WELL-BEING
index

How to Build a Foundation of Trust Within Your Organization

Champions of Wellness Virtual Summit 2022



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WELL-BEING index

The revolutionary online self-assessment tool invented by Mayo Clinic to measure and support the mental health of medical professionals.

Our Mission

To equip individuals and organizations worldwide with the most advanced data, support, and tools needed to foster a workplace culture of wellness.

Used by 800+ Healthcare Organizations





















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index

Objectives

1. The importance of transparency & communication strategies

2. The power of organizational action & how to determine what needs to be done

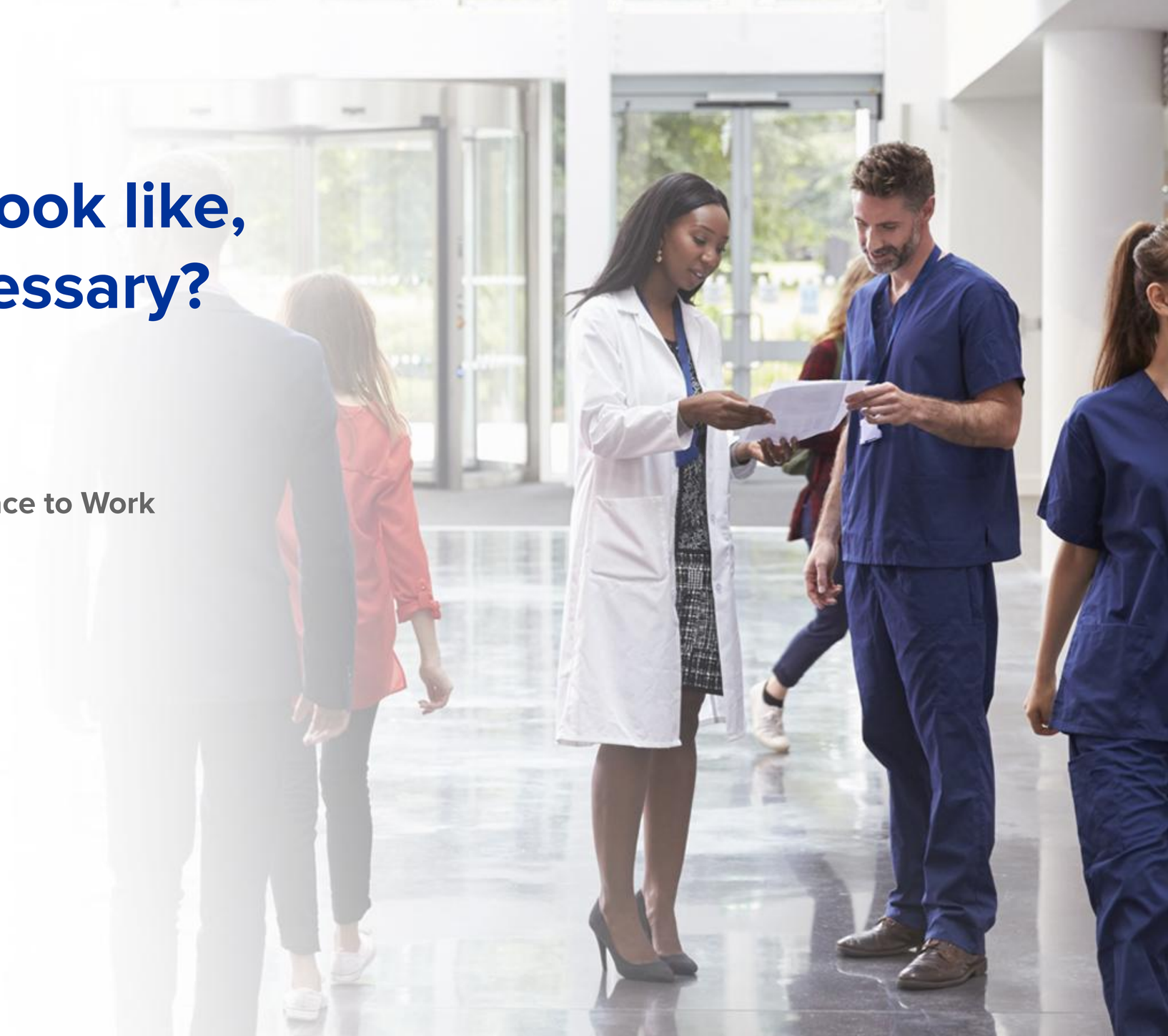
3. Gaining staff and stakeholder confidence through **measurable**, **evidence-based**, and **data-driven** wellness support



What does trust look like, and why is it necessary?

