



Creating a Wellness Program

Steps for individuals and organizations

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Arguments for Well-Being Programs in Healthcare Organizations

Source: Shanafelt, 2017

- The moral/ethical argument
- The business argument
- The tragic argument
- The regulatory argument



Roadmap to Well-Being



HHC's Burning Platform*

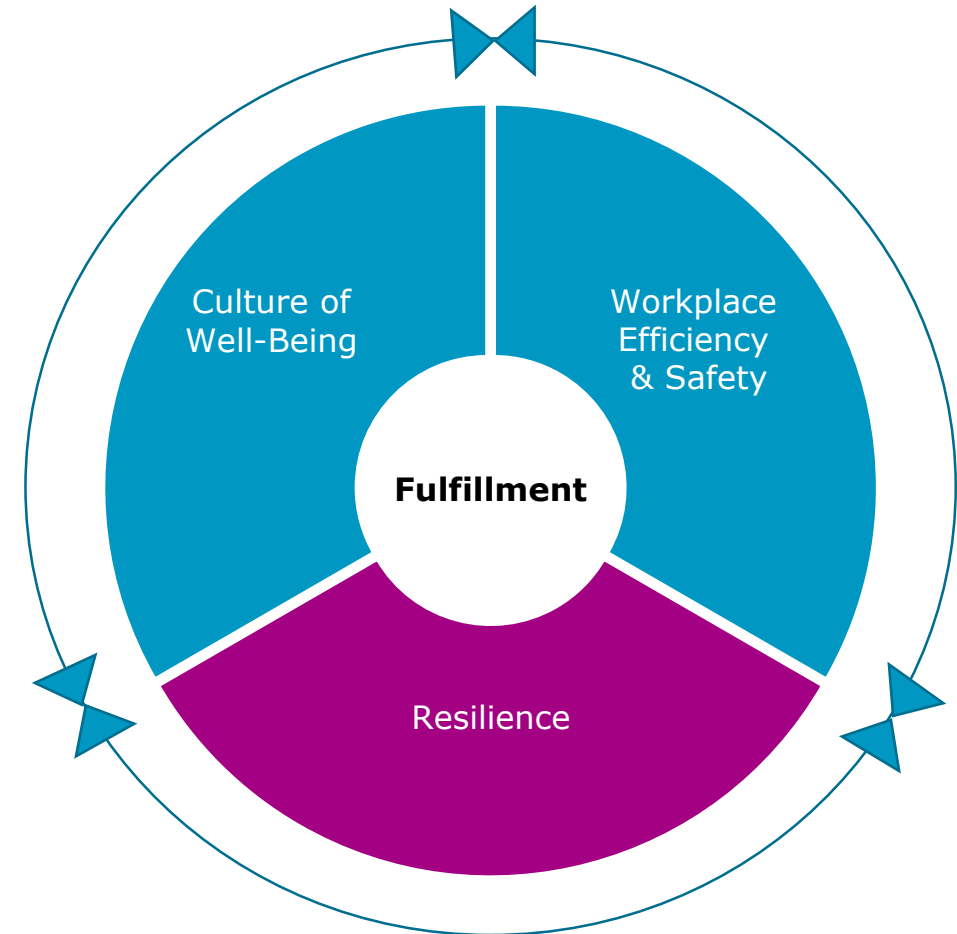
Our Well-being Vision declares that Hartford HealthCare (HHC) is committed to **all** colleague (33,000) Well-being, and will **“create an exceptional healthcare workplace by advancing the Well-being of all who care for others”**.

Culture of Well-being - Shared values, behaviors and leadership qualities that prioritize personal and professional growth, community and compassion for self and others, and support & drive DEIB and psychological safety

Workplace Efficiency & Safety - Workplace systems, processes and practices that promote safety, quality and effectiveness, positive patient and colleague interactions and work-life balance

Resilience – The organizational & individual skills, behaviors and attitudes that contribute to physical, emotional and professional Well-being.

*Adapted from the Stanford WellMD Model with permission





HOW
we work

Our Culture & Values

HHC
Operating
Model
.....
Institute
Model
.....
Strategic
Partnerships
.....

