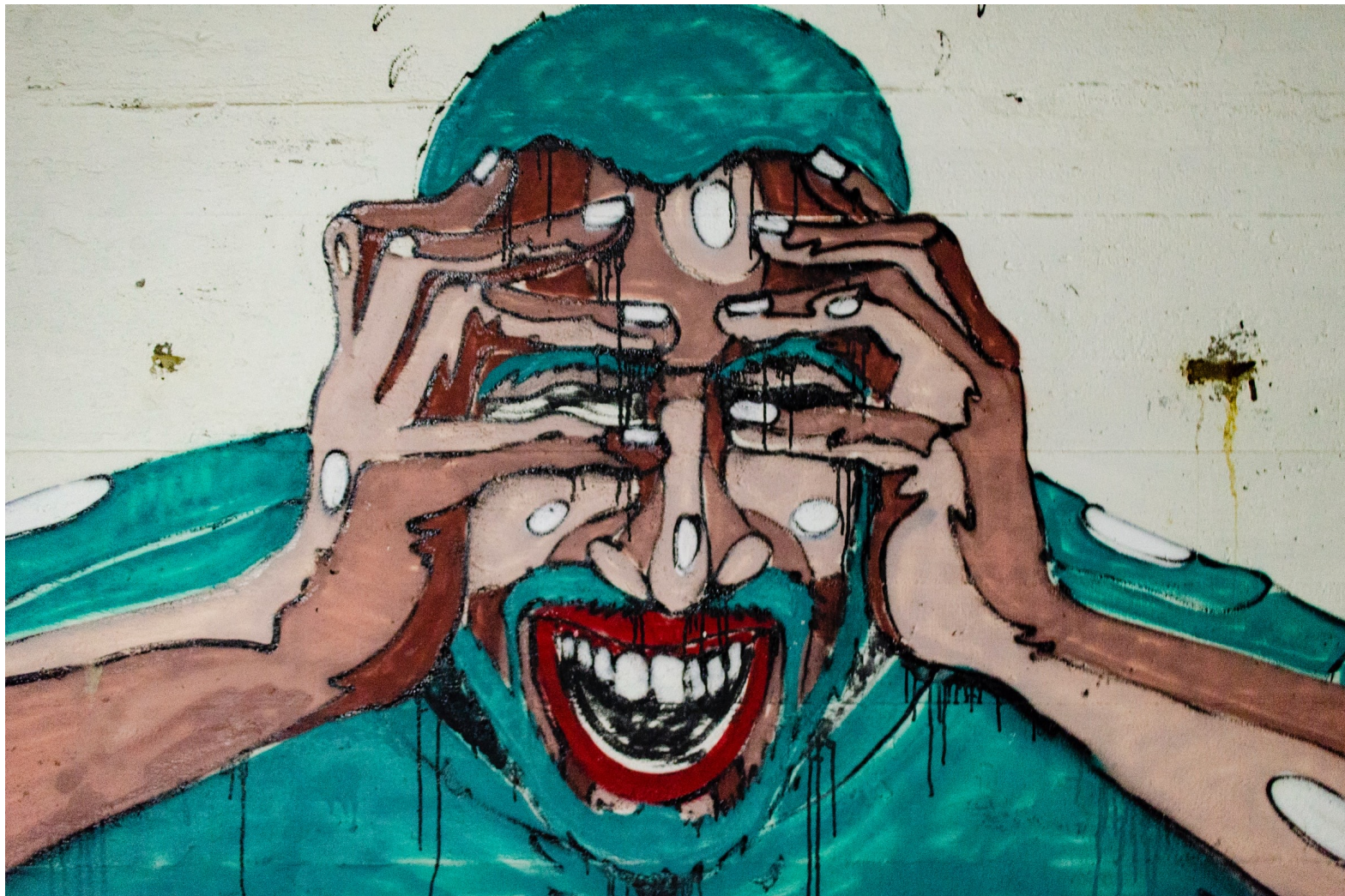


Photo by [Aarón Blanco Tejedor](#) on [Unsplash](#) downloaded 9/17/2020

EMOTIONAL EXHAUSTION



Wolfgang Stiller, Matchstick Men

PROFESSIONAL WELL-BEING



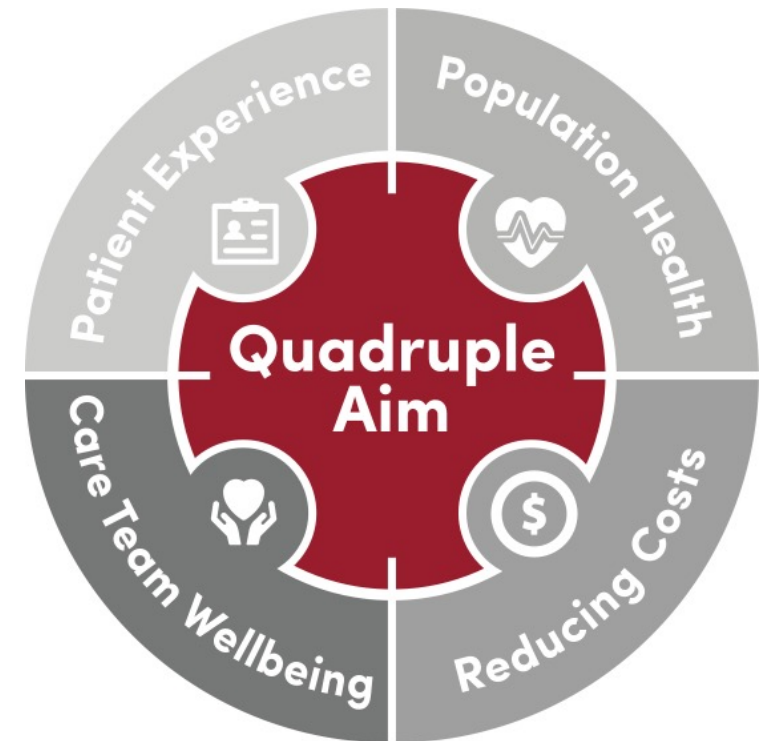
Thriving

Burnout

Mental Health Disorder

INTERPLAY OF WELL-BEING WITH VALUE

- Excellent comprehensive patient care
- National leader in clinical care, education and research
- Serve our community
- Sound finances



“Every system is perfectly designed to get the results that it gets.”

Paul Batalden

Framework



PROFESSIONAL WELL-BEING MODEL



PROFESSIONAL WELL-BEING MODEL

Leadership
Values alignment
Voice/ input
Meaning in work
Community/ collegiality
Peer support
Appreciation
Flexibility
Culture of compassion



EHR usability
Triage
Scheduling
Efficient workflows
Patient portal
Documentation method
Team-based care
OR turnaround times
Staffing
Salary/benefits

Self-care (sleep, movement, nutrition)
Self-compassion
Meaning in work
Work-life integration
Social support
Cognitive/ emotional flexibility

KEY DRIVERS OF BURNOUT & ENGAGEMENT



Individual



PERSONAL WELL-BEING: FOUNDATIONS OF HEALTH

- Nutrition
- Physical activity
- Sleep
- Psychological health
 - Self-awareness
 - Community connection
 - Meaning and purpose



FOUR CAUSES OF STRESS INJURIES

Life threat	Loss	Inner conflict	Wear and tear
<i>A traumatic injury</i> Due to the experience of or exposure to intense injury, horrific or gruesome experiences, or death	<i>A grief injury</i> Due to the loss of people, things or parts of oneself	<i>A moral injury</i> Due to behaviors or the witnessing of behaviors that violate moral values	<i>A fatigue injury</i> Due to the accumulation of stress from all sources over time without sufficient rest and recovery

