



Cultivating a Culture of Wellness

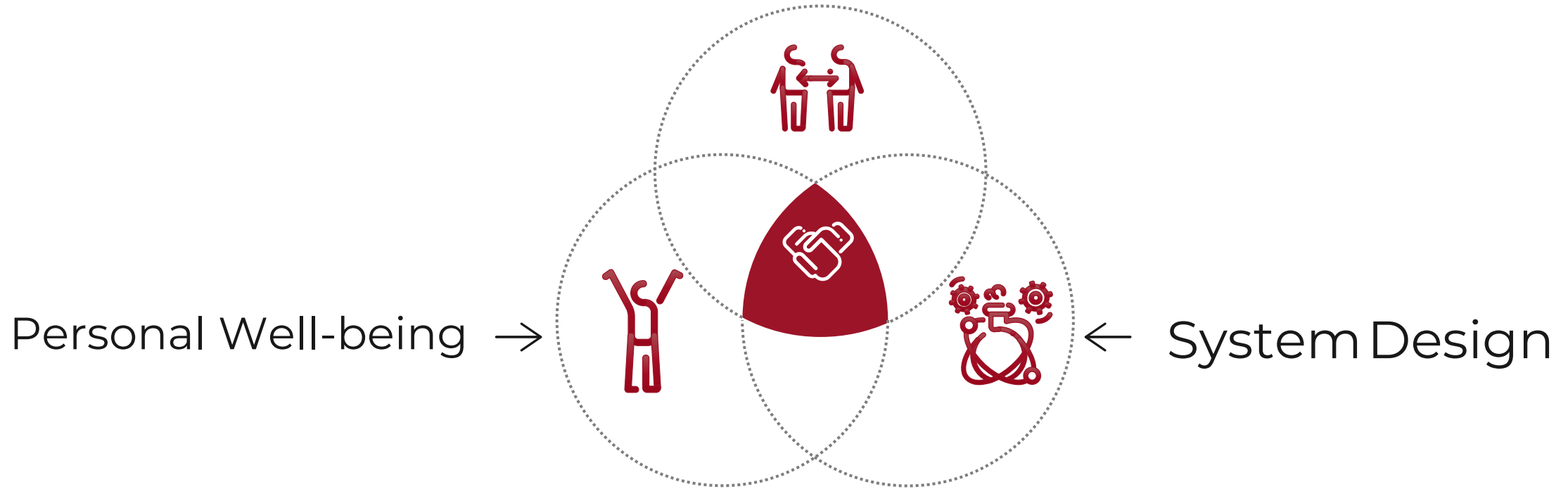
October 5th, 2021

Wellness Champions

Jake Van Epps, PhD

Professional Well-being

Culture of Wellness



Professional Well-being

Culture of Wellness



Set Your Sights

Personal Well-being →



It is a process, not a destination
← System Design

Culture of Wellness



Leadership



Recognition



Community
Building



Peer Support

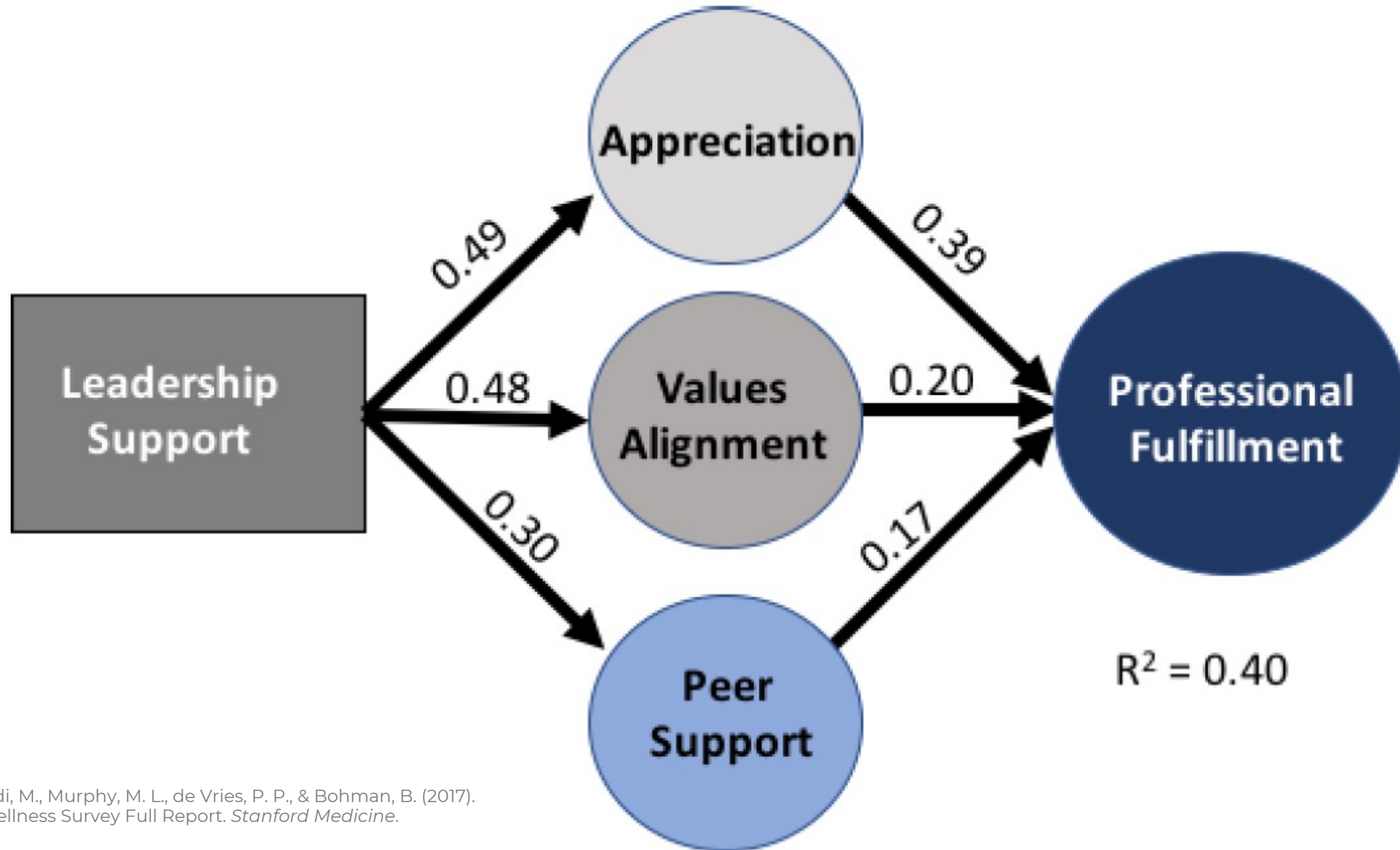
Leaders set the climate

Leadership Matters

Demonstrating a strong commitment to a culture of psychological safety and inclusion. Ensuring equitable access to mentorship and career opportunities. Strategically fostering a culture of wellness, a community of peer support, and a climate that supports work-life balance. Supporting agency and teamwork. Seeking out and valuing voices from many perspectives and supporting their voices even and especially when they are communicating concerns. .