Caring
We do the
kind thing

Human
Experience
Navigators &
Information
Well-Being



Equity
We do the
just thing

Diversity,
Equity,
Inclusion, &
Belonging
Councils
Colleague
Resource
Groups
Community-
Centered Health



Excellence
We do the
best thing

Academics
& Research
Access to Care
& Expertise
Continuous
Improvement
Innovation



Integrity
We do the
right thing

Commitment
to Compliance
& Code of
Conduct
Leadership
Behaviors
Transparency



Safety
We do the
safe thing

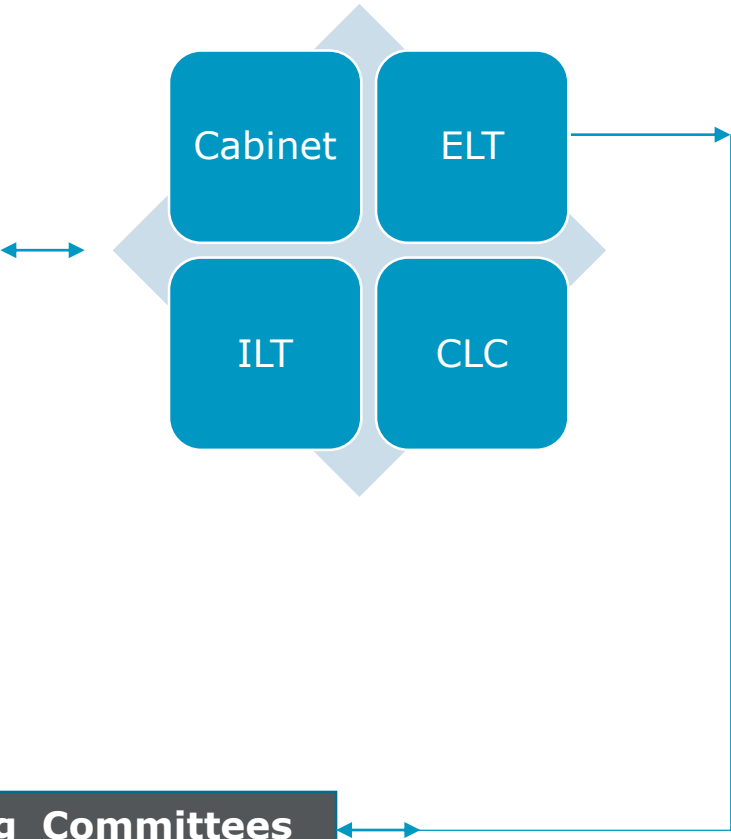
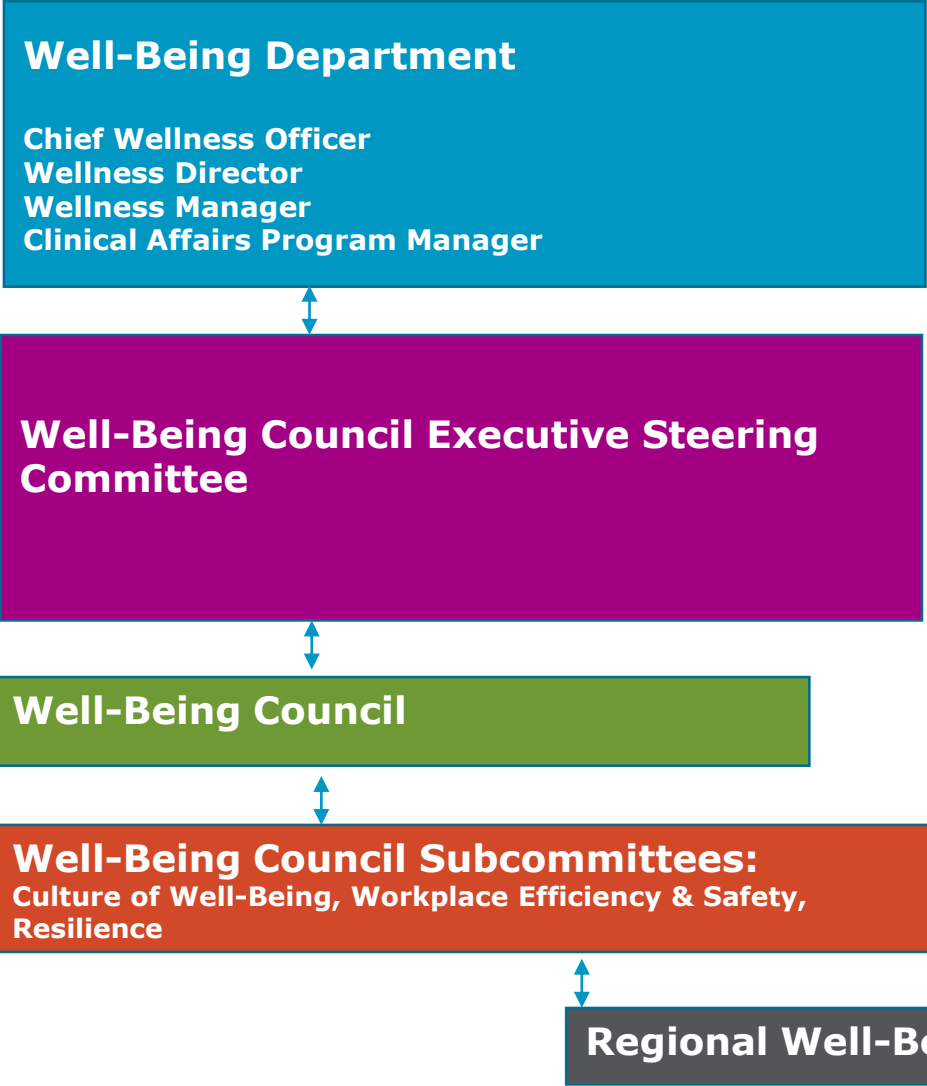
High
Reliability
One Medical
Record
Quality
& Clinical
Councils