“The root of the tree is trust.”

- **Michael C. Bush, CEO Great Place to Work**



What does trust look like, and why is it necessary?

- An environment where professionals feel respected



What does trust look like, and why is it necessary?

- An environment where professionals feel respected
- Healthcare teams that support one another; sharing in the joys and sorrows of their work



Sullivan et al. Healthc (Amst). 2021 Dec; 9(4): 100595.

What does trust look like, and why is it necessary?

- An environment where professionals feel respected
- Healthcare teams that support one another; sharing in the joys and sorrows of their work
- Leadership that provides guidance while also giving professionals flexibility and agency



Freeborn West J Med. 2001 Jan; 174(1): 13–18.
Shanafelt et al. Arch Intern Med. 2009 May 25;169(10):990-5.

What systemic factors create distrust?



What systemic factors create distrust?

- Micromanagement and over-measuring everything



What systemic factors create distrust?

- Micromanagement and over-measuring everything
- Values misalignment



What systemic factors create distrust?

- Micromanagement and over-measuring everything
- Values misalignment
- Feeling unsupported



Learning Nurse Resources Network. Survey results.

Transparency in Healthcare Organizations

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What does transparency look like?



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What does transparency look like?

- Open, clear lines of communication from top to bottom



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What does transparency look like?

- Open, clear lines of communication from top to bottom **AND bottom to top**



Shanafelt et al. JAMA. 2020;323(21):2133-2134.

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What does transparency look like?

- Open, clear lines of communication from top to bottom **AND bottom to top**
- Honesty and empathy between all colleagues



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What does transparency look like?

- Open, clear lines of communication from top to bottom **AND bottom to top**
- Honesty and empathy between all colleagues
- Inclusive decision making processes that start with the providers



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How do we achieve transparency?



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How do we achieve transparency?

- Clearly defined organizational structure and roles



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How do we achieve transparency?

- Clearly defined organizational structure and roles
- Training and emphasis in the right areas



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How do we achieve transparency?

- Clearly defined organizational structure and roles
- Training and emphasis in the right areas
- Updating policies and procedures as necessary



Rohman J. Great place to work: the business case for a high-trust culture. 2016.

Case Study: Transparency and Communication during the COVID-19 pandemic

"Leaders are helping create an environment that protects their professionals, encourages reaching out for help, and equips individuals and managers with the tools they need to maximize mental health."



Power of Organizational Action & How to Determine Next Steps

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The power of action



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The power of action

- Action drives change



How to start a movement.

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The power of action

- Action drives change
- Is it interesting or is it actionable?



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The power of action

- Action drives change
- Is it interesting or is it actionable?
- “Nothing about me, without me.”



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Taking action is good; taking the right action is better.



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Taking action is good, taking the right action is better.

- Figure out where you sit within the larger picture of your organization



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Taking action is good, taking the right action is better.

- Figure out where you sit within the larger picture of your organization
- Control what you can control



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index

Taking action is good, taking the right action is better.

- Figure out where you sit within the larger picture of your organization
- Control what you can control
- Set the example for those around you



All it takes is one person.

"I actually inserted myself into the process."

