Creating a Culture of Operational Wellbeing

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Time to Shift The Way We Approach Well-Being
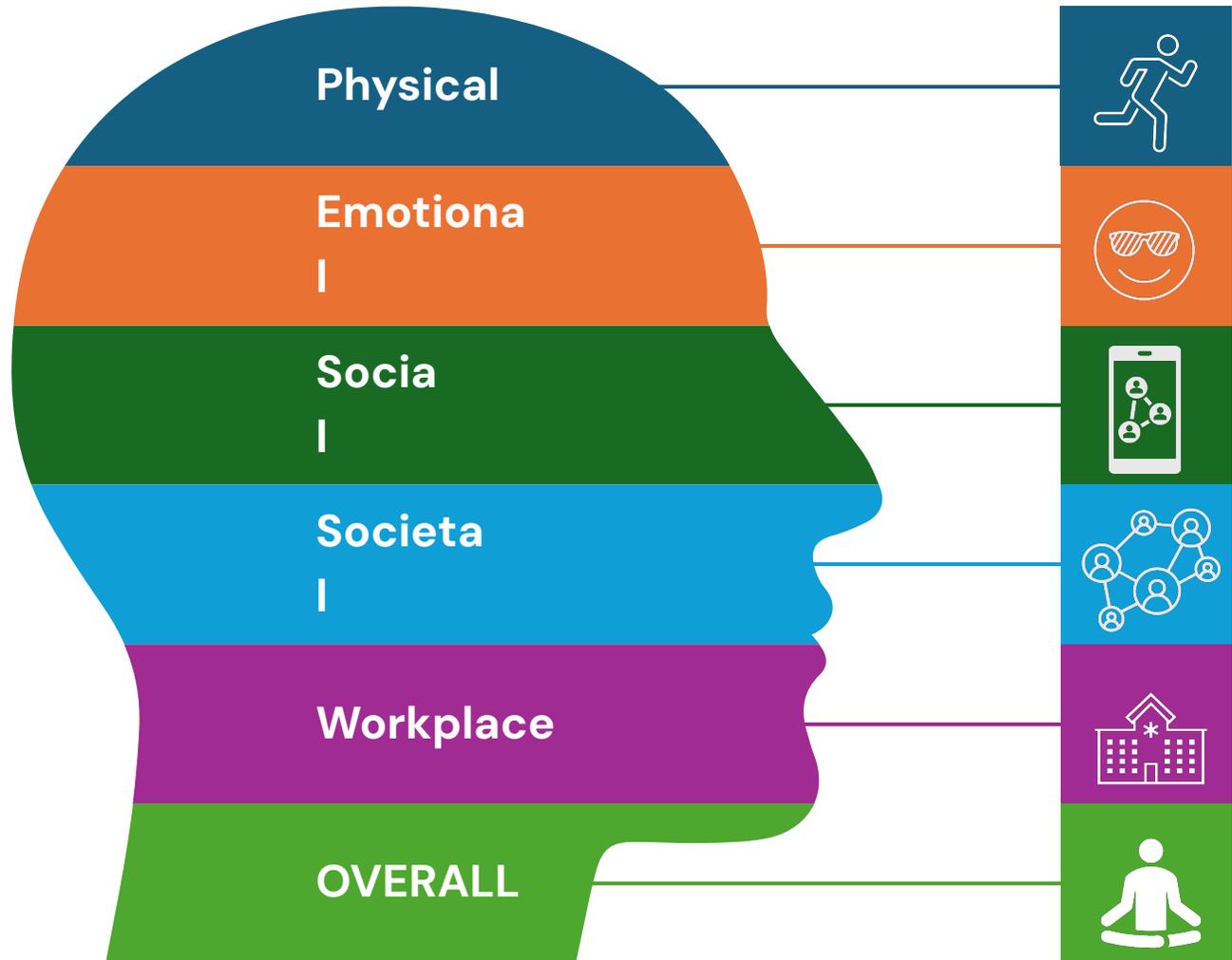
Work is a Determinant of Well-being