MORAL DISTRESS AND INJURY



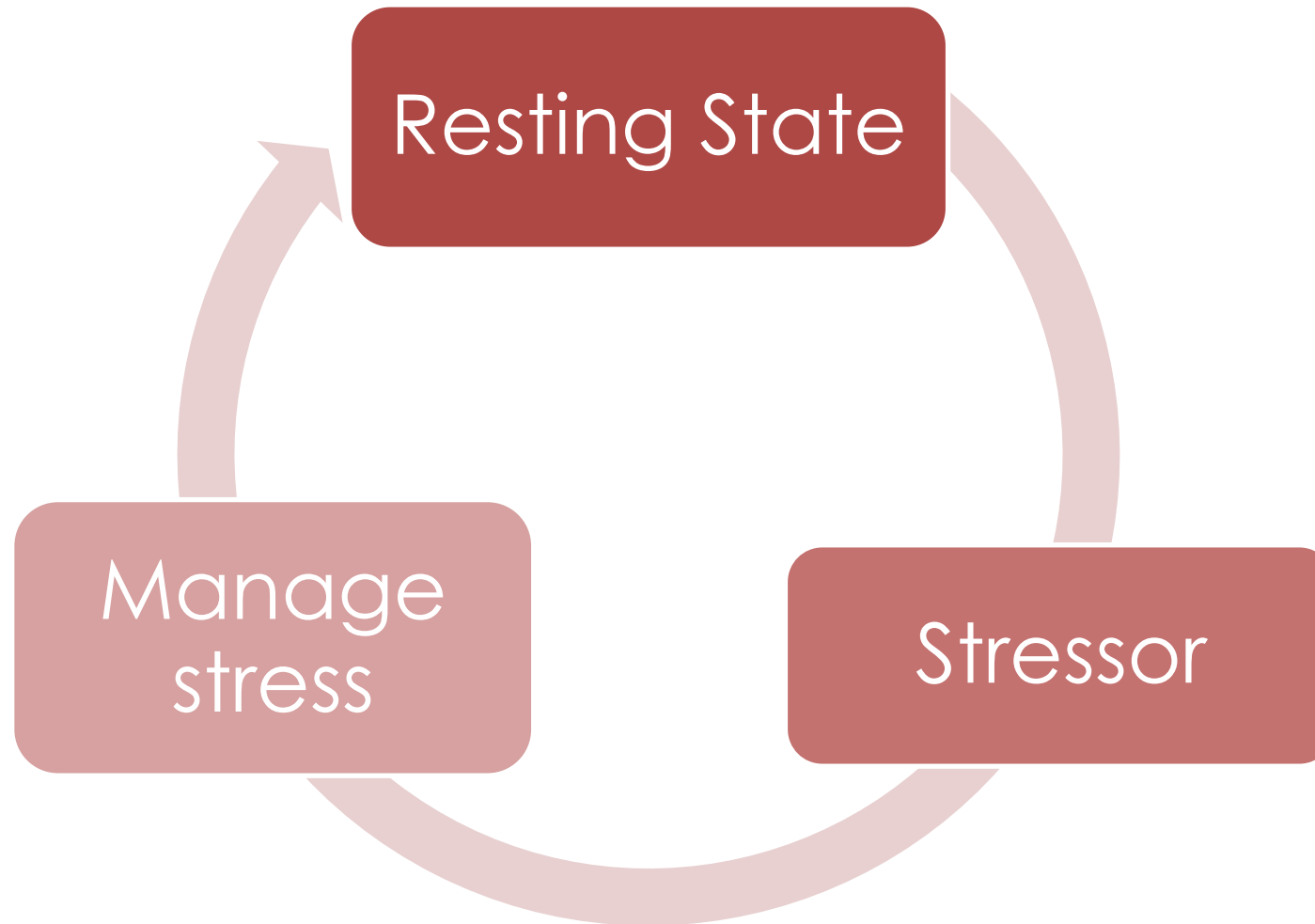
Whitehead 2014; Litz 2009; Dean 2020

SECONDARY TRAUMA

- Protective factors
 - Support system
 - Exercise
 - Meditation
 - Positive relationships with co-workers



STRESS RESPONSE CYCLE



Nagoski and Nagoski, 2020, *Burnout: The Secret to Unlocking the Stress Cycle*

COMPLETE THE STRESS RESPONSE CYCLE

1. Physical Activity
2. Breathing
3. Positive Social Interaction
4. Laughter
5. Affection
6. Cry
7. Creative Expression



Research Report

If Every Fifth Physician Is Affected by Burnout, What About the Other Four? Resilience Strategies of Experienced Physicians