How does well-being fit into your organizational culture?

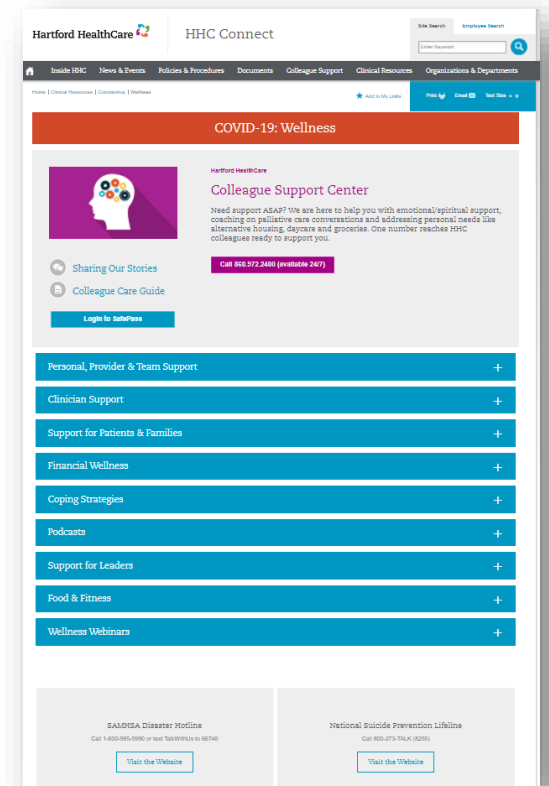
HHC's Well-Being Governance and Structure

Key Collaborations/Partners



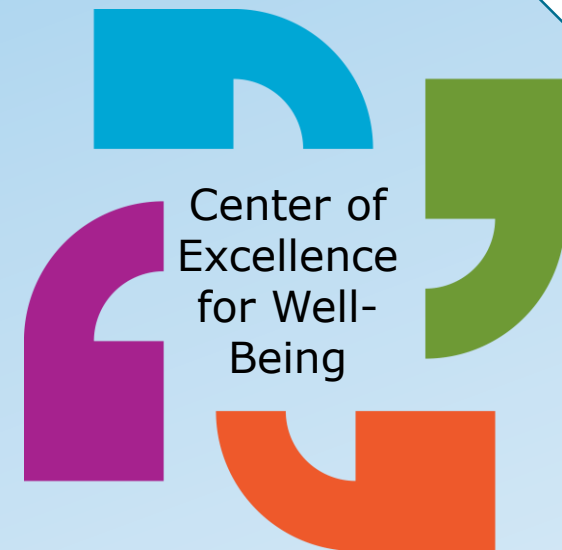
Well-Being Response to COVID First Surge: Accelerated, Interdisciplinary

