

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

AMY LOCKE, MD, FAAFP PROFESSOR AND CHIEF WELLNESS OFFICER UNIVERSITY OF UTAH HEALTH SEPTEMBER 2021

MARCH 2020 TO PRESENT



HEALTH UNIVERSITY OF UTAH Photo by Aarón Blanco Tejedor on Unsplash downloaded 9/17/2020

EMOTIONAL EXHAUSTION





Wolfgang Sstiller, Matchstick Men

PROFESSIONAL WELL-BEING





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











gned from Patty Purpur de Vries NEJM Catalyst (cataliyst.nejm.org)

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

Figure redesigned from Patty Purpur de Vries NEJM Catalyst (cataliyst.nejm.org)

KEY DRIVERS OF BURNOUT & ENGAGEMENT





Chart redesigned for readability from Shanafelt and Noseworthy Mayo Clinic Proc 2017

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

Shanafelt et al. Caring for the health care workforce during a crisis: Creating a resilient organization. AMA STEPS Forward. 2020. https://www.ama-assn.org/system/files/2020-05/caring-for-health-care-workers-covid-19.pdf

MORAL DISTRESS AND INJURY





Whitehead 2014; Litz 2009; Dean 2020

SECONDARY TRAUMA

- Protective factors
 - Support system
 - Exercise
 - Meditation

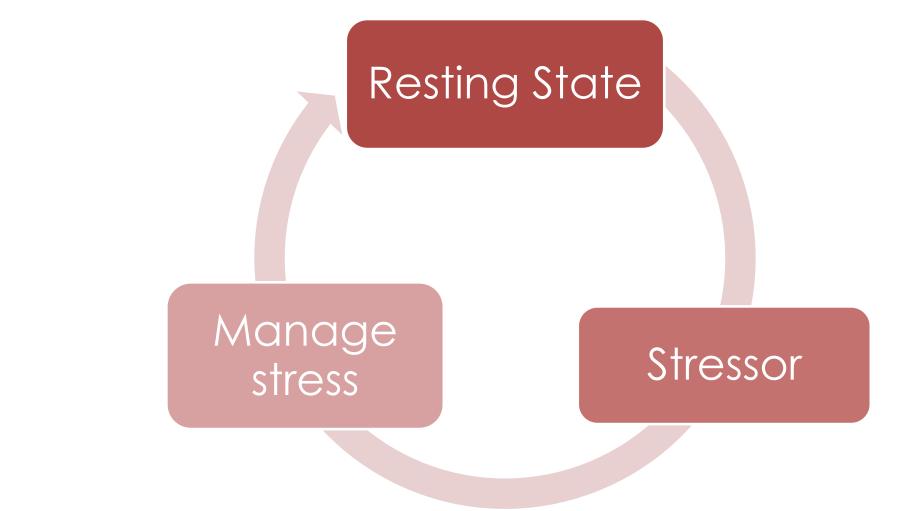


- Positive relationships with co-workers



Hinderer 2014; PMID: 25023839

STRESS RESPONSE CYCLE

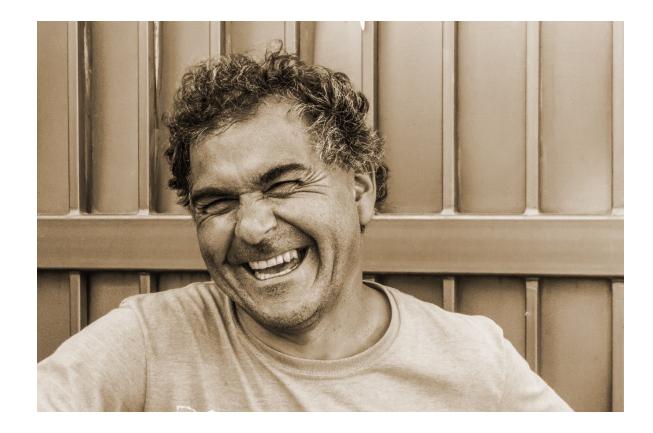




Nagoski and Nagoski, 2020, Burnout: The Secret to Unlocking the Stress Cycle

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



Zwack and Schweitzer, Academic Medicine 2013

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

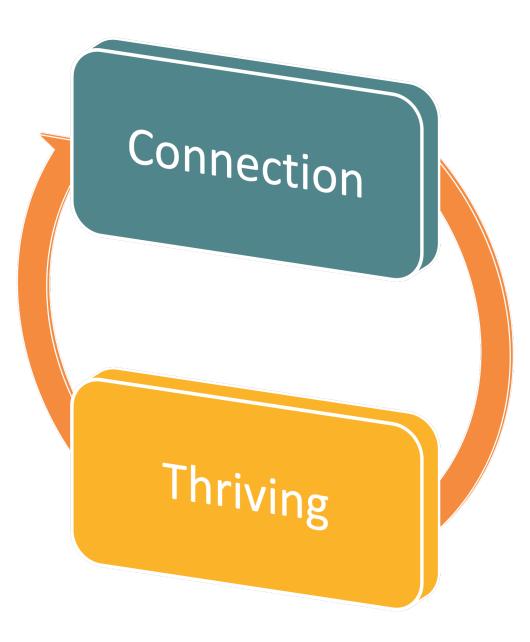
patients

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

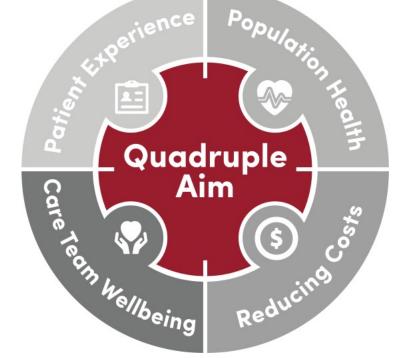
- EMR usability
- Chaos of work environment
 - Quite place to work
- Team based care and top of license work
- Right size workload
- Adequate vacation coverage
- Clinical support and efficiency
- Matching work to provide meaning and purpose
- Career coaching/professional development





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



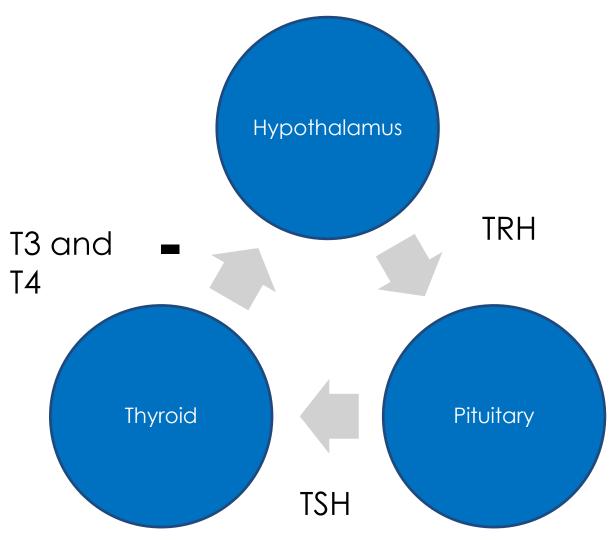
PRODUCTIVITY EXPECTATIONS AND BOUNDARIES

- 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?

