



## Solution

# Promoting Wellbeing

## What...

Achieving a status of peak wellbeing is different for each person. Sleep, nutrition, hydration, exercise, positivity, gratefulness, and stress reduction – often provide a good place for us to focus self-care plans.

Activities that improve or restore employee wellbeing aren't just about days off. What people do each day at work can be – and likely must be – an integral part of a personal self-care plan.

## Why...

Work is where people spend most of their time and has a huge impact on their mental, emotional, and physical wellbeing. This important work done by employees, providers, and leaders is physically and emotionally demanding. When employees take care of themselves, that is the first step in caring for others.

It may sound like a stretch, but the truth is, the wellbeing of our workforce has a direct effect on the organization's success. If people aren't at their best, chances are, their work won't be either.

Burnout prevention and recovery are important for many reasons, including reducing employee turnover and preventing errors and harm.

### **Burnout**

1. *Emotional exhaustion (feeling emotionally drained and exhausted by one's work).*
2. *Depersonalization (negative or very detached feelings toward clients or patients).*
3. *Reduced personal accomplishment (evaluating oneself negatively and feeling unsatisfied with positive job performance and achievements).*



# How...

## Assessing Your Organization's Strengths and Opportunities

A good place to start in any individual or group improvement effort is to understand what the current strengths and opportunities. Many organizations are surprised at how much data and information they may already have that assists them in knowing what strengths they can leverage and what opportunities exist for further improvements in the wellbeing of the workforce, such as:

- ▶ Employee health insurance claims data
- ▶ Absenteeism
- ▶ Employee Injury and Illness reports
- ▶ Culture of safety assessment or annual employee survey

Trending data over time can assist in knowing if your improvement efforts are yielding any measurable results and can assist in knowing what continued or elevated actions are needed.

Opportunities to improve the wellbeing of the workforce may be addressed at a more personal or individual level, a work-unit or department level, and/or an organization-wide efforts.

Although each person is responsible for their own wellbeing, support from others can serve helpful, and can be necessary. As an employer, promoting the wellbeing of the workforce can be prioritized as a vital component of the culture and a major strategic imperative.

*“What gets measured & monitored, improves.”*



An optimal or improving state of wellbeing won't "just happen;" individuals create it when they take actions as guided by a self-care plan. And then, update that plan - over time - as they evolve or as conditions or circumstances change.

Achieving a status of peak wellbeing is different for each person. Sleep, nutrition, hydration, exercise, positivity, gratefulness, and stress reduction – often provide a good place to focus self-care plans.

The organization can support individuals in their efforts to:

- ▶ Assess their current health status to identify opportunities for improvements
- ▶ Plan for, and take action, to make improvements
- ▶ Monitor the impact of those efforts
- ▶ Adjust the plans as needed over time.

One way for individuals to organize their self-care plans is to consider their wellbeing rituals and routines:

- ▶ before coming to work ("getting ready")
- ▶ during work ("refreshing")
- ▶ right after work ("recovering")
- ▶ when away from work ("restoring/recharging")

NOTE: See the Self-Care Plan Template, which guides individuals through this above format, on the final two pages of this document.



When people join together with others to prioritize and promote wellbeing, they'll undoubtedly discover themselves on the path to greater personal, team and organizational success.


Similar to self-care plans for individuals, an effective approach is for groups within a work unit or department to incorporate wellbeing tactics at the start ("getting ready"), during ("refreshing"), and at the close of each workday ("recovering"/"transitioning").

With support from their leader, each work unit or department can consider which tactics work best for their needs, such as:

- ▶ starting the day with a group huddle that begins with positivity or gratitude
- ▶ mapping out a short walking route that can be accomplished alone or in small groups during scheduled breaks
- ▶ an hourly chime that prompts each team member to do one minute of relaxation breathing
- ▶ closing each workday by writing "3 good things" about the day on a whiteboard or posting on a bulletin board or completing a "going home checklist" (see example)

### GOING HOME CHECKLIST

- ☐ Take a moment to think about today
- ☐ Acknowledge **one** thing that was difficult on shift – *let it go*
- ☐ Consider **three** things that went well
- ☐ Check on your colleagues before you leave – *are they ok?*
- ☐ Are you ok? Your senior team are here to support you
- ☐ Now switch your attention to home – rest and recharge





**Leverage internal resources**

- ▶ Your employee-driven teams, in particular, the Employee Experience Team, Employee Training and Communication Team and/or a separate team purposed with promoting wellbeing in the workplace. For organization's with ongoing employee development programs, such as semi-annual organization-wide training events, a wellbeing topic makes for a great standing item for each training event agenda. Teams can collaborate with the internal department such as occupational/employee health and/or human resources to plan and implement employee wellbeing programs, competitions, and events.
- ▶ Healthcare organizations are filled with professionals that are experts in wellbeing, as well as diagnostic, treatment and therapy equipment and programs. While these have the primary purpose of serving patients, they can be leveraged for the benefit of employees as well. Think about the resources you have internally such as behavioral health professionals, pharmacists, sleep clinics, physical therapists, work out equipment, dieticians, and likely so much more.
- ▶ Many healthcare organizations' cafeteria and vending machines need an overhaul in the way of primarily serving healthy food options and having nutritional information available. Some organizations have gone as far as "no fryers and no freezers."
- ▶ Your campus (internally and externally) can be a great place to walk, stairs included. Map out walking routes and promote them.

**Leverage outside resources**

- ▶ Your health insurance company that provides this benefit to your employees likely has resources such as wellness assessments and even programs such as smoking cessation and weight management.
- ▶ Your community may have groups such as Weight Watchers, Alcohol Anonymous, and so on. Provide them meeting space on your campus to make these easily accessible to employees.
- ▶ What about your vendors? What resources do they have that can be made available for internal wellness efforts?



## Additional Organizational Wellbeing Considerations

**Organizational change fatigue** is a general sense of apathy or passive resignation towards organizational changes by individuals or teams which can lead to burnout and/or decreased energy to defend the current state or to move through a change process.

Many work cultures suffer from change fatigue, primarily due to internal efforts to plan and implement changes don't go well. There will always be a need for changes, and when change is done well, even a large quantity and large-scale changes can be embraced without too much angst.

Change fatigue is one of seven common barriers to change, and additional information can be found in a separate SOLUTION on Leading Change.

**Psychological safety** is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

When psychological safety is low, stressors are high; this can take a toll on the psychological and even physical wellbeing of individuals working in this environment day after day. For more information and resources see [IHI.org](http://IHI.org).



## *Resiliency Rituals & Routines*

What we do as leaders, providers and employees in healthcare is physically and emotionally demanding. Due to the nature of this work, we will likely leave most workdays tired and drained – yet (hopefully!) feeling like it matters and feeling satisfied for having made a difference.

**Resiliency:** the ability to recovery quickly from difficulties; toughness

**Rituals:** a series of actions or type of behavior regularly and invariably followed by someone

**Routines:** a sequence of actions regularly followed; a fixed program

**Ready** – Before Work

**Refresh** – During Work

**Recover** –After Work

**Recharge** – Non-Work Hours/Days



READY	REFRESH	RECOVER	RECHARGE
Preparing to Work	During Work	Right After Work	Non-Work Hours/Days