Julika Zwack, PhD, and Jochen Schweitzer, PhD

TRAITS ASSOCIATED WITH RESILIENCE

- Acceptance and realism
- Self awareness/monitoring
- Appreciating the good things
- Taking breaks
- Strong support
- Setting boundaries around work
- Recognizing when change is necessary

Addressing Culture and Team Well-being



CULTURE: CORE COMPONENTS OF WELL-BEING



purpose



patients

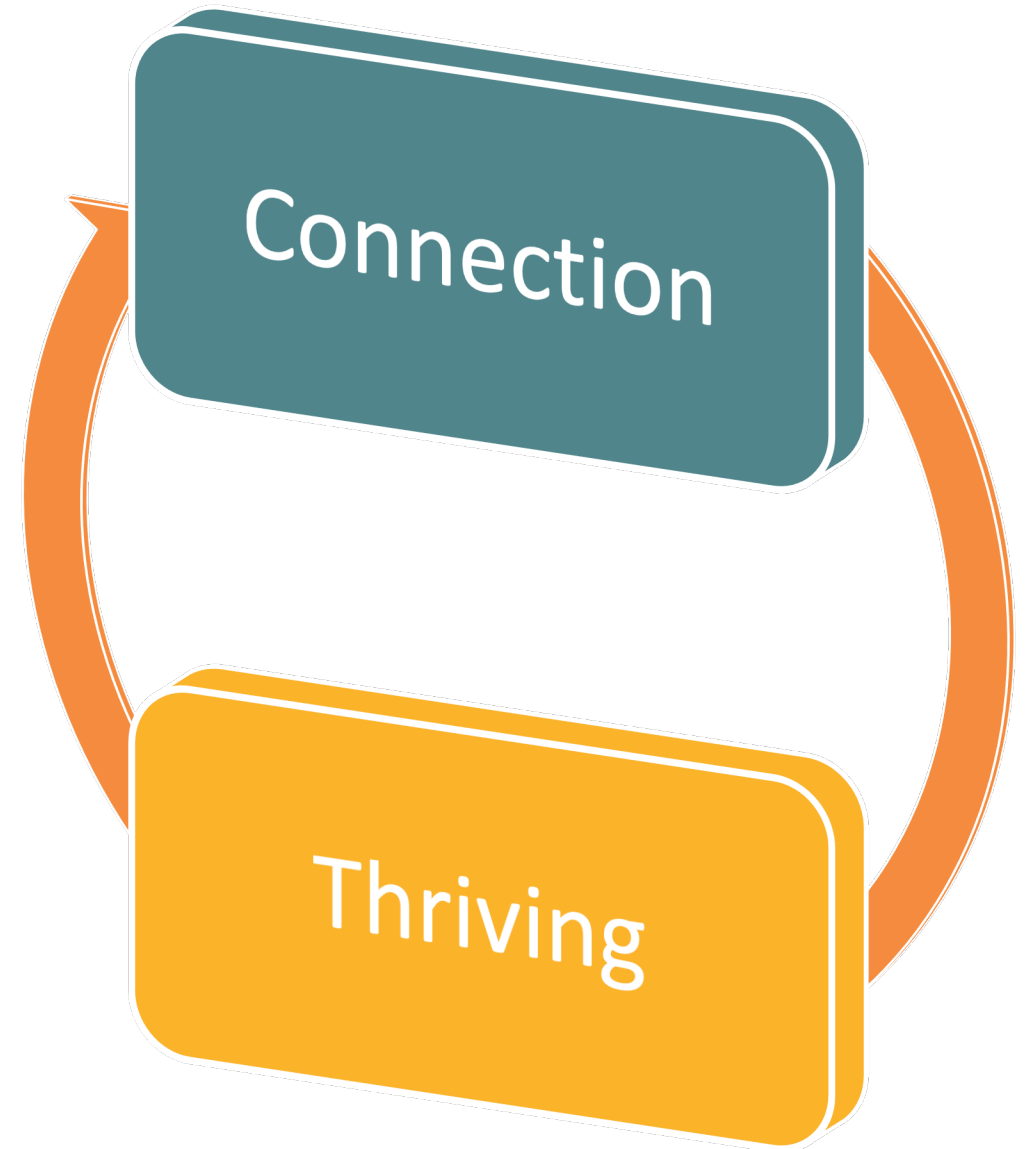


peers

RELATIONSHIPS & CONNECTION

*“I define connection as the **energy that exists between people when they feel seen, heard, and valued**; when they can give and receive without judgment; and when they derive sustenance and strength from the relationship.”*