Drivers v. Curve	Culture of Wellness	Workplace Safety/Efficiency	Personal Resilience
Early Basic Needs	Wellness Intranet Site Virtual Crisis Response & Peer "Drop In", PEER (7337) Daily Coping in COVID Alert Mgr. Mental Health Guide Podcasts BHN	PPE Guides & Communications Palliative Medicine Support-virtual, on site reskilled staff COVID-19 Patient Care Guides COVID Hotline Enhanced Telehealth Capability Enhanced testing protocols Curated emerging evidence Redeployment Education & coordination	Respite & Oasis Rooms Virtual Schwartz Rounds Curated Mindfulness Apps Ergonomic advice for working at home Deskercise for work at home Leverage Guidance Resources Free BHN counseling sessions Peer support
Surge Uncertainty	50 Word Stories & Photo Archive Colleague Support Center Resident Wellness Inventory Colleague Support Guide	Alternative Housing options program Childcare support Skin protection PPE Research protocols Leverage Occupational Health for infected staff HHC Allocation of Scarce Resources Protocol	Drop-In Support Sessions GME Support Sessions Spiritual Support rounding in all regions
Post Surge Processing	Colleague Assistance Fund BHN Emotional Support Hotline Grief leadership HERO Train the Trainer Program (GNYHA) Expansion Peer Support	High risk behaviors awareness BHN Research Survey for all HHC Colleagues	Resilience Recommendations for Managers Zero Suicide Focus Guidance on severe stress Virtual Schwartz Rounds, Wellness Webinars Psychological First Aid training (Coursera)



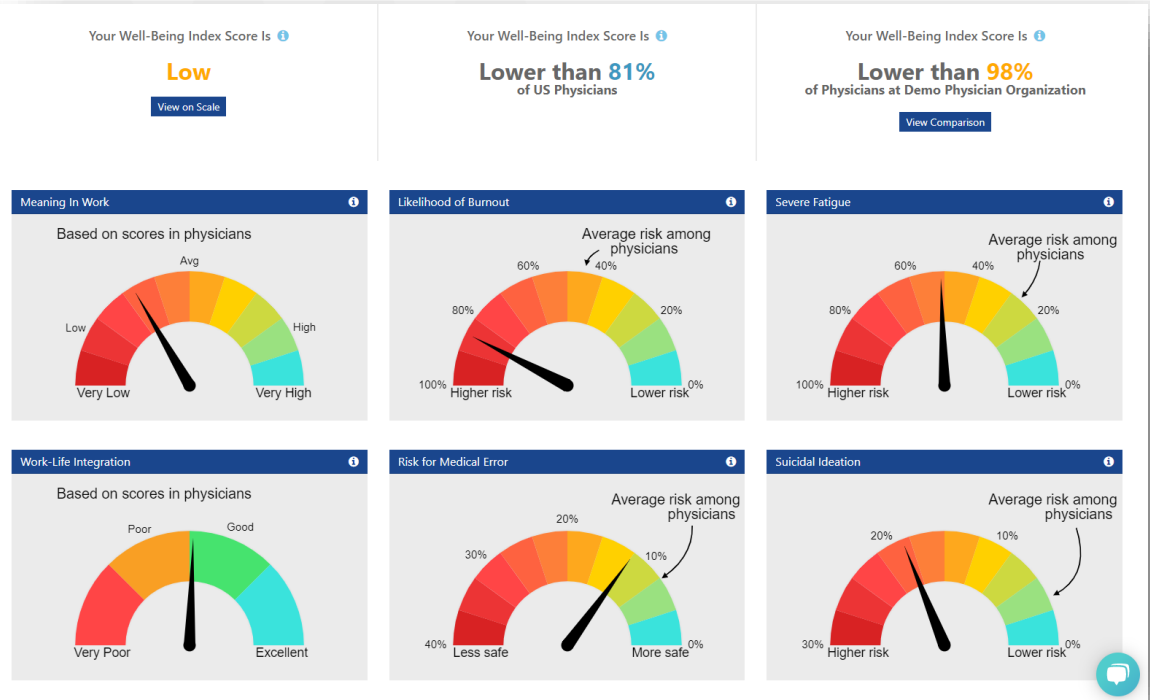
Looking Ahead

- **Measurably improve all colleague well-being:** We will leverage H3W, leadership operations and clinical expertise to align with the BSC and drive well-being, by *creating a culture of well-being, improving workplace efficiency and safety, and improving resilience.*
- **Generate Innovative solutions and initiatives:** In alignment with our operating model and values, we will identify and implement initiatives to remove barriers to well-being and promote collaboration with strategic partners.
- **Demonstrate independent expertise:** through education, training, research, publications and creating new knowledge to guide HHC and as a leadership resource for the broader community.