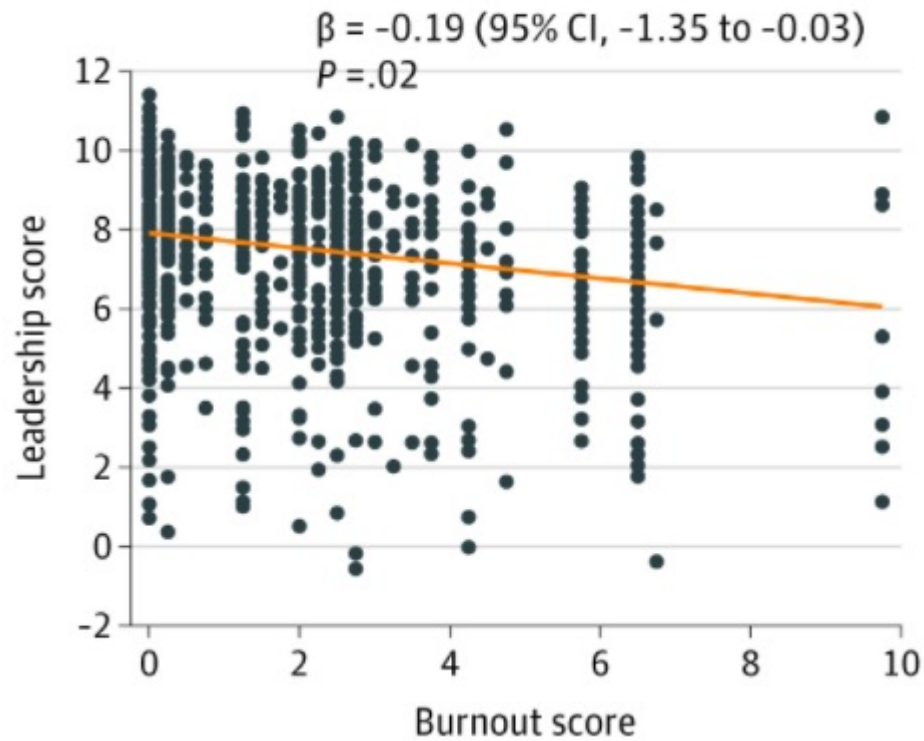


Figure 11: Effect of leadership on fulfillment (expanded definition), mediated through culture of wellness variables

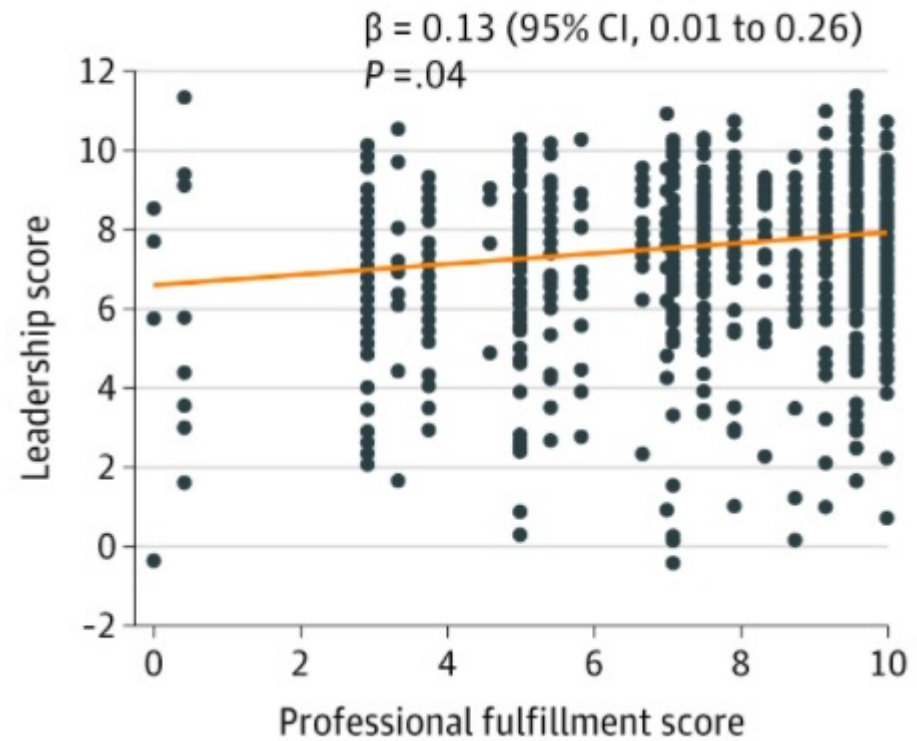


It Starts with Leaders

A Burnout



B Professional fulfillment



Culture of **Wellness**



Leadership



Recognition



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Peer Support

Acknowledging; appreciation; gratitude; noticing

[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

Mar. 1, 2021 – Jun. 30, 2021

[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

Jul. 1, 2021 – Oct. 31, 2021

(flex timeline of discussion as needed)

[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.