- Brené Brown



CULTURE OF WELLNESS

- Teams understand and act on drivers of well-being
 - Psychological Safety
 - Peer and leader support
 - Connection to meaning and purpose
 - Cultural norms support work-life integration
 - Control over workload, flexibility

CULTURE: SUPPORTING TEAMS IN COVID

- **Acknowledge** the current situation and normalize response
- **Connect:** Check in with people one on one and in groups
- **Provide Support:** Know the resources available

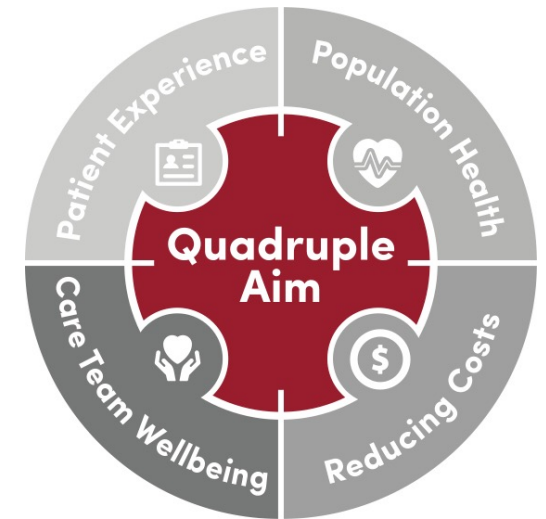


System Design



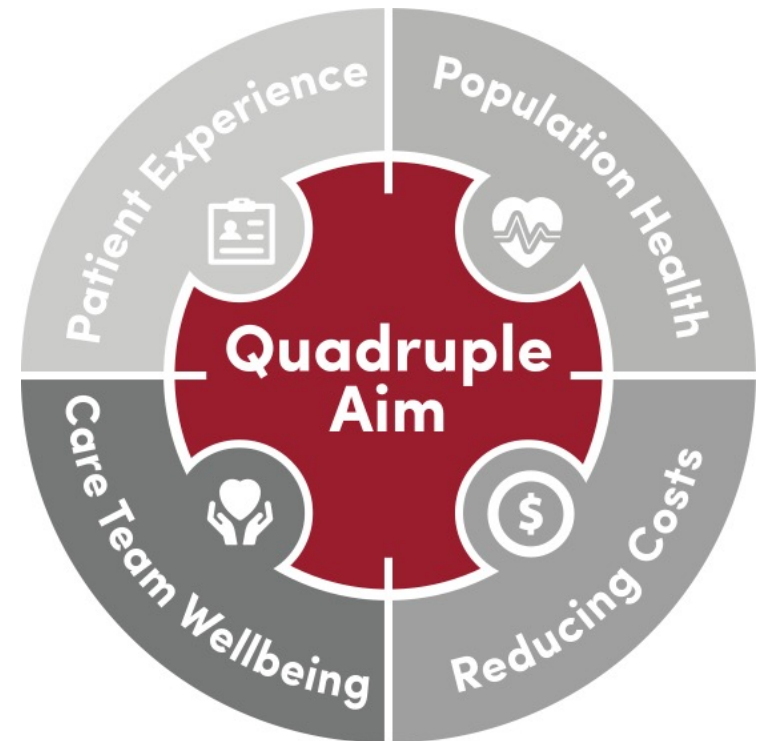
SYSTEM DESIGN: EFFICIENCY OF PRACTICE AND WORKLOAD

- EMR usability
- Chaos of work environment
 - Quite place to work
- Team based care and top of license work
- Right size workload
- Adequate vacation coverage
- Clinical support and efficiency
- Matching work to provide meaning and purpose
- Career coaching/professional development



WORKLOAD AND JOB DEMANDS

- Right size workload
 - Usable systems
 - Team work
 - Top of license work
 - Clear lanes
 - Just say, "No".
- Choosing work
 - Career coaching/professional development