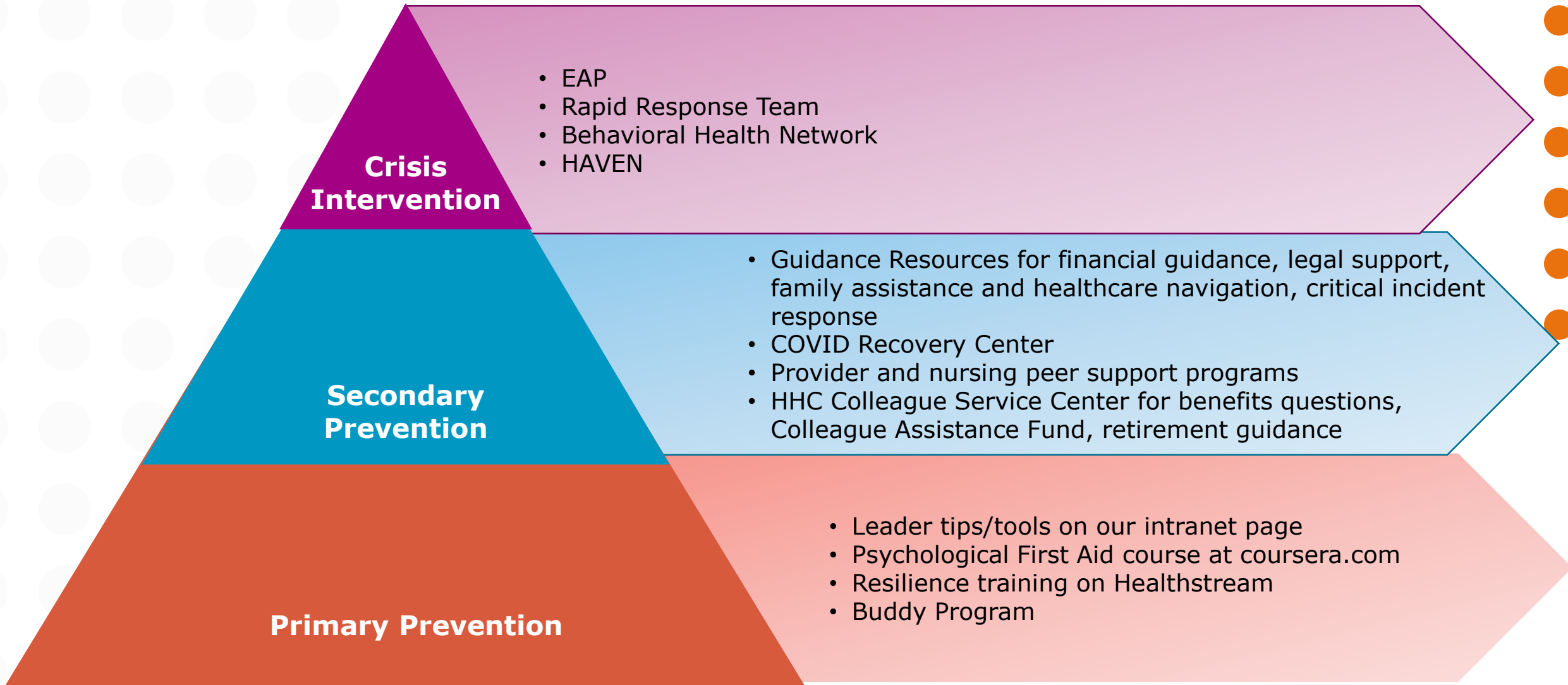


Measurably Improve Well-Being of All Colleagues

Obtain baseline assessment of Well-Being for all colleagues and develop tailored and targeted action plans to improve