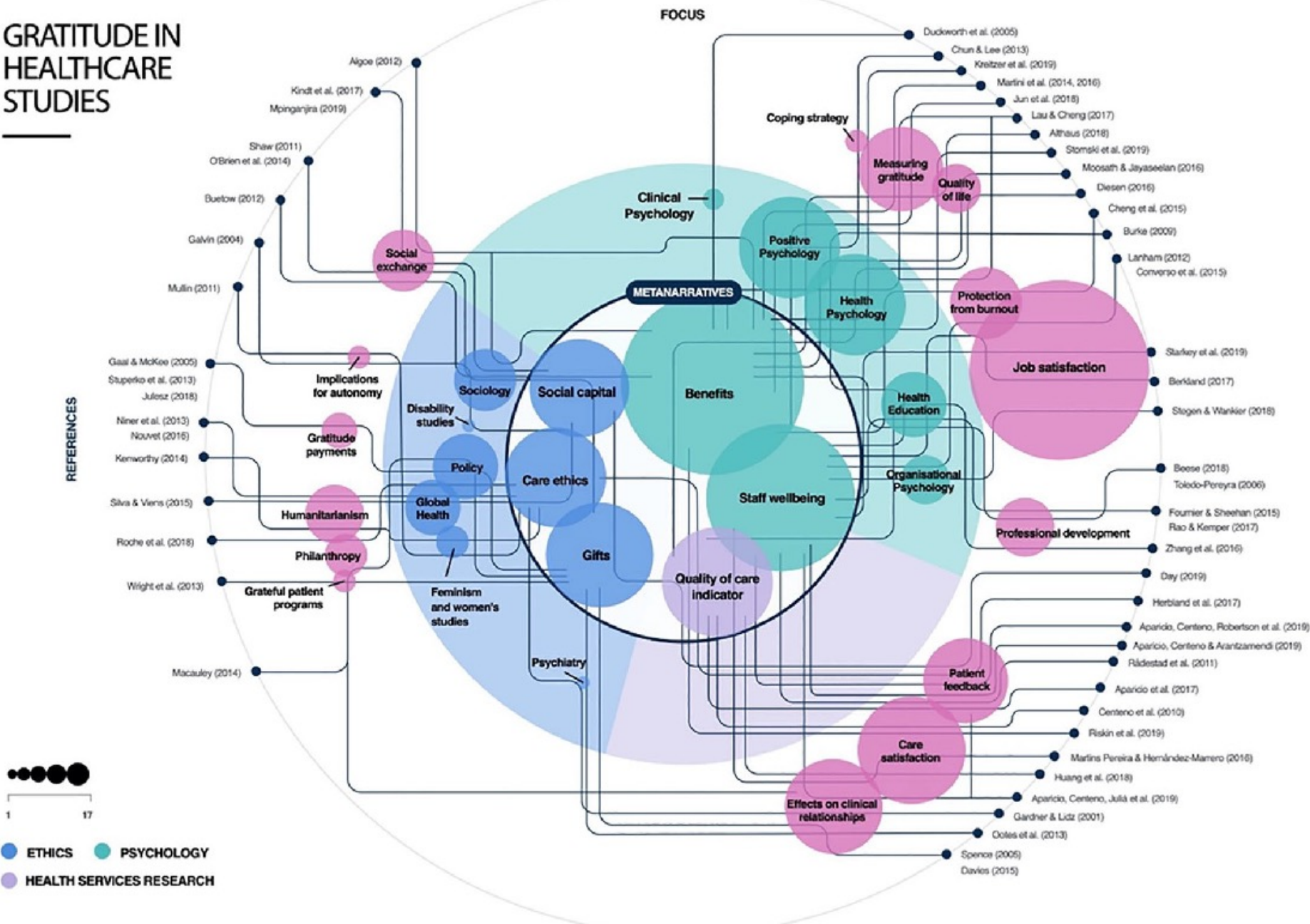
Purpose

Improvement

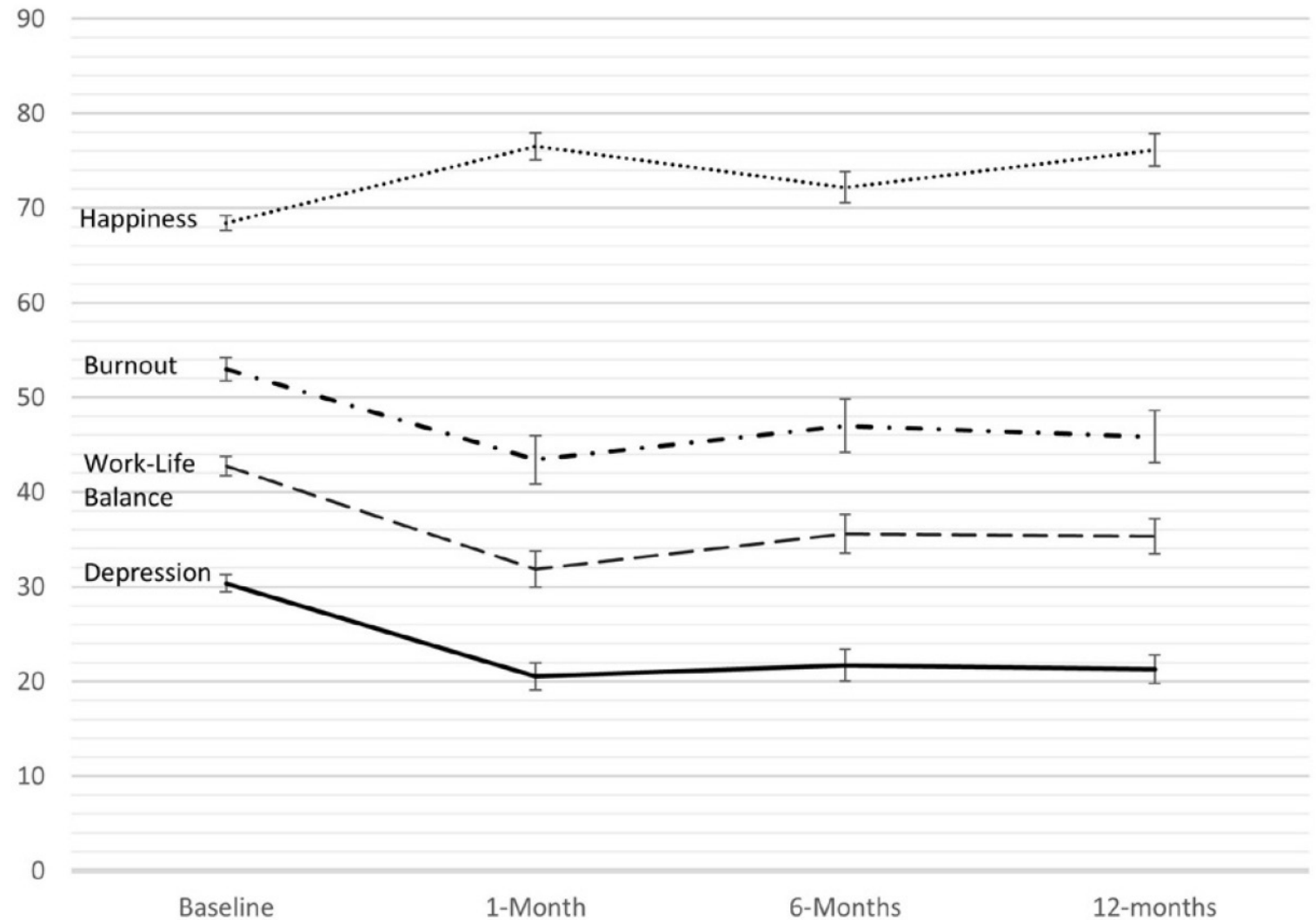
Preparedness

Nov. 1, 2021 – Feb. 28, 2022

GRATITUDE IN HEALTHCARE STUDIES



Three Good Things



Sources of Appreciation

42%

Patients & Families

33%

Colleagues

10%

Chairs

3%

Compensation

Sources of a Lack of Appreciation

30%

Inadequate Staffing

29%

Devaluation by a
Colleague/Chair

13%

Communication and
Transparency

6%

Patients & Family

8%

Compensation - Women

3%

Compensation - Men

Culture of Wellness



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Peer Support

How can we be intentional about creating community?

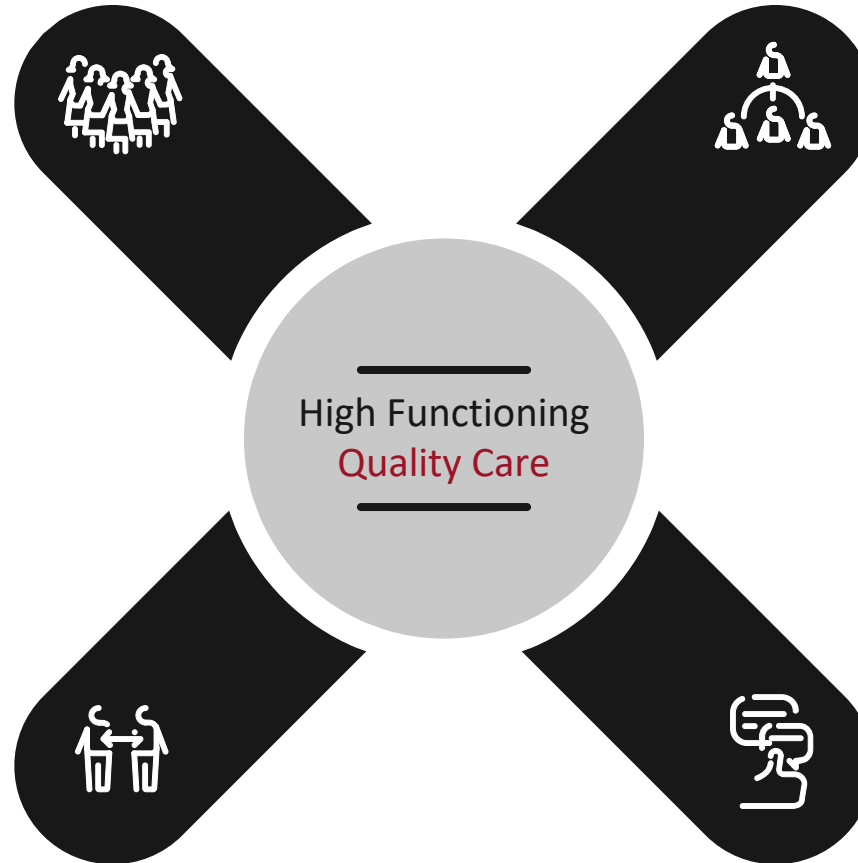
Building Community

Mutual Respect

Is inclusive of diverse perspectives and lived experiences. Facilitates effective communication and learning in a stressful and high stakes work environment. Speaking up with compassion when respect isn't achieved.

Sharing

Sharing meaningful and difficult aspects of their professional life and supporting one another. Sharing strategies to emphasize work-life balance.



Building Connection

Leaders being intentional in their strategies to develop teams and promote community. Carve out time to connect and even be playful sometimes. Fostering psychological safety through humility, recognition of other's expertise, and seeking input.

Team-based Decision Making

Nurturing growth of the community and promoting social capital and cooperation.

Commensality **Groups**



Opportunity

Protected hour, every other week for 9 months (including nonparticipants).

Groups of 10 with some shared experiences.