Well-Being is a Shared Responsibility

Organizational Structures Impact
Well- Being

Well-being

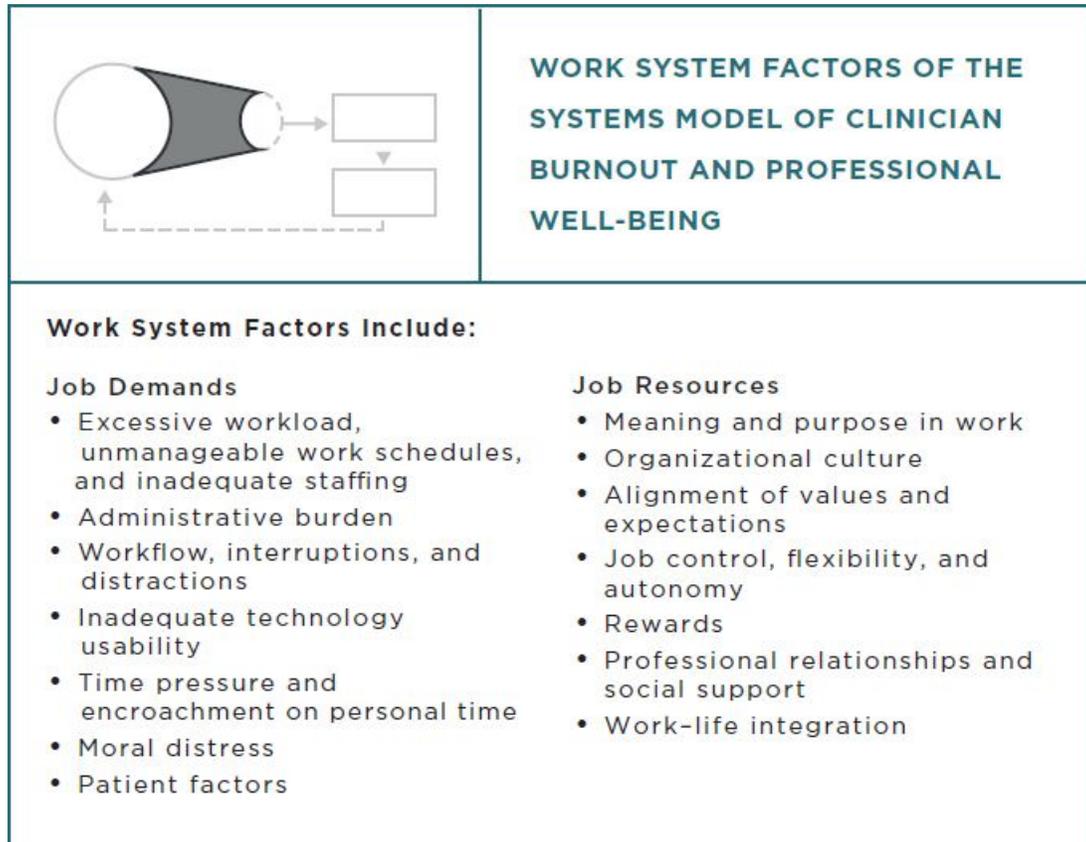|		
Physical		Healthy functioning of your body through exercise, nutrition, stress management, etc.
Emotional		Ability to manage and generate emotions that lead to good feelings.
Social		Good communication and development of meaningful relationships with others.
Societal		Active participation in a health, thriving community, culture, and environment.
Workplace		The ability to have professional fulfillment in an environment that supports your interests, values, and life purpose.
OVERALL		All other components of wellbeing are functioning.

What Is Well-Being? Definition, Types, and Well-Being Skills | Psychology Today

"When work and professional environments are not well organized and managed, they can have adverse consequences for workers that, far from dignifying them, exhaust them and consume their psychological resources."

EDÚ-VALSANIA S, LAGUÍA A, MORIANO JA. BURNOUT: A REVIEW OF THEORY AND MEASUREMENT. INT J ENVIRON RES PUBLIC HEALTH. 2022 FEB 4;19(3):1780. DOI: 10.3390/IJERPH19031780. PMID: 35162802; PMCID: PMC8834764.

WORK SYSTEM FACTORS OF THE SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING

Work System Factors Include:

Job Demands
- Excessive workload, unmanageable work schedules, and inadequate staffing
- Administrative burden
- Workflow, interruptions, and distractions
- Inadequate technology usability
- Time pressure and encroachment on personal time
- Moral distress
- Patient factors

Job Resources
- Meaning and purpose in work
- Organizational culture
- Alignment of values and expectations
- Job control, flexibility, and autonomy
- Rewards
- Professional relationships and social support
- Work-life integration

"As a social determinant of health, work influences the health and well-being of workers. Interventions to change the conditions of work are an important complement to individually-focused wellness initiatives."