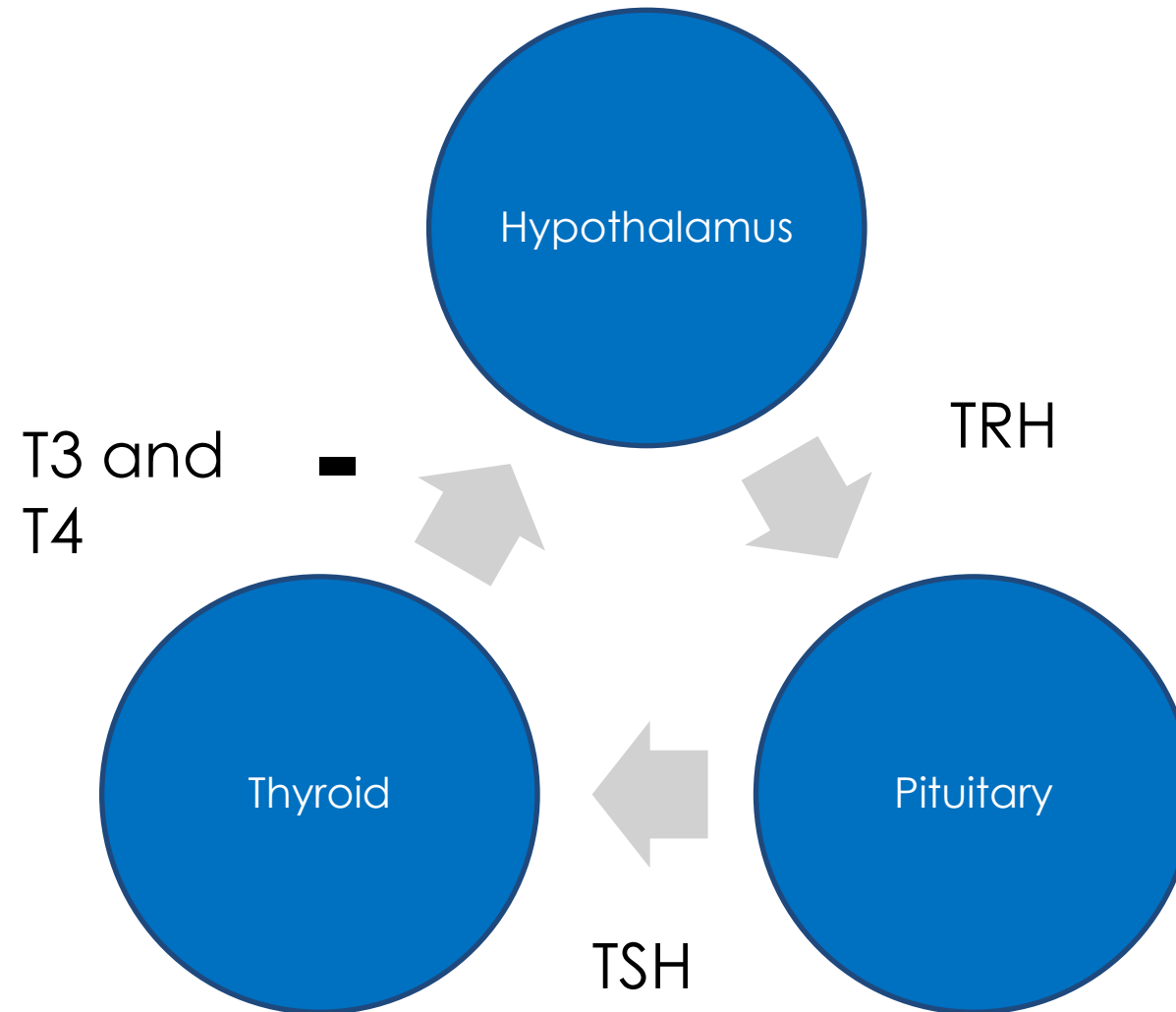


PRODUCTIVITY EXPECTATIONS AND BOUNDARIES

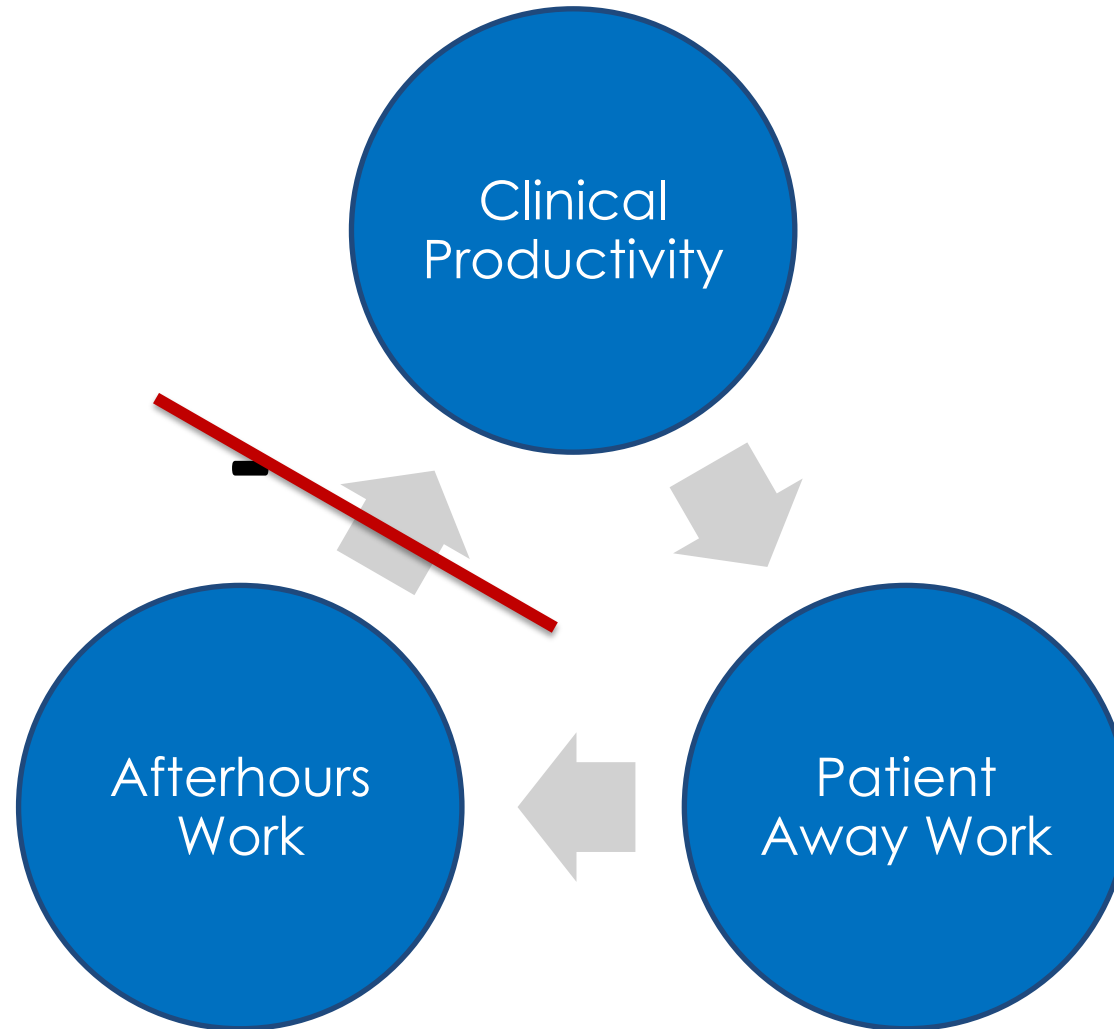
- What is realistic?
- When do we say "no"?
- How do we consciously choose?
- How do we right size workload?
- What has to be put on hold?
- Are we appropriately resourced?



