

DC Health Department Webinar: Utilization of Metrics to Inform Organizational Well-Being Goals

Leigh A. Frame, PhD, MHS

Associate Director, GW Resiliency and Well-Being Center
Executive Director, GW Office of Integrative Medicine and Health

Lorenzo Norris, MD

Chief Wellness Officer, GW Medical Enterprise
Associate Dean of Student Affairs and Administration, GW SMHS

Describe	The purpose for measuring well-being at different organizational levels
Define	The potential impact of leadership behavior on members of the organization
Develop	Develop a preliminary plan to measure well-being at your organization



GW Resiliency & Well-Being Center

About ▾

Care for the Caregiver

Multimedia

Services

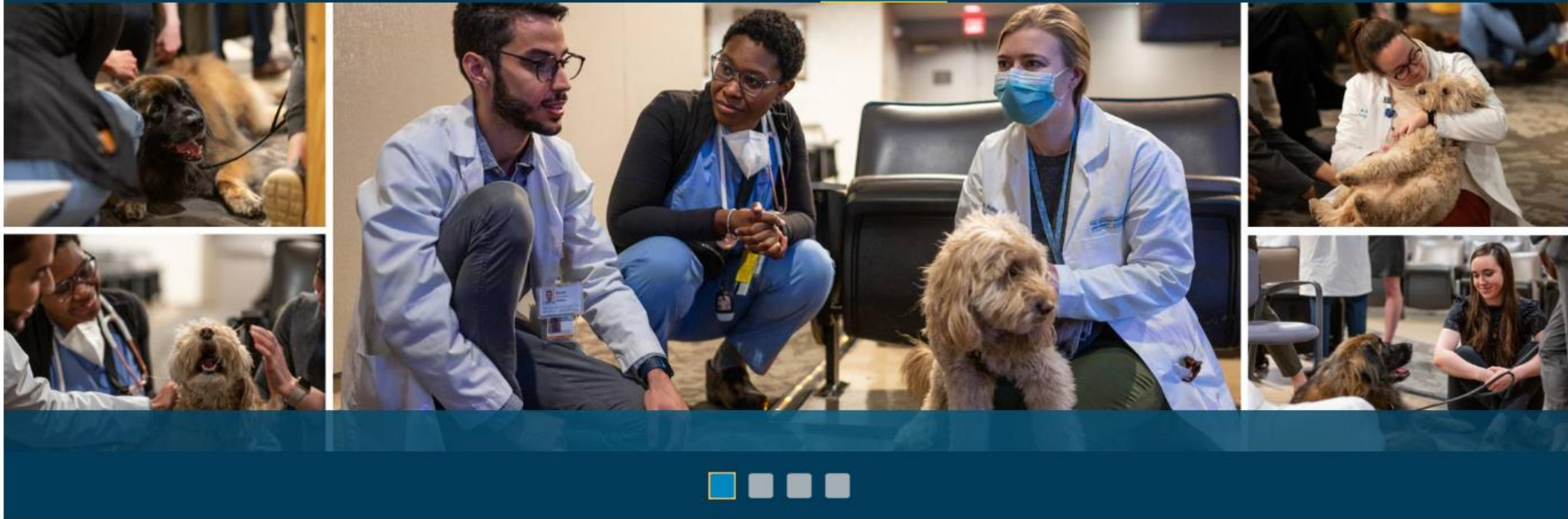
Resources

Events ▾

News ▾

Feedback/Suggestions

Contact



MISSION

The GW Resiliency & Well-being Center (R&W Center) supports individual, departmental, and institutional level purpose, which is the foundation of whole person health. To support the meaningful contributions of all employees and trainees at GW, the R&W Center provides whole person care and education at all levels.