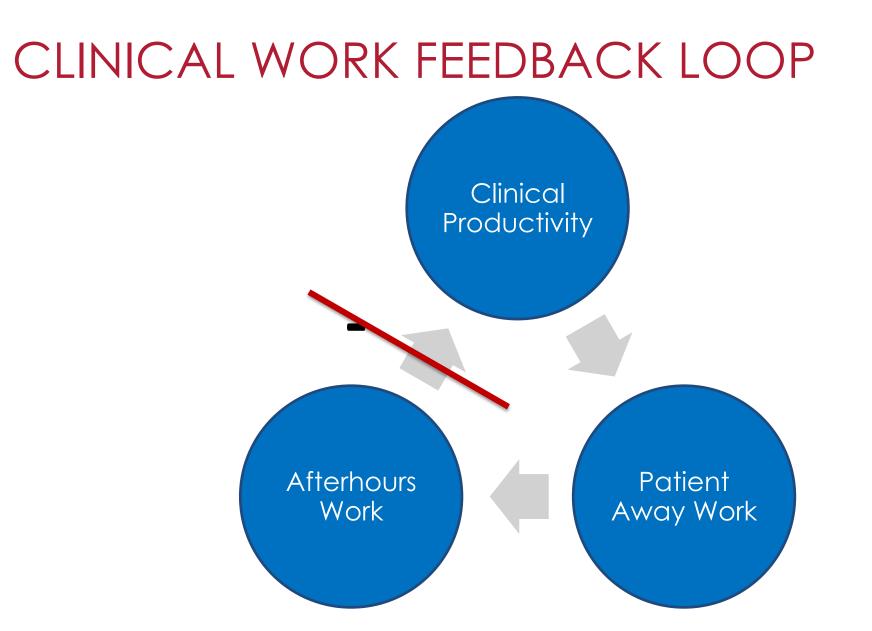




THYROID FEEDBACK LOOP









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



Sinsky presentation Belin Team Based Care 2018 (ref in notes)

AMA COST CALCULATOR TEAM BASED CHARTING





www.stepsforward.org

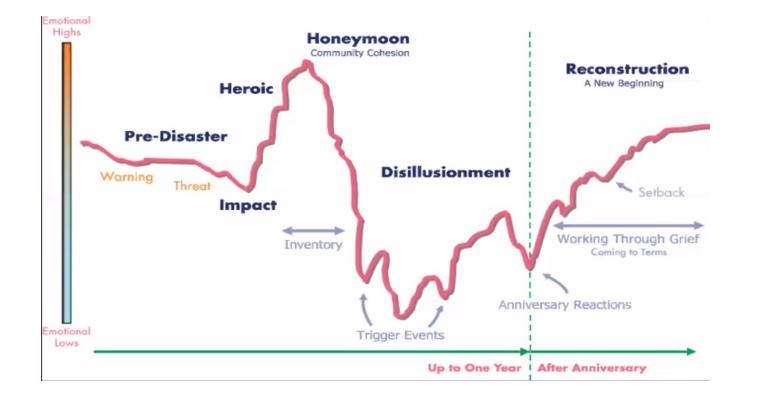
CLINICAL WORK FEEDBACK LOOP Clinical Productivity Afterhours Patient Work Away Work



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.

[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.

Safety Empathy Community Purpose Improvement Preparedness

(flex timeline of discussion as needed)

https://uha.blob.core.windows.net/accelerate/attachments/ckosswsrz016d0op777014f57-moving-forward-guideline-5-17-21.pdf





Current State

Strategic Planning

Desired Future State



Shanafelt et al. NEJM Catalyst Nov-Dec 2020

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

	Transformative				 Well-being influences key op Shared accountability for we Chief well-being officer on e Endowed program in well-b that guides other organizati Strategic investment to propose Culture of wellness 	ell-being among organizational leaders xecutive leadership team eing creates new knowledge ons			
Major	Major		 Practice redes Coaching reso Regularly mea HCWs given gr Designs work to 	 Well-being considered program Funded program Measures & redution Training for leadered System-level interval 	ers in participatory management rventions with robust assessment of effect ow efficiency by engaging and supporting la ration, self-care rends sess efficacy	tiveness			
	Moderate	 Understands drivers of well-being Peer support program Cross-sectional well-being survey Identifies struggling units/ depts Well-being considered when organizational decisions implemented 							
	Minor	 Aware of the issue Wellness committee Individually focused interventions, (e.g., mindfulness, exercise, nutritio 	n)						
		Novice	Beginner	Competent	Proficient	Expert			
				STACE					







University of Utah

<u>Accelerate Resilience Toolbox</u> <u>Resiliency Center COVID Resources</u> 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?