THYROID FEEDBACK LOOP



CLINICAL WORK FEEDBACK LOOP



REDUCING OFFICE WORK

- National Average
 - 2 hours of EMR work for every one hour of patient face time in primary care

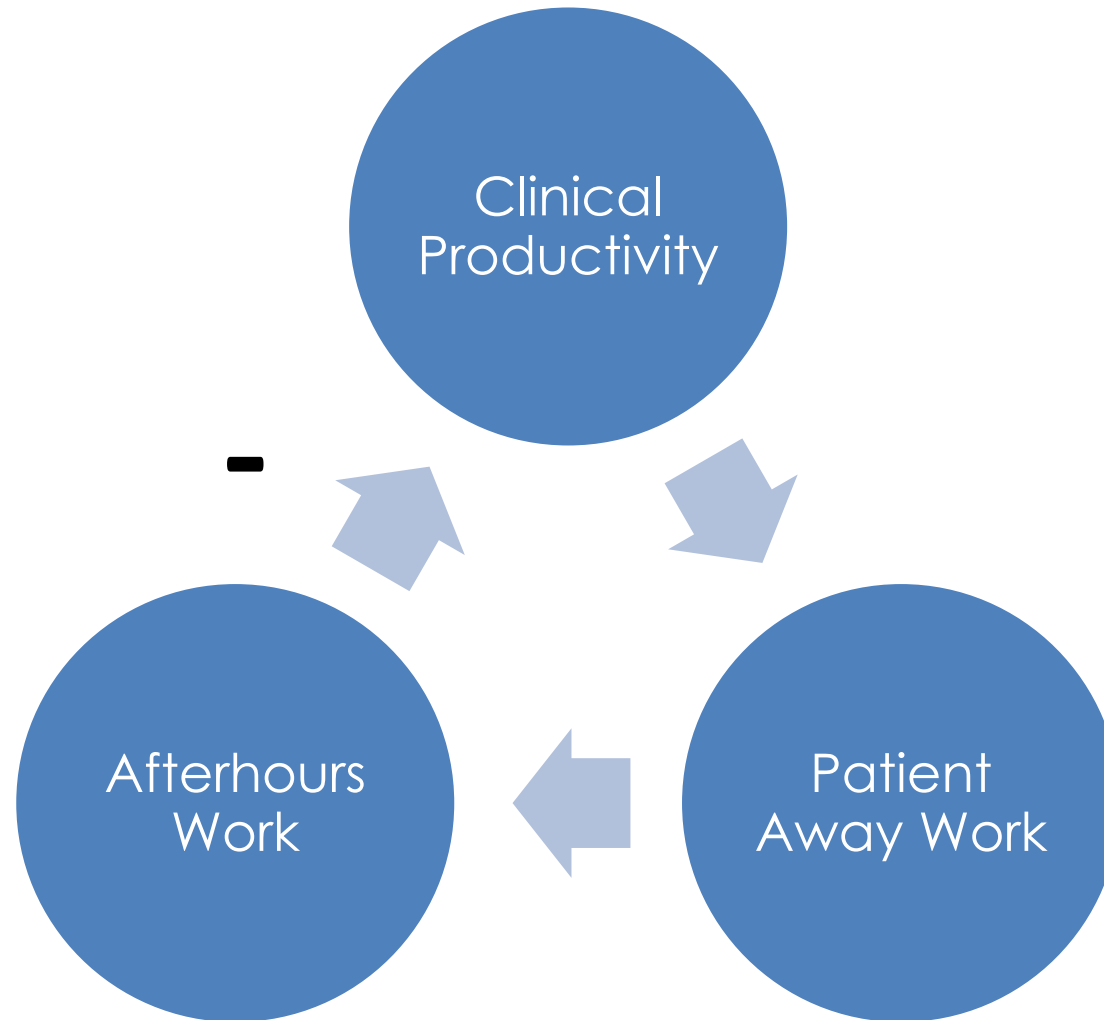
REDUCING OFFICE WORK: MINUTES PER SESSION

- In room documentation 75 min
- Prescribing management 20 min
- Pre-visit labs 30 min
- Optimal team space 60 min
- Tap on Tap off device 17 min