Modules

Self, patient, balance themes



Discussion

Group discussion and skill sharing

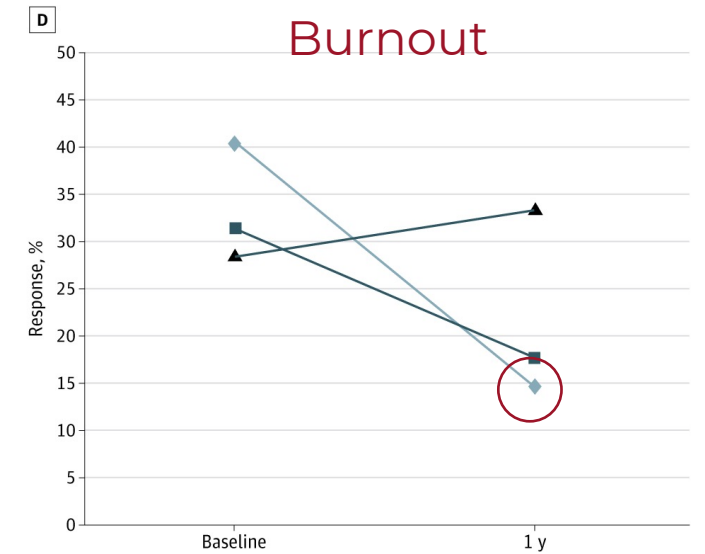
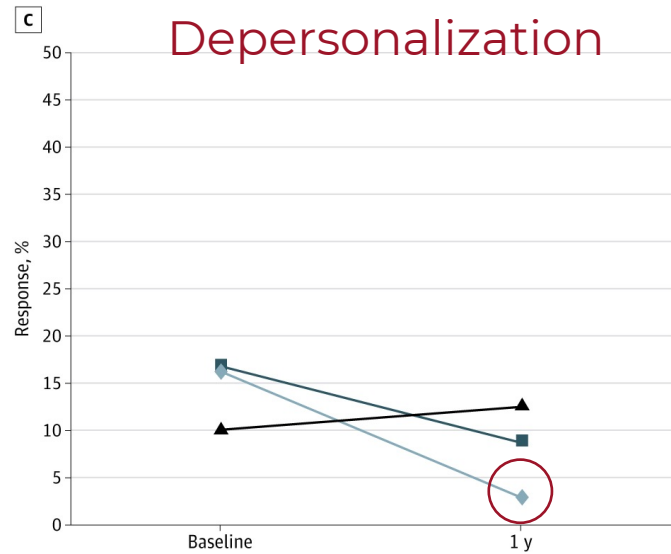
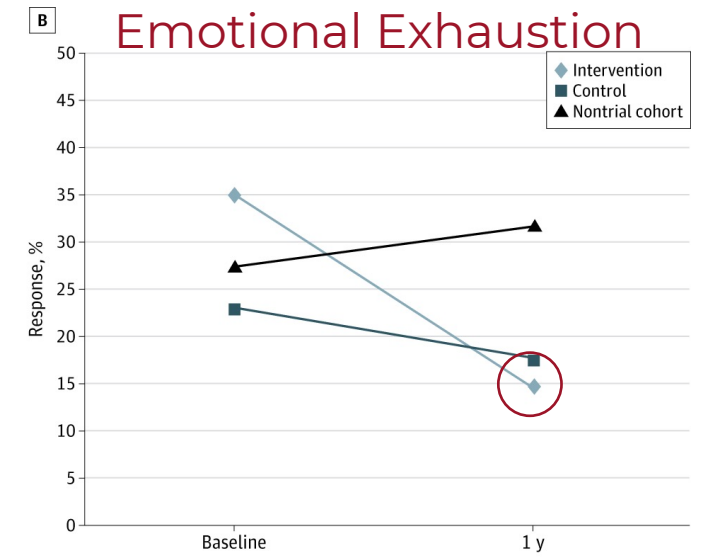
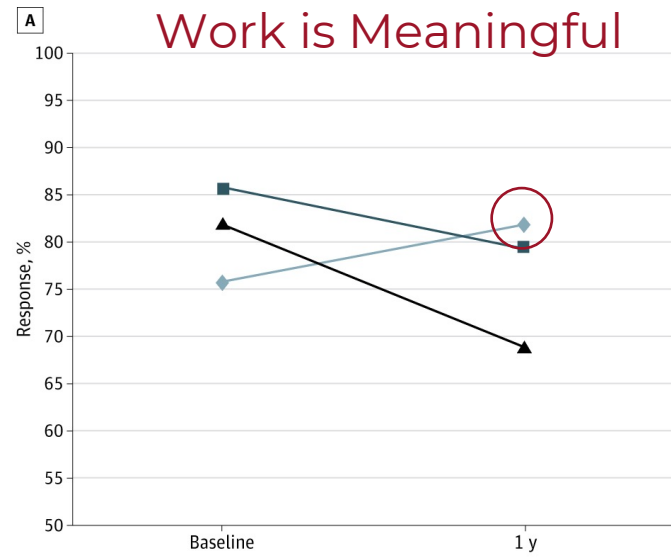