Fox, K. E., Johnson, S. T., Berkman, L. F., Sianoja, M., Soh, Y., Kubzansky, L. D., & Kelly, E. L. (2022). Organisational- and group-level workplace interventions and their effect on multiple domains of worker well-being: A systematic review. *Work & Stress, 36*(1), 30–59. https://doi.org/10.1080/02678373.2021.1969476

Providers

- Lack of adequate support
- Lack of leadership support
- Epic stress and broken equipment
- Role type conflict

Residents

- Financial stress
- Lack of leadership support
- Outside responsibilities due to staff shortages
- Trust gap with leaders
- Lack of adequate resources

Nursing

- Nurse: Patient ratio too high
- Lack of communication
- Lack of adequate resources
- Desire for improved support resources (benefits, mental health)
- Lack of leadership support
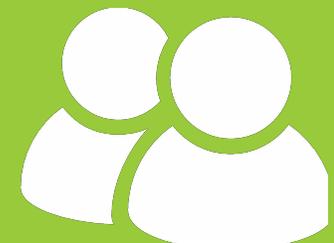
All other employees

- Financial stress
- Lack of adequate resources
- Desire for improved support resources (benefits, mental health)
- Lack of leadership support
- Desire for growth and development

*Key themes were identified through qualitative analysis by AMA.

Two most common themes: Lack of adequate resources and lack of leadership support

MINDFULNESS AND MEDITATION

MASSAGE

YOGA
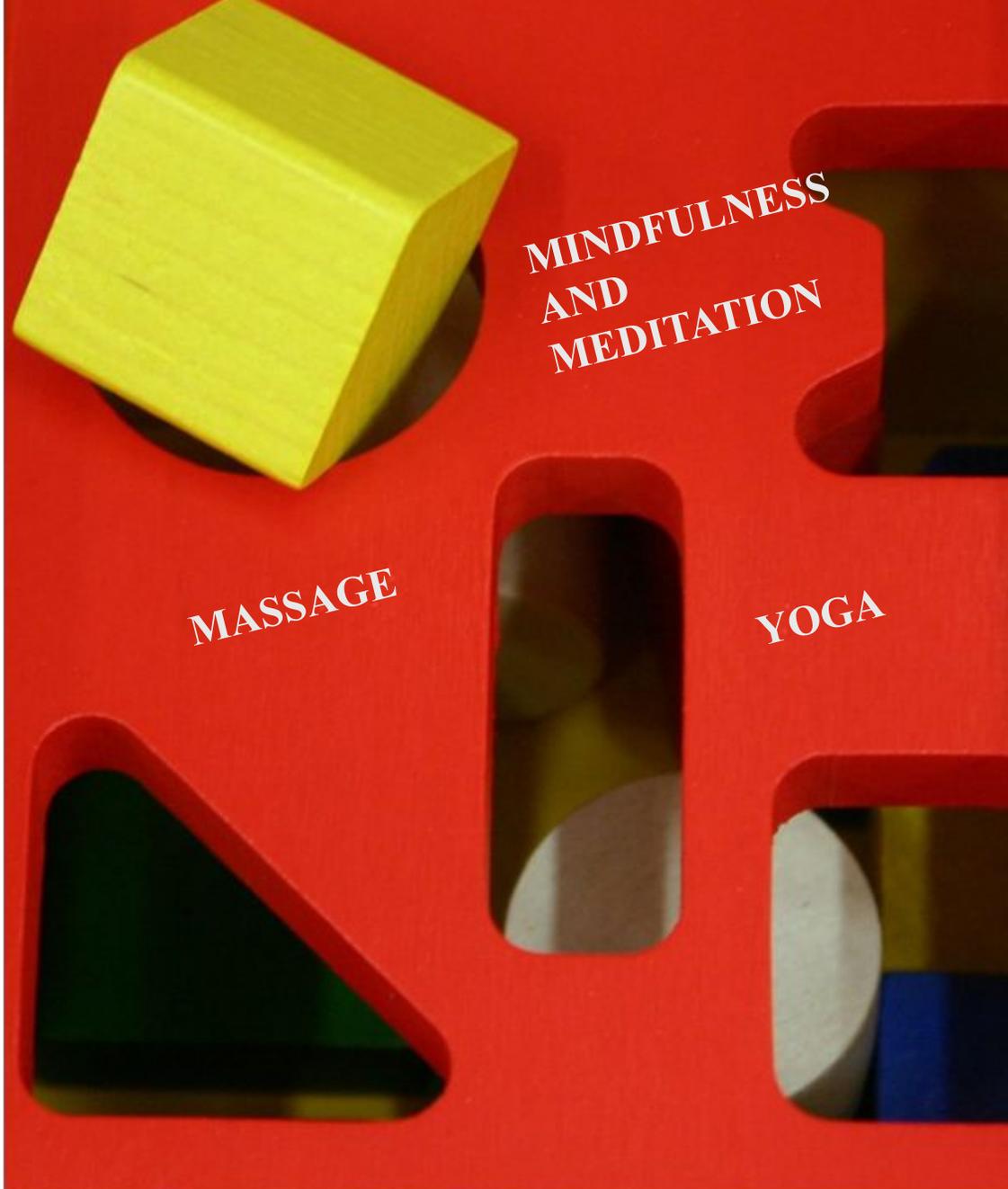
Working conditions have always been challenging for healthcare workers, even before the pandemic. Are the wellbeing interventions truly addressing the risk factors?