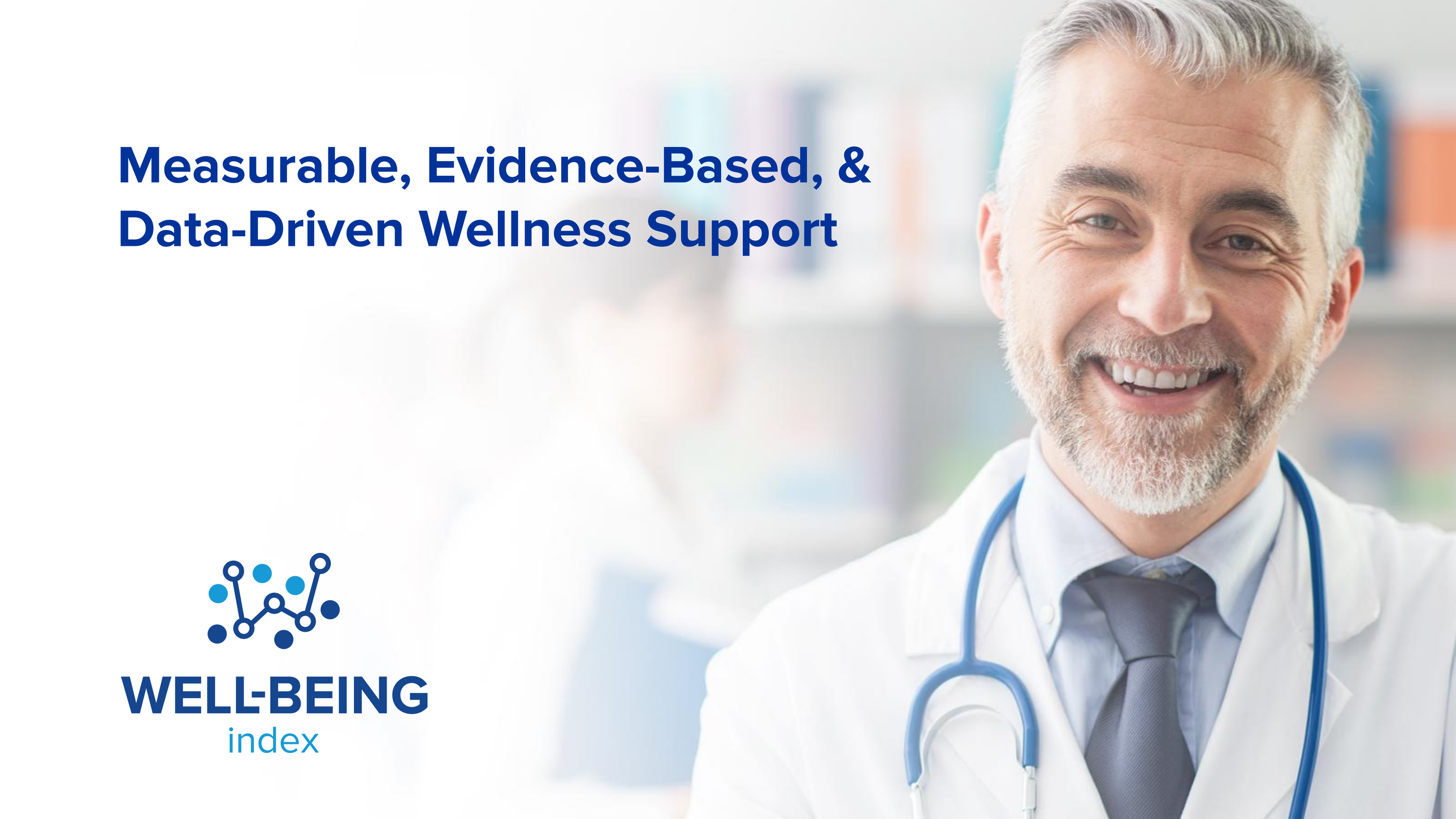
- **Lori Ortman, CRNA, MSN**



Champions of Wellness Magazine

Gaining Staff and Stakeholder Confidence

Measurable, Evidence-Based, & Data-Driven Wellness Support



WELL-BEING
index

WELL-BEING
index

Applying Growth Driven Design in Healthcare



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Applying Growth Driven Design in Healthcare

- Focus on one thing



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Applying Growth Driven Design in Healthcare

- Focus on one thing
- Show, don’t tell



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Applying Growth Driven Design in Healthcare

- Focus on one thing
- Show, don’t tell
- Repeatable success



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Wellness Program Tactics



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Wellness Program Tactics

- Validated measurement



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Wellness Program Tactics

- Validated measurement
- Evidence-based support



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index

Wellness Program Tactics

- Validated measurement
- Evidence-based support
- Data-driven adjustments to improve support and combat distress at source



WELL-BEING
index

Wellness Program Tactics

- Validated measurement
- Evidence-based support
- Data-driven adjustments to improve support and combat distress at source
- Repeat! Ongoing program to always improve



Validated Measurement

Validated Measurement

- Need a baseline

Validated Measurement

- Need a baseline
- Peer-reviewed and trusted

Validated Measurement

- Need a baseline
- Peer-reviewed and trusted
- Used by thousands

Validated Measurement

- Need a baseline
- Peer-reviewed and trusted
- Used by thousands
- Designed with user in mind, to help participant, not just use them as data point

Evidence-Based Support

Evidence-Based Support

- Proven strategies used successfully at similar orgs

Evidence-Based Support

- Proven strategies used successfully at similar orgs
- Real solutions to real problems, not a bandaid

Data-Driven Adjustments

Data-Driven Adjustments

- Ongoing commitment to staff well-being

Data-Driven Adjustments

- Ongoing commitment to staff well-being
- Always listening, always evolving

Repeat

WELL-BEING
index

Review

- Embrace transparency
- Know the power of action
- Create confidence with science-backed approach



Final Thought

Successfully building trust is the key to creating a culture of well-being.

Thank you for attending!

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