AMA COST CALCULATOR TEAM BASED CHARTING



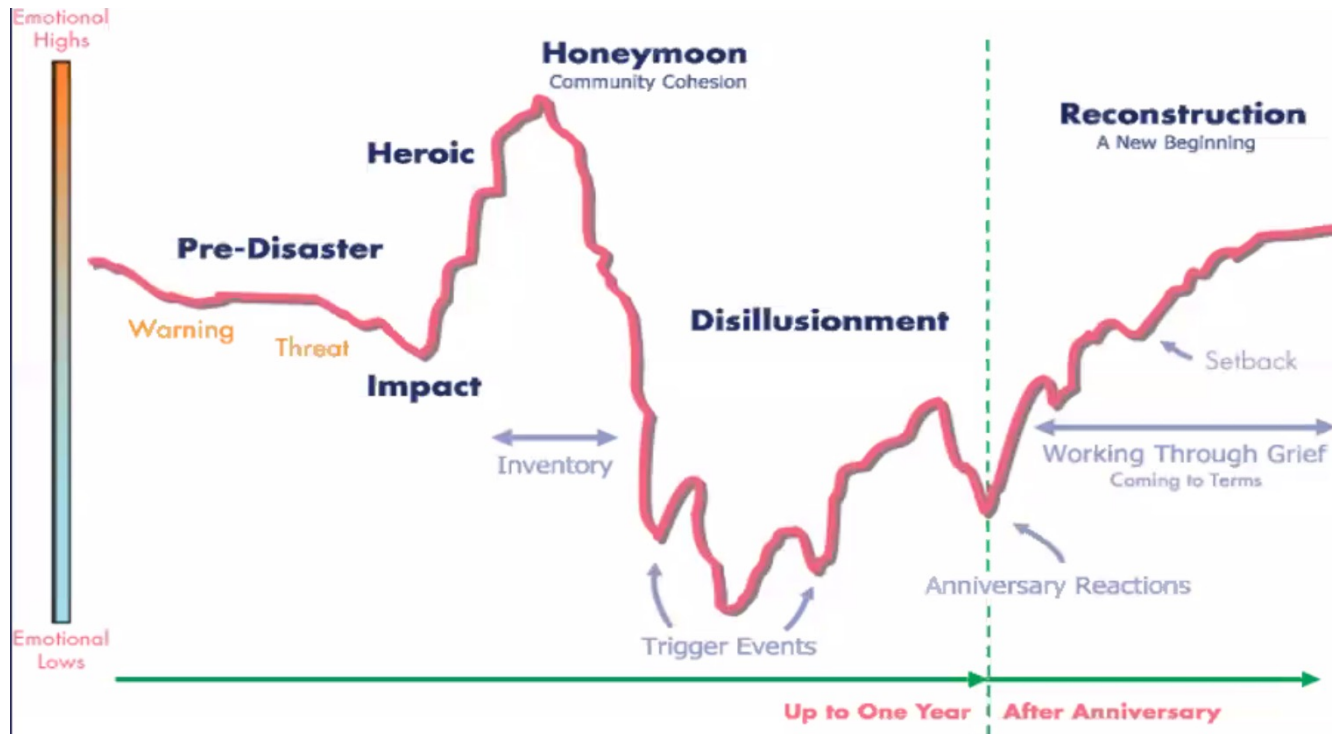
CLINICAL WORK FEEDBACK LOOP



Moving Forward



FOSTERING POST TRAUMATIC GROWTH



Recognize
Recover
Rebuild

[re]cognize

Create space to *recognize*—
check-in on how we're doing
right now, acknowledge what
we've been through, and how
much we've accomplished.

Acknowledge

Connect

Support

[re]cover

Carve out time to *recover*—
to identify what feeds our
workforce intrinsically and
develop upstream interventions
that promote well-being.

Safety

Empathy

Community

[re]build

Reflect and *rebuild*—
identify the parts of our “old
normal” that weren't working, take
action to create a healthier, more
sustainable, and equitable future.

Purpose

Improvement

Preparedness

(flex timeline of discussion as needed)