And of course...Food

Everyone has to eat



Commensality Groups



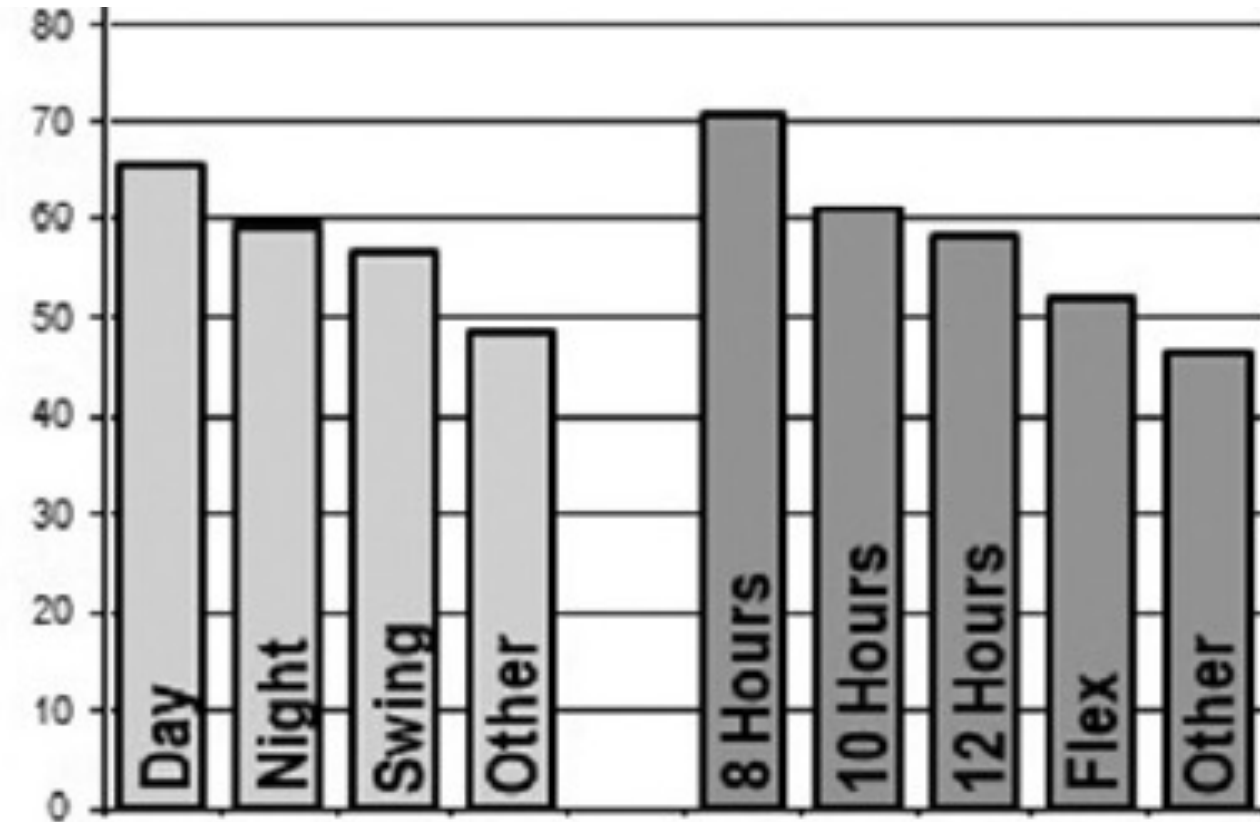
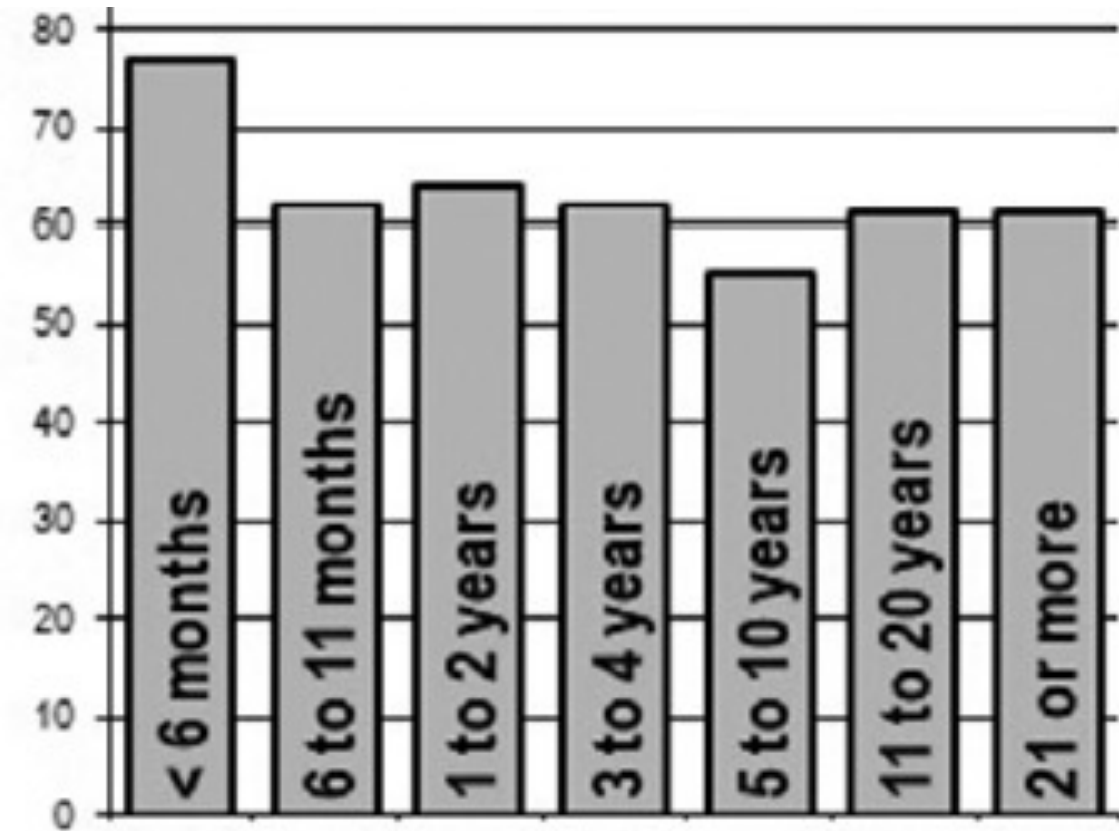
West, C. P., Dyrbye, L. N., Rabatin, J. T., Call, T. G., Davidson, J. H., Multari, A., Romanski, S. A., Hellyer, J. M. H., Sloan, J. A., & Shanafelt, T. D. (2014). Intervention to Promote Physician Well-being, Job Satisfaction, and Professionalism: A Randomized Clinical Trial. *JAMA Internal Medicine*, 174(4), 527-533. <https://doi.org/10.1001/jamainternmed.2013.14387>