Resiliency & Well-being Center Staff



Individuals: Empowering our employees and trainees

- Educational talks and resources
- Group workshops
- One-on-one coaching/counseling

Units and Departments: Supporting all academic and clinical units and departments

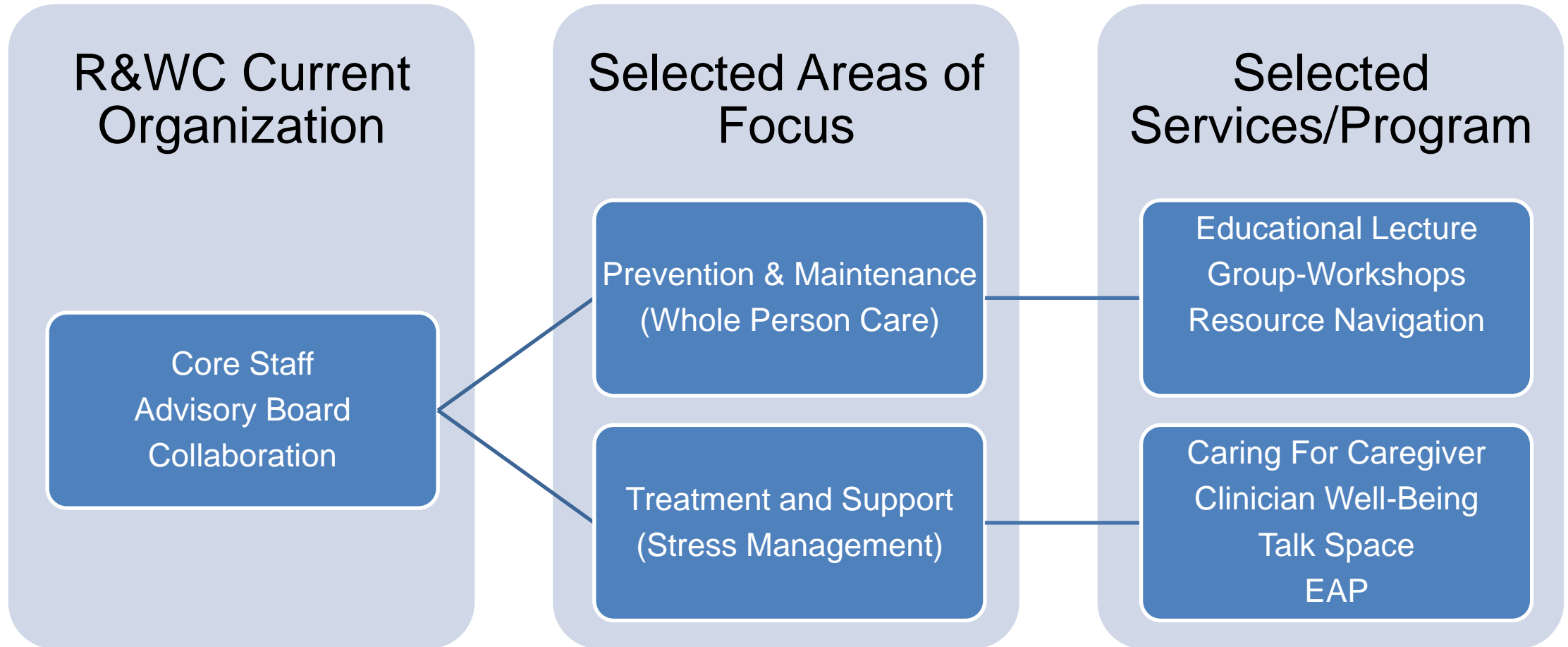
- Consultations for tailored approaches
- Grand rounds
- Workshops
- Retreats

Institutional: Comprehensive advising and resource support

- Clearinghouse for resources, funding, and events throughout GW
- Policy and process development and refinement
- Helping leadership serve as role models of resiliency and well-being

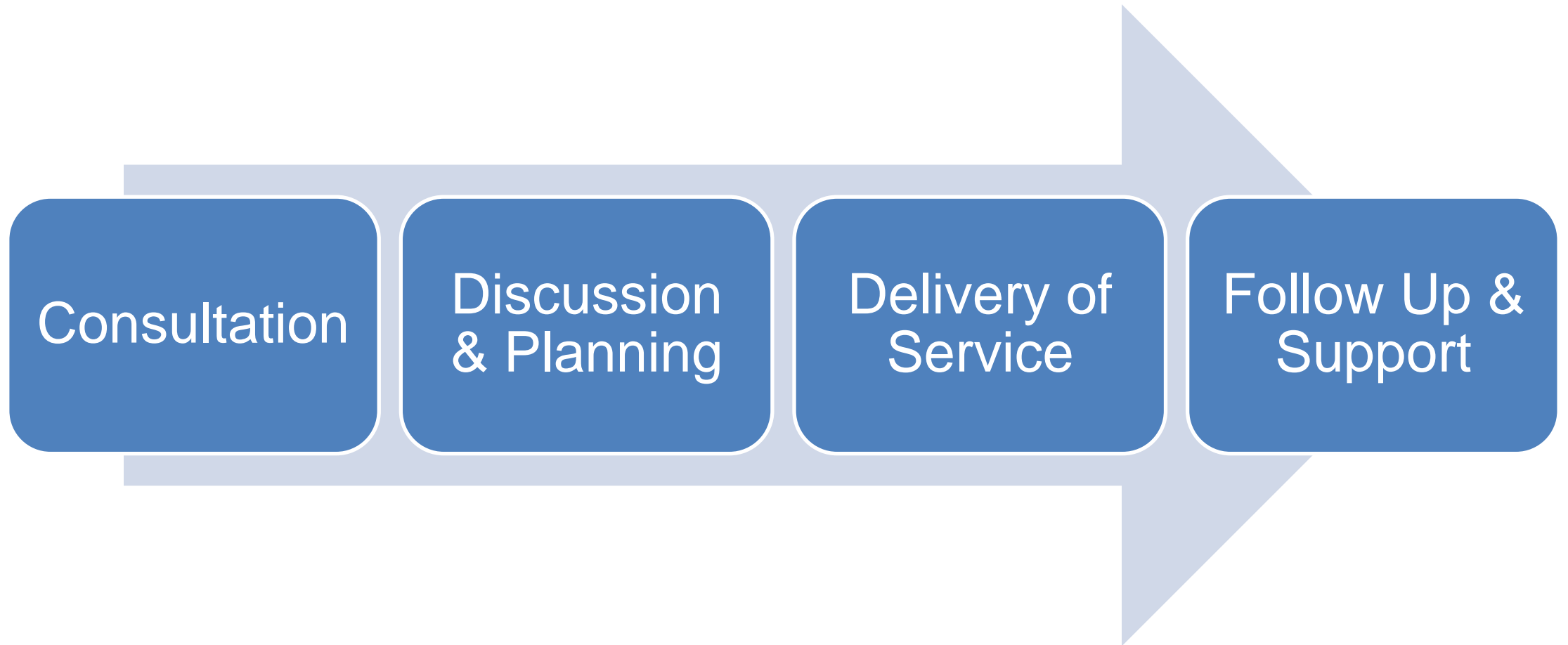
GW Whole Health Wheel







Process For Requesting Services or Programs



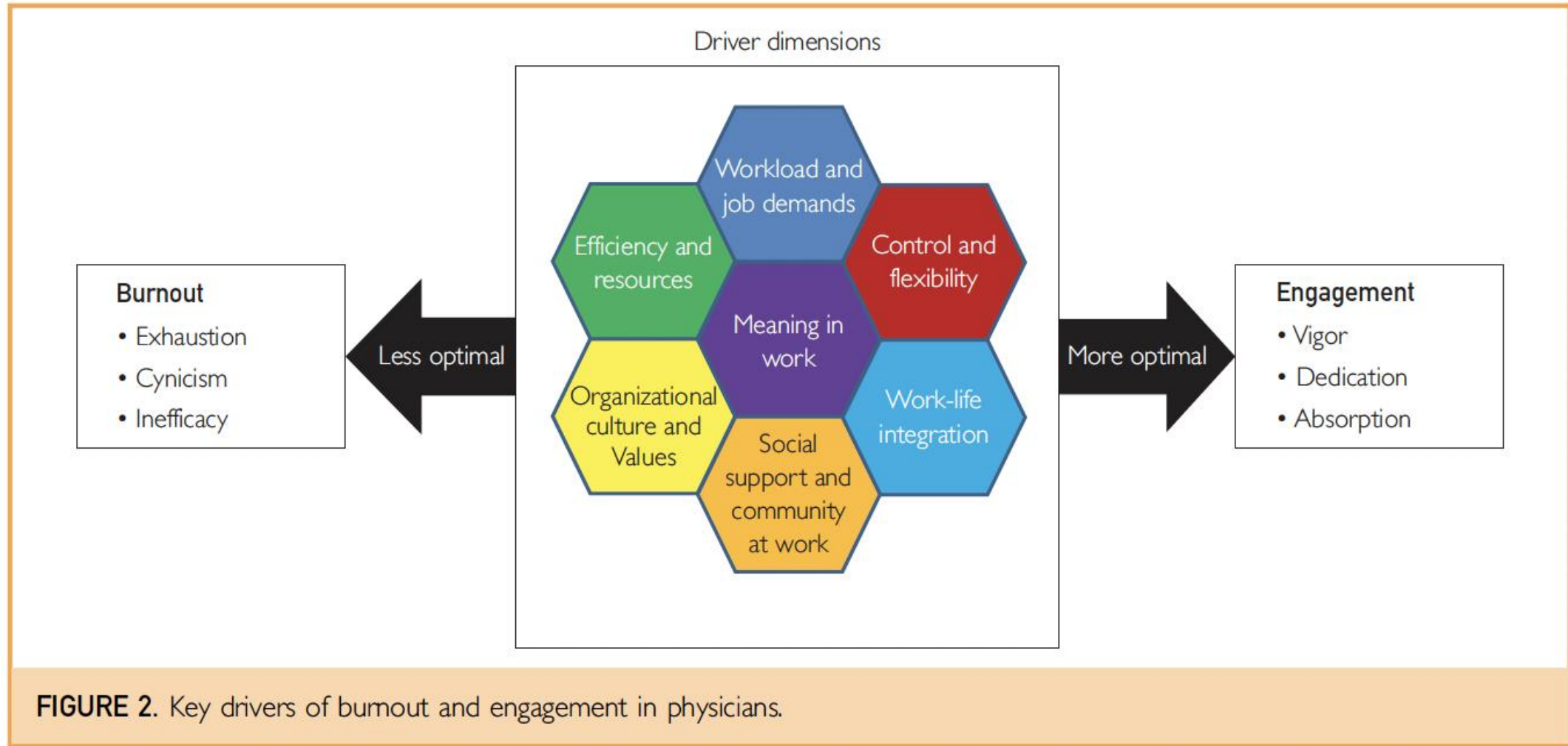


FIGURE 2. Key drivers of burnout and engagement in physicians.

Resources

Within the GW School of Medicine and Health Sciences, GW Medical Faculty Associates, the GW University Hospital, and the university at large, there is a broad scope of robust wellness programs that support a cross-section of wellness spheres.

Given the diversity of our community, we recognize that while some resources will well-serve all members others are most beneficial when tailored to the level of training or primary employer.

Please explore our existing resources and [contact us](#) if you are aware of additional resources, to suggest new directions, or to volunteer to support wellness at GW!

Full-screen Snip



[Anxiety](#)



[Burnout Syndrome](#)



[SMHS & MFA Well-being & Employee Assistance Programs](#)



[Self-care](#)



[Stress Management](#)



[Suicide Prevention](#)

[COVID-19](#)

[Anxiety](#)

[Burnout Syndrome](#)

[SMHS & MFA Well-being & Employee Assistance Programs](#)

[Self-care](#)

[Stress Management](#)

[Suicide Prevention](#)

[Women's Well-being](#)

[Resiliency & Well-being for Whole Health: A Worksheet](#)

[Other Resources](#)

[Feedback/Comments](#)

[GIVE NOW
MAKE A DIFFERENCE](#)



Selected List of Organizational Consultations

Separate From GW Academic Medical Enterprise



Consortium of Universities of
the Washington Metropolitan Area



Milken Institute School
of Public Health

THE GEORGE WASHINGTON UNIVERSITY



Fannie Mae
Finance company

School of Medicine
& Health Sciences

THE GEORGE WASHINGTON UNIVERSITY

smhs.gwu.edu

Collecting Data to Inform & Guide Our Well-Being Plan

1. Identify well-being as a key strategic priority Establish an accountability entity (center, program, or office)
2. Appoint operational leadership oversight
3. Create goals and targets
4. **Implement a regular schedule of measurement**
5. Establish a change management plan
6. Develop a communication plan
7. Celebrate and acknowledge progress toward goals



Focus of this section!

Swensen, Stephen MD, MMM. Mayo Clinic Strategies To Reduce Burnout (Mayo Clinic Scientific Press) (p. 67). Oxford University Press.

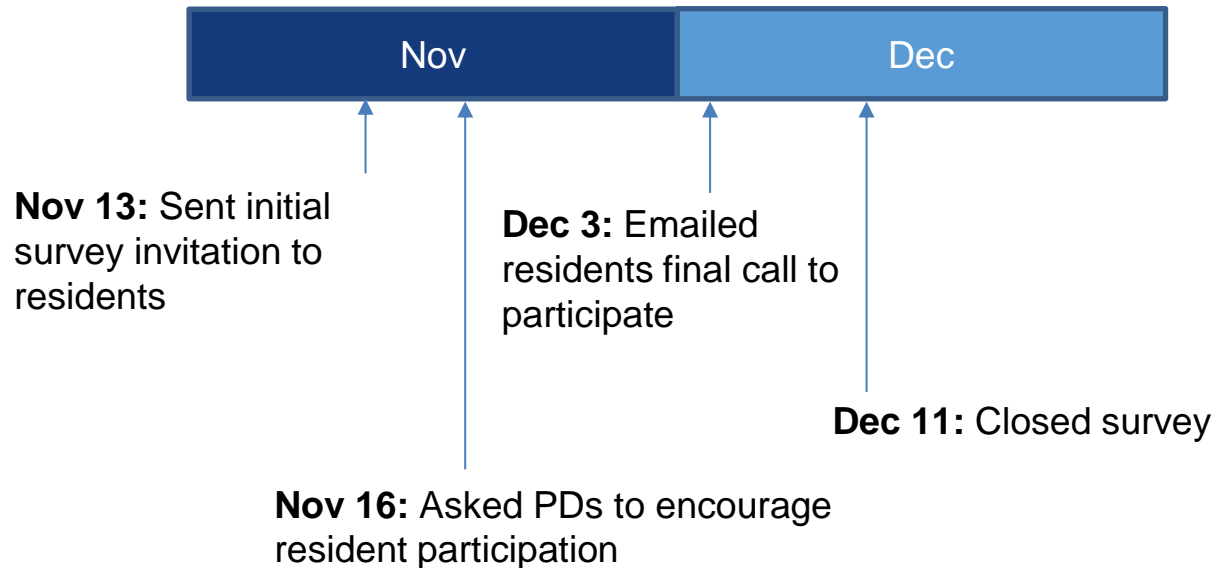


Measuring Well-Being at Different Levels

LEVEL	PURPOSE
Institutional	<ul style="list-style-type: none">• Obtain baseline assessment.• Uncover larger trends.• Inform global policy and procedural changes.• Measure CQI progress towards well-being goals.
Department/Unit	<ul style="list-style-type: none">• Measure local environment• Identify hot spots.• Inform unit level interventions• Assess leadership behavior
Individual	<ul style="list-style-type: none">• Assess sense of psychological safety and total health• Identify individual drivers for engagement and purpose.• Essential for individuals to form their self care plans

Survey Administration: Timing, Response Rate & Specialties

24-item, web-based survey sent to all GW residents:



Overall Response Rate:

57%

262/458 residents



GW Residents Needs Assessment Survey 2020 (selected results)

**Q11: To what extent do you agree or disagree with the following statements?
(n = 225)**

**12-item ACGME
Wellbeing Survey**
4-pt agree/disagree
response scale

**Negative
Wellbeing
(3 items)**

***Caveats:**