Current State

Strategic Planning

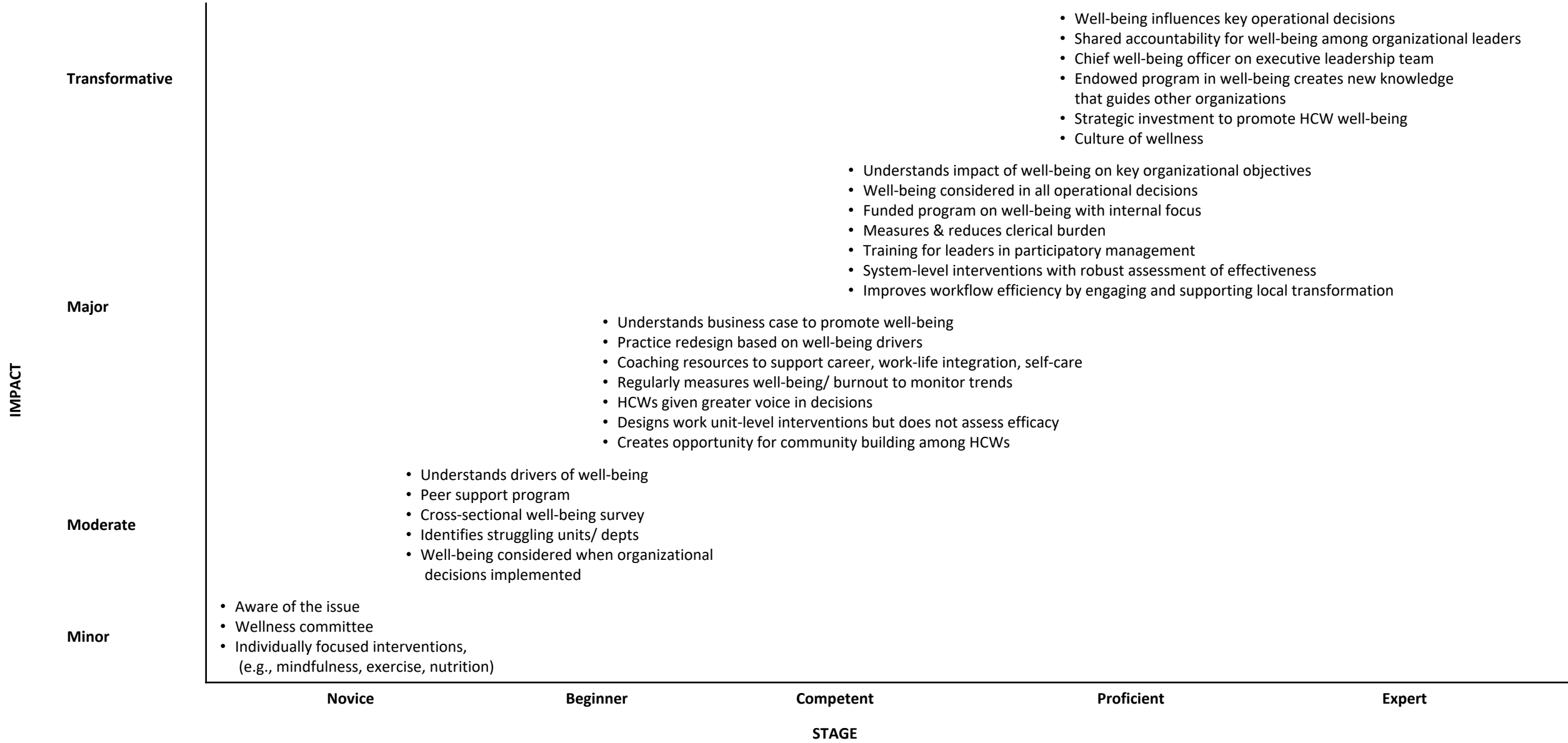


Desired Future State

HEALING THE CULTURE OF MEDICINE

Current State	Desired Future State
Neglect and self sacrifice to a fault	Self care viewed as necessary to preserve effectiveness of HCW
Isolation	Activated support network
Fatigue	Healthy sleep habits
Asking for help is a sign of weakness	Accept vulnerability
No limits on workload	Systems that acknowledge humanity and human limitation
Perfectionism	Self compassion
Staffing model without redundancy and margin for illness; staffed to average demand	Systems acknowledge human limitation and staff for optimal care at peak demand
Work always first	Work-life integration

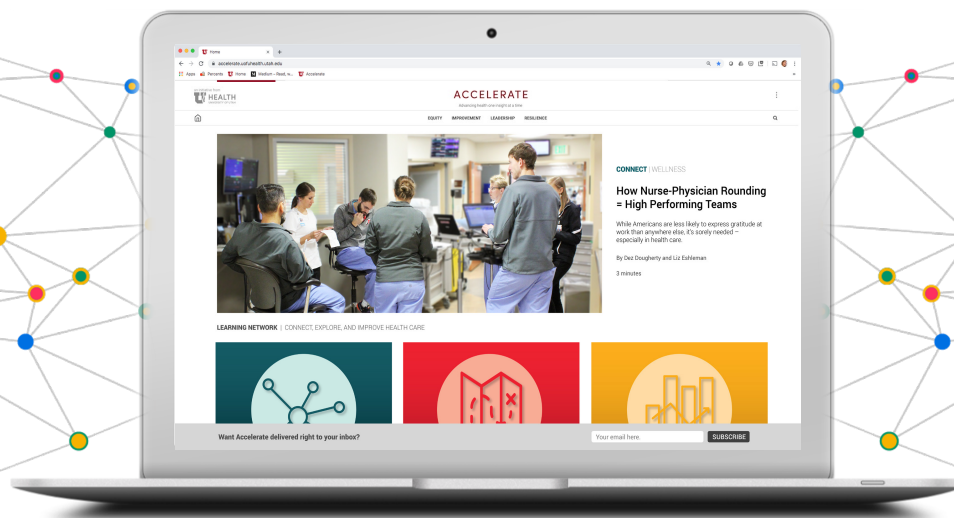
Typical Steps in an Organization’s Journey Toward Expertise in Health Care Worker (HCW) Well-Being



ACCELERATE

LEARNING COMMUNITY

Teach. Lead. Learn.



RESOURCES

University of Utah

[Accelerate Resilience Toolbox](#)

[Resiliency Center COVID Resources](#)

Wellness Champions Pulse site

National

[AMA Steps Forward](#)

MORE TRAINING: PROGRAMS THROUGH THE RC AND PARTNERS

- Resiliency Center
 - UACT
 - Mindfulness courses
 - Peer Support training
- Faculty Affairs
 - Relational Leadership Program
 - Career Coaching
- Organizational Development
 - Well-being course
- GME Wellness
 - Wellness elective
- Business School
 - Executive Leadership in Healthcare

Where does change begin for you?