Tiered Colleague Support



Typical Steps in an Organization's Journey toward Physician Well-Being

Source: Shanafelt, 2017

Green = implemented

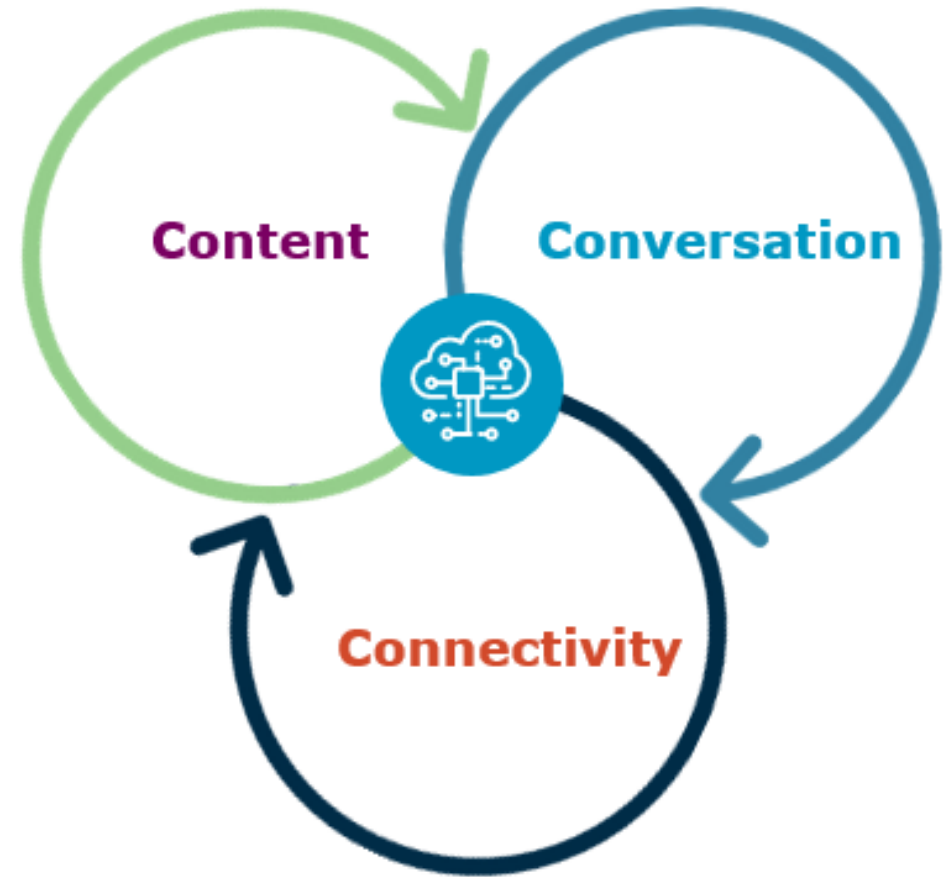
Yellow = in development

Red = not developed

Novice	Status	Beginner	Status	Competent	Status	Proficient	Status	Expert	Status
Aware of the issue	Lacking universal awareness	Understand driver dimensions	Not universally understood	Understands business case to promote well-being	Not universally understood	Understands impact of well-being on key organization objectives	building business case, see Well-Being Strategy document	Well-being influences key operational decisions	No
Wellness committee	Pending	Peer support program	Pending optimization	Practice redesign based on driver dimensions	Piloted areas that have sought well-being focus groups	Well-being considered in all operational decisions	No	Shared accountability for well-being among organizational leaders	No
Individual focused interventions	Regionally variable by resources	Cross-sectional survey assessing well-being	Planned - WBI	Coaching resources	small pilot programs in several areas	Funded program on well-being with internal focus	Pursuing philanthropic opportunities	Chief well-being officer on executive leadership team	On ILT currently
		Identifies struggling units	Planned - WBI	Regularly measures burnout/well-being to monitor trends	Planned - WBI	Measures and reduces clerical burden	partially; measuring documentation burden in EMR	Formal program in well-being creates new knowledge that guides other organizations	No
		Well-Being considered when organizational (system) decisions implemented	Variable across the organization	Colleagues given greater voice in decisions	need to establish baseline before assessing any progress in this area	Training for leaders in participatory management	Lean Management, Purposeful Leadership	Strategic investment to promote well-being	Formal Well-Being Department 3.5 FTEs
				Designs work unit-level interventions but does not objectively assess efficacy	in select resilience pilot areas and focus groups	System-level interventions with robust assessment of effectiveness	No	Culture of wellness	In progress - Part of Press Ganey Well-being Collaborative
				Creates opportunity for community building among colleagues	limited in capacity due to COVID; opportunities exist	Improves workflow efficiency by engaging and supporting local transformation	Kaizen - Proof of Concept		
				Mentorship Programs	IOL and HHCMG				

Lessons Learned

- Strategic Goal
- Executive Support
- Measurement
- Publicity
- Establish Wellness Champions
- Regional Committees
- Equity
- Peer Support
- Training
- Communication Plan
- Micro-interventions
- Support for the Supporters
- Dedicated time
- Improvement Plans



What Can You Do Today?

- Start talking about crisis response, post-traumatic stress, and spread the word that we are all human and are not invincible
- Monitor colleagues on an ongoing basis and continue to advocate for wellness and resilience programming
- Combat stigma
- Determine a way that you can make an individual difference
- If you have a personal story, share it with a colleague in need
- Be there for each other!