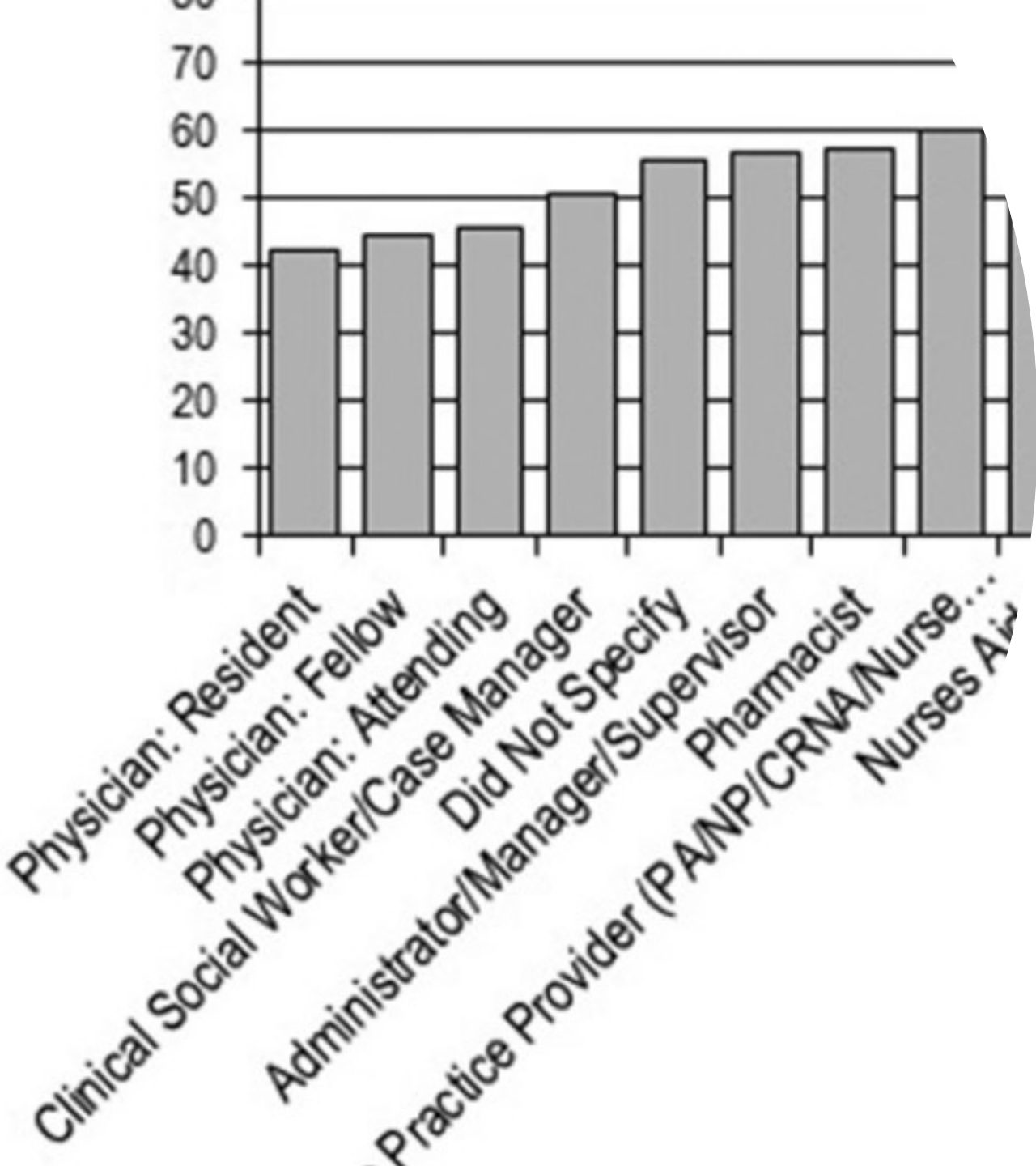
Work-life Climate

The team work-life climate represents the average work-life balance of its members. WLB is the balance one has between the different roles they hold, and especially between the personal and professional roles.

Shift Type

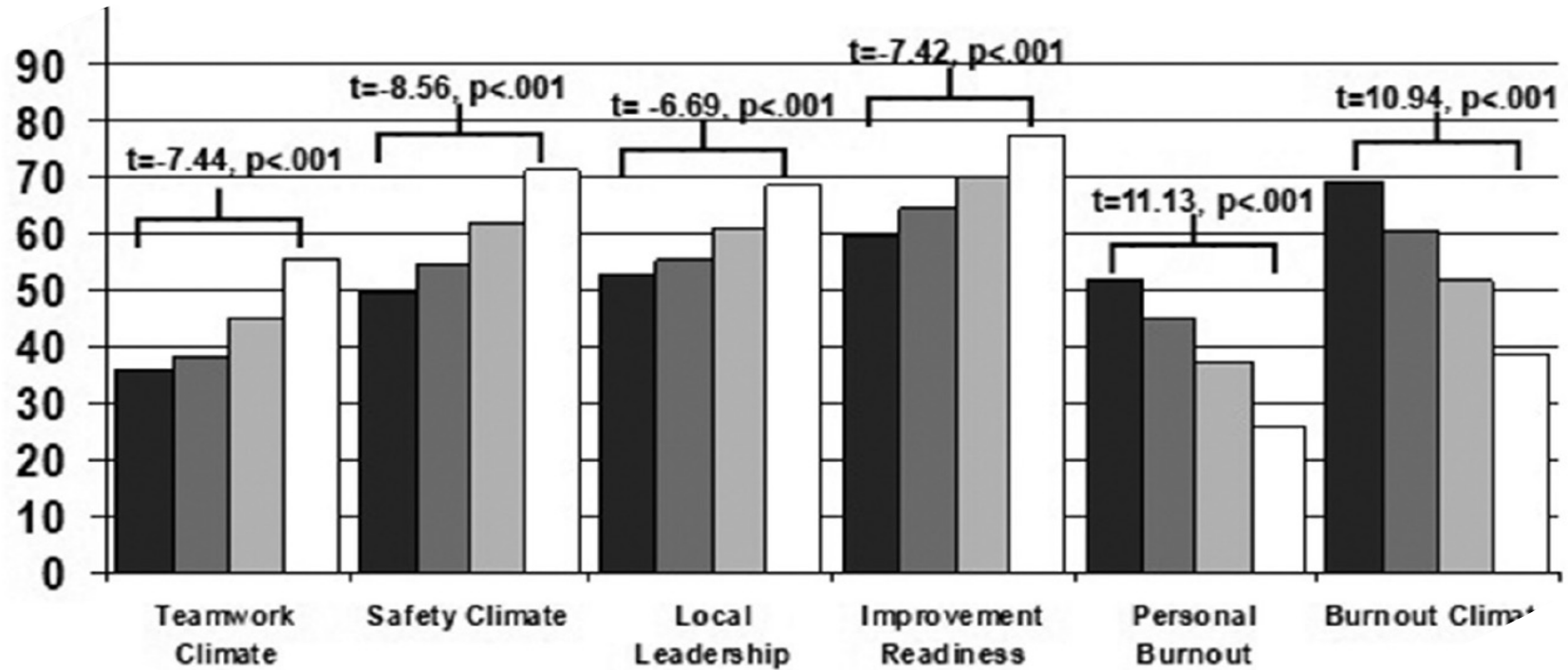


Night and **swing shifts**, and **longer shifts** are associated with poorer work-life balance



Know how different **roles** are at risk

If you know your area is at an increased risk of burnout or issues with work-life balance, be active in establishing some healthy norms and practice your own work-life balance.



Work-life **climate** is associated with important team-based outcomes

When people are burned out and not investing in their personal selves, it can lead to stagnation, emotional outbursts

Culture of **Wellness**



Leadership



Recognition



Community
Building



Peer Support

Reducing stigma and supporting each other



Peer support is from a peer who understands the pressures of navigating challenging circumstances and is trained with effective listening and responding skills to help others do the same. Peer supporters can also connect you with other organizational resources that may be helpful