Working conditions with ongoing risk for hazardous exposure

Demanding physical work

Long and sometimes unpredictable hours of work

High administrative burdens

Little control over scheduling

Stressful and emotional situations

Exposure to human suffering and death

"By viewing workplaces as biocracies, organizations can create a culture of collaboration, innovation, and continuous improvement. This approach also fosters a sense of shared responsibility among team members, encouraging them to work together towards a common goal."
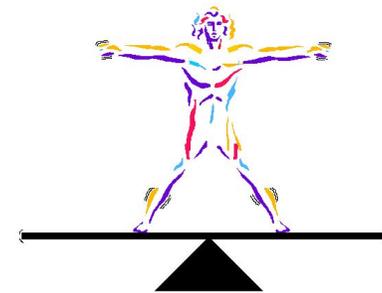
No more symptom management…address the root cause

- Go beyond burnout symptom management; yoga and meditation will not cure inefficient work environments

- Addressing operational causes of burnout will improve overall viability of the system
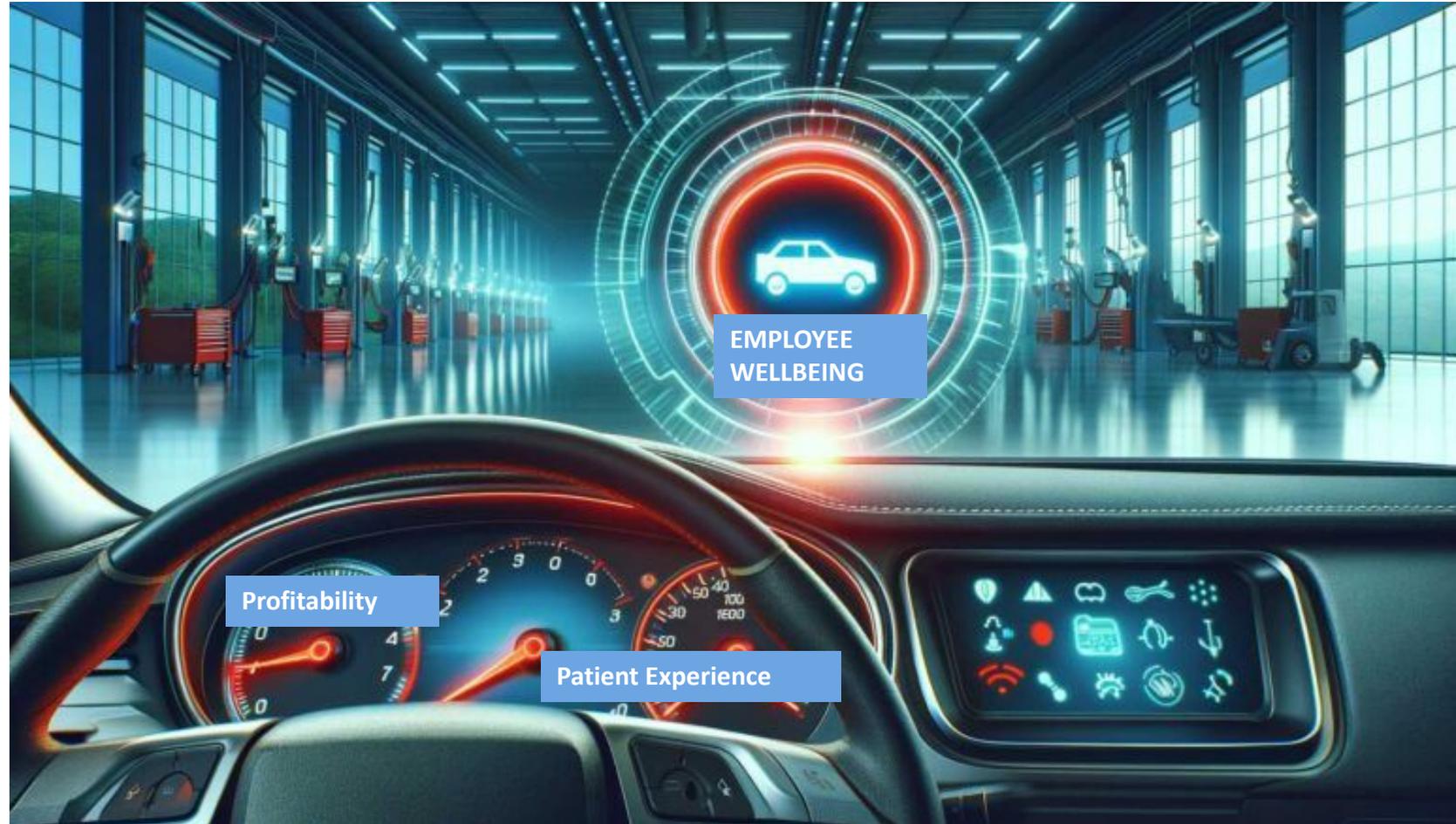
Operational Well-Being is a Journey
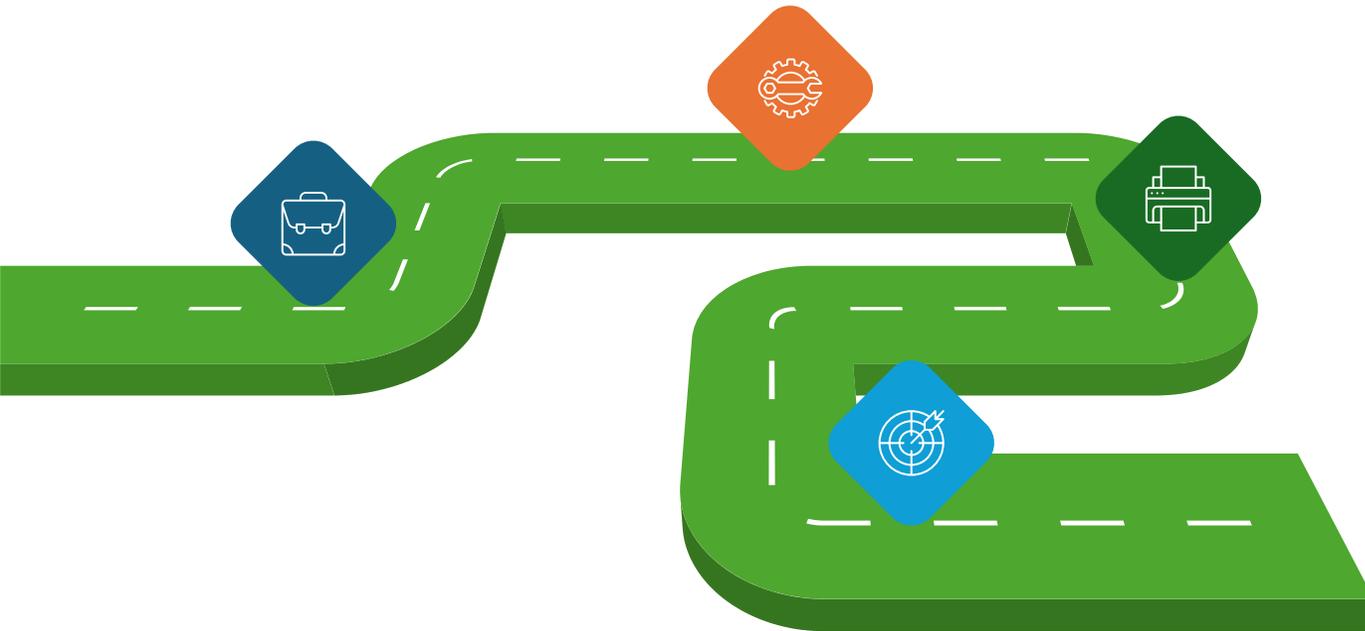
Systems Approach
- Equipping leaders with knowledge and resources for operational improvements that impact wellbeing.
- Identifying key stakeholders and leaders "in the work".

Identifying Opportunities
- Create shared vision of wellbeing and efficiency with stakeholders and those doing the work. "Go to the Gemba"
- Listen. We often already know the answer.

Empowering the Team
- No one knows the problems better than the team who faces them everyday. Remove barriers, equip them with the ability to provide solutions and resolve problems. Process must be CLEAR.

Time: Friend or Foe?
- Systemic, high-impact solutions often take time.
- Identify low-effort, high-impact wins that can be worked on immediately and keep stakeholders engaged and informed during process for larger scale improvement.

Creating a Culture That Impacts Work Determinants

Leadership

- Self-awareness
- Exhibit positive well-being behaviors
- Foster psychological safety
- Emotional intelligence
- Make strategic choices for the team and support collective well-being
- Less micro- and under-managing*

Ways of Working

- More tech/automation
- Limited task-switching*
- Clearly communicated expectations
- Intentionally designed hybrid work (where feasible)

Design of Work

- Work and space that limits clutter
- Optimized scope
- Streamline to focus on outcomes
- Enable more purpose-driven work
- Support innovation and creativity that improves work and efficiency
- Less meaningless tasks*

Equip leaders to approach operations through a well-being informed lens

- Identify common sources of stress for your department/team and focus on mitigating them
- Take leaders through an exercise that helps define locus of control and where inefficiencies lie
- Refocus on connection
- Engage not ignite
- Create a workplace and space that is safe, empowering, and satisfying

The case for a culture of wellness

$$Y = f \begin{bmatrix} \text{Personal well-being team resiliance} & \text{Patient safety} & \text{Efficiant work enviroment} \end{bmatrix}$$

Culture of wellness

Variables

An environment that encourages, promotes, and prioritizes the physical and mental well-being of employees

Examples:

- Policies and adherence
- Efficient processes
- Access to resources

Optimizing the quality of leadership engagement in support of the three variables will accelerate the value chain and improve the Culture of Wellness.

It's not just about addressing the inefficiencies…it is about the how and why?

Is the team's well-being or lack of well-being driving the change?

Are we approaching the change with:

- Inclusivity?
- Collaboratively?
- With a focus on high impact resolutions?

Address Inefficiencies

- Identify, prioritize, and address work-unit factors that irritate staff.

- Query opportunities for greatest wellbeing improvement.

- Be inclusive & collaborate often.

- Communicate solutions to address issues often and broadly.

- Identify stress vs. burnout

LCMC Health
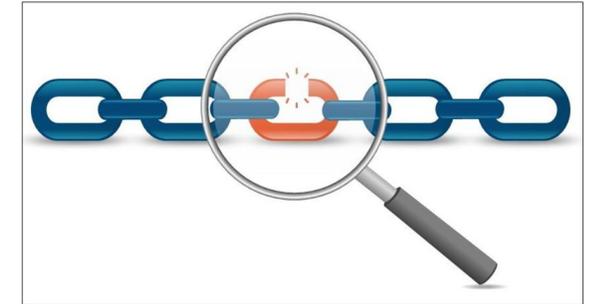
Activity: Identifying waste

Directions: Identify the type of waste and write the answer in the space provided.

1. ICU patient received the incorrect dosage of pain medication: _____
2. Physician has not received lab results after five hours: _____
3. Excess supplies in the storage closet are set to expire this month: _____
4. There is no pneumatic tube system in Tower 1. Nurses must walk specimens to lab: _____
5. Clinical staff spending 50% of their work time on non-clinical tasks: _____
6. Completing unnecessary diagnostic procedures: _____
7. Patients are required to complete paperwork that will not be filed into their medical record: _____
8. X-ray machines are not mobile. Each patient must be transported to the first floor to receive X-rays._____

Options: Defects, Waiting/Delay, Inventory, Motion, Non-used talent, overproduction, extra-processing, transportation

What does "Well-being informed" Operations look like?

- Utilize an "AND" strategy…wellbeing and operations are not mutually exclusive
- Wellbeing should not be a standalone strategy
- Operational improvement and initiatives should be developed and implemented with a "wellness-informed" approach

What is the Why?
Enhancing Efficiency, Engagement, and Outcomes

Efficiency of organizational process that have direct impact on professional fulfillment and outcomes

Key focuses:

Regular training and development

Process optimization

Support systems

Feedback mechanisms and process to address feedback

"The success of an organization is deeply intertwined with the well-being of its employees. When decisions prioritize their health and happiness, operational excellence naturally follows."
— Unknown

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