

Our Journey Together

2017-2021

Imperatives

From the Triple to Quadruple Aim

- Professional Fulfilment
- Patient Safety and Quality
- Financial
- Educational
- Regulatory
- Moral
- Tragic



Why Well-Being Matters!

Health-oriented Leadership (HoL)

The well-being and role-modeling of leaders have a direct influence on well-being of the members of the organization

- Bakker A. B., Demerouti E. (2016). Job demands-resources theory: taking stock and looking forward. *J. Occup. Health Psychol.* 22 273–285. 10.1037/ocp0000056
- Franke F., Felfe J., Pundt A. (2014). The impact of health-oriented leadership on follower health: development and test of a new instrument measuring health-promoting leadership. *German J. Hum. Res. Manag.* 28 139–161. 10.1177/239700221402800108
- Martin EM, Myers K, Brickman K. Self-Preservation in the Workplace: The Importance of Well-Being for Social Work Practitioners and Field Supervisors. *Soc Work.* 2019 Dec 20;65(1):74-81. doi: 10.1093/sw/swz040. Erratum in: *Soc Work.* 2020 Apr 1;65(2):98. PMID: 31846026.



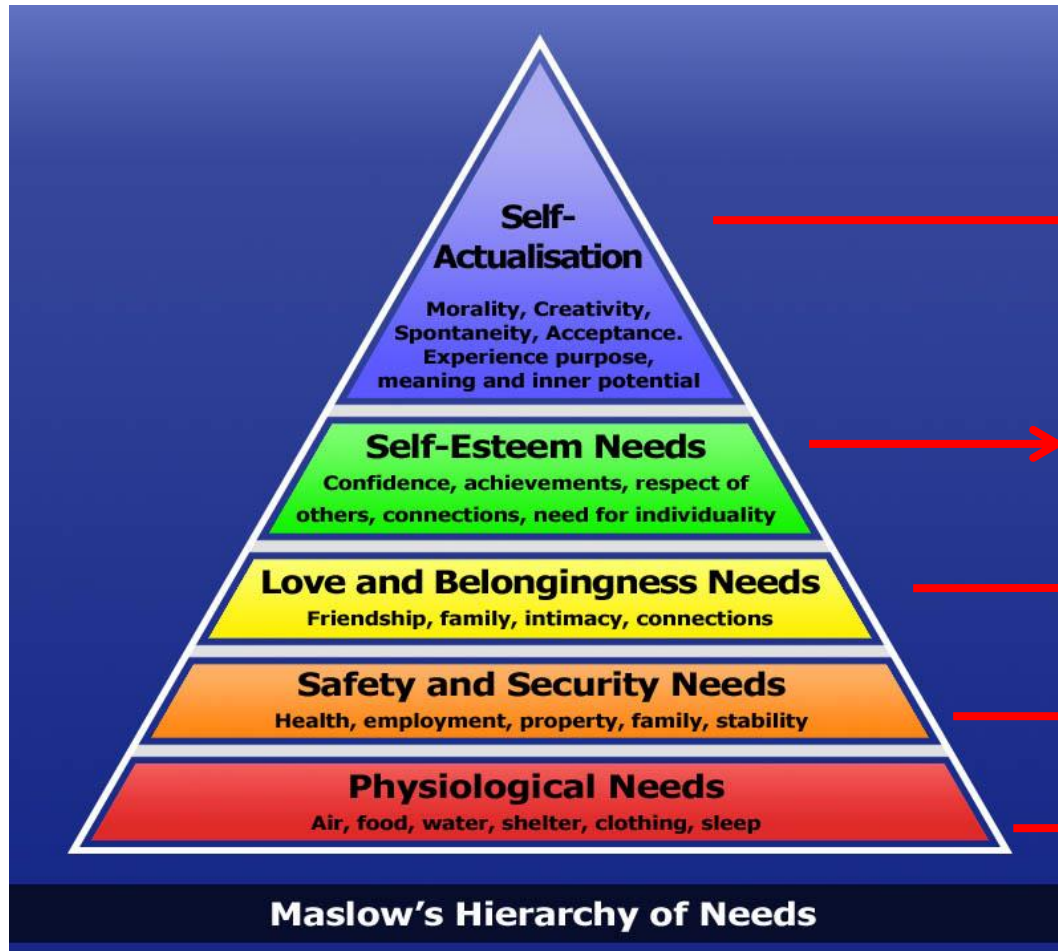
Center for Hospital Management © University of Münster © Univ.-Prof. Dr. Dr. Wilfried von Eiff ©

<https://healthmanagement.org/c/decision-support/issuearticle/value-oriented-management>

Our Why!

Educational and Clinical Leadership and Service

- What is needed to do our work well
- What keeps us up at night



→ Spiritual, Emotional, Intellectual

→ Intellectual, Environmental, Emotional

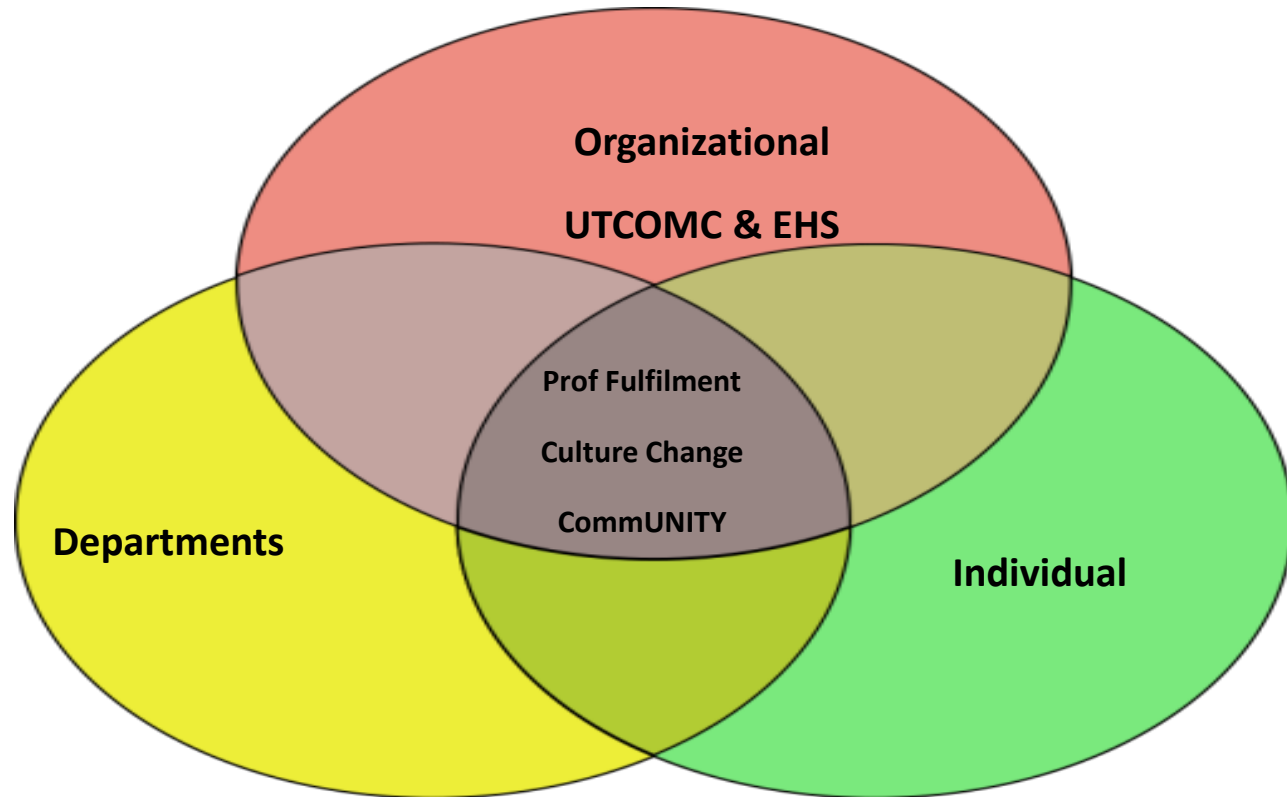
→ Social, Occupational. Emotional

→ Social, Financial, Occupational

→ Physical, Environmental

Awareness to Action

Educate
Engage
Empower
Intervene
Innovate
Evaluate



STRATEGIC PLAN



The Financial Imperative:

- Replacing a physician who retires or leaves early can cost between \$500,000 and \$1M.
- For every 1-point increase in physician burnout, there is a 43% increase in the likelihood a physician will reduce clinical effort in following 24 months.

The Educational Imperative:

- Poor wellbeing can begin as early as medical school and continue through residency and practice.
- Physician burnout can affect all specialties, but perhaps is worst in the “front line” areas of medicine.

The Quality Imperative:

- Physician burnout can lead to:
 - a. Increased patient harm and medical errors
 - b. Reduced patient satisfaction
 - c. Reduced patient access to care

The Regulatory Imperative:

- As of 2017, the ACGME requires all program sites to address well-being more directly and comprehensively.
- Institute for Healthcare Improvement guides for pursuing the Quadruple Aim, which includes attaining joy in the workplace.

Source: Promoting Health Care Professionals Engagement and Wellbeing, Dr. Mukta Panda, 2018

Created Community

Team
Trust
Voice
Engagement
Respect
Transparency

System of well-being
to
Culture of Well-being

Focused Collaborative Work

Ensuring availability of adequate

- food and water
- parking
- designated spaces for all learners while at work
- security
- communication

- education
- Mental and behavioral health
- Advocacy and scholarship

Surviving & Thriving as a Healthcare Team Member:

Preliminary Findings From The M3 Study

*Finding And Sustaining Motivation And A Sense
Of Meaning In Medicine*

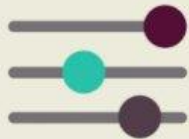
Preliminary Findings

Our initial analyses are highlighting the following general findings:

- 1) Maintaining a sense of meaning/purpose, motivation, and social relationships are all linked to healthcare worker resilience in various and complex ways
- 2) Self-care requires effort and is not the sole key to resilience

2022 Healthcare Workforce Rescue Package

Actions leaders can take today to support team member well-being and retention



These are non-normal times:
Adjust expectations.



Get rid of stupid stuff.



Get radical to shore up staffing.



Designate a well-being
executive.



EAP is not enough! Do more.

www.allinforhealthcare.org



IN COLLABORATION WITH
National Academy of Medicine
Action Collaborative on
Clinician Well-Being and Resilience