Joe Shapiro, MD, FACS

Harvard Medical School

Shifting Culture

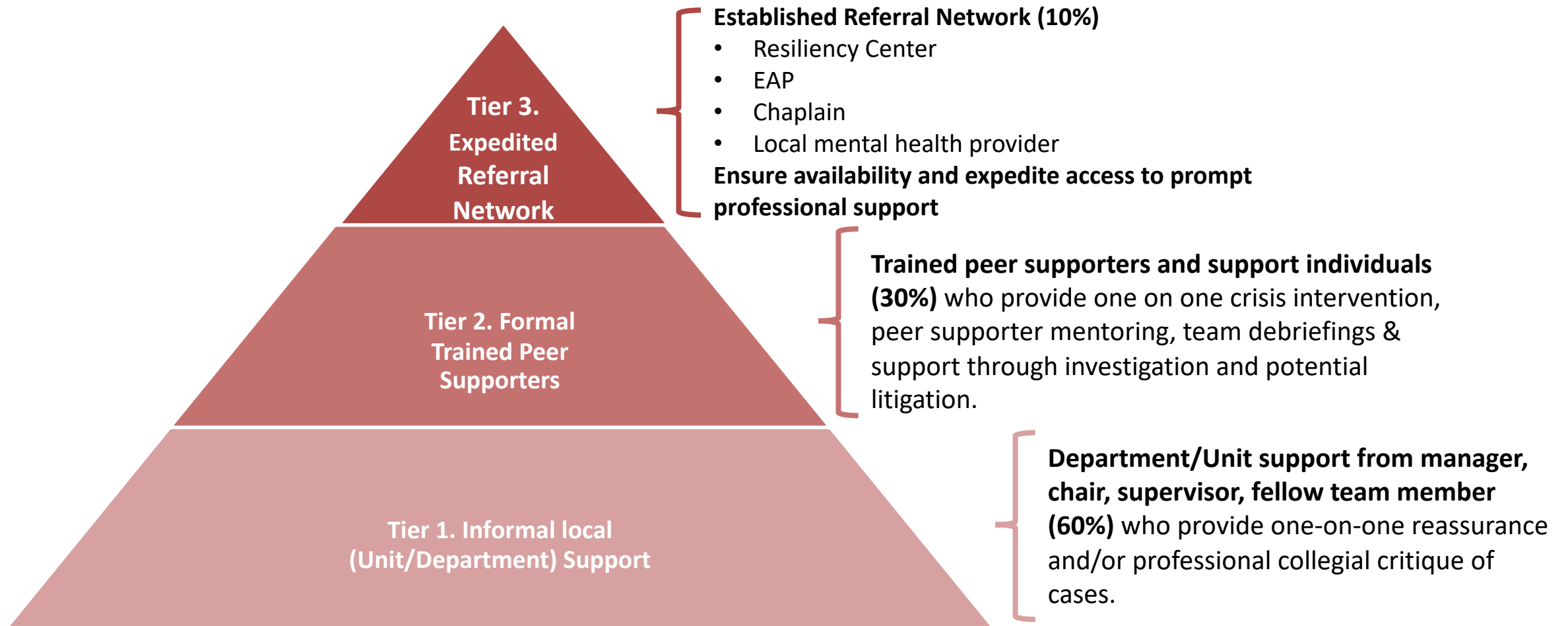


From silence towards sharing
and acceptance

From unforgiving
perfectionism to acceptance
of our humanity

From shame and blame to
psychological safety and
learning from errors

Scott's Three-Tiered Model of Interventions to Support Caregivers Who Experience Adverse Outcomes



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Peer Support

The most important thing is to keep the conversation alive



Wellness Needs Assessment

October 5th, 2021

Wellness Champions

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A decorative graphic on the left side of the slide. It features a large, thin black circle that overlaps with a larger, light gray circle. To the right of the black circle is a small, solid red dot. The text 'Assessing Your Team' is positioned to the right of the red dot.

Assessing Your Team

Process of Assessment



Look at the data you have



Do a [self-assessment](#)



Identify and reinforce the strengths



Consider the [basics](#)



Prioritize

What would have the biggest impact?
What is your bandwidth?
Who is already working in this space?



Get help

Data Available

- WAGGL (academics)
- WellCheck (H&C)
- Self Assessment
- Professional Well-being Survey
- Group Discussions





Wellbeing/Burnout

Engagement

Collaboration

Accountability

Respect

Excellence

Engagement

WAGGL

1. I would recommend the University of Utah as a great place to work.

2. I see myself still working at the University of Utah in two years.

3. I am motivated to do my best work almost every day.

4. I have adequate opportunities to advance my career at the University of Utah.

5. My immediate supervisor keeps me informed.

6. I can express my opinions without fear of retribution.

7. My input is sought, heard, and considered.

8. I have access to the tools and resources I need to do my job well.

9. My work-related stress is manageable.

10. I have control over my workload.

11. Burnout is not a problem for me.

12. My organization values and respects employees across gender, race, age, religion, ability, etc...

Look more
deeply
within the
results

Filter by

[Reset](#)

All Division (Home Dept)s



All Departments



All School, College, Or Areas



All Employee Types



All Faculty Types



All Genders



All Ages



All Years Of Services



All Race/Ethnicities



All Full-Time Statuses



All Patient Cares



All Company




Relative within the organization and group

1 I would recommend the University of Utah as a great place to work.



91%
Positive



 All My People

 95%

2 I see myself still working at the University of Utah in two years.



82%
Positive



 All My People


 86%


3 I am motivated to do my best work almost every day.



89%
Positive



 All My People

 90%

Process with your teams



What is the level of psychological safety on your team?



How do these scores reflect your experience?



What feels congruent?



What feels different?

Self Assessment Tool



Leaders can assess their own team on the dimensions of professional well-being

Overall



Personal Resilience



Culture of Wellness



System Design



Professional Well-being Survey

- Menu of Options
- Choose what makes sense to your team
- Get a report highlighting areas for improvement and reinforcement
- Hold a debrief with leadership and staff
- Develop next steps

- ✓ Professional Fulfillment
 - ✓ Burnout
 - ✓ Single item Burnout (Emotional Exhaustion)
 - ✓ Single item Burnout (Depersonalization)
 - ✓ Control
 - ✓ Stress
 - ✓ Organizational/Personal Values Alignment
 - ✓ Sleep (On Call & Not On Call)
 - ✓ Vacation
 - ✓ Peer Support
 - ✓ Patient Safety Event & Support
 - ✓ Needs Assessment
 - ✓ Open-Ended Question
 - ✓ Self-Compassion
 - ✓ Psychological Safety
 - ✓ Organizational Leadership
 - ✓ Likelihood of Leaving
 - ✓ Sleep Related Impairment
 - ✓ Perceived Gratitude
 - ✓ Emotional Exhaustion
 - ✓ Emotional Recovery
 - ✓ Emotional Thriving
-



Group Discussion Formats

Structured vs. Unstructured

Resiliency Center Focus Groups

Resiliency Center Check-ins

Listening Tour

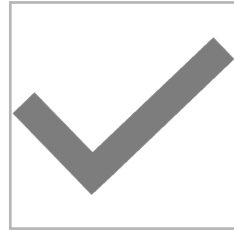
- Have a listener
- Have a notes taker
- Go to every team/division and have ?'s prepared

Improving Wellness is a **Process**

Seek input, allow voices (even dissenting) to be heard and valued.



Aim



Reality



Next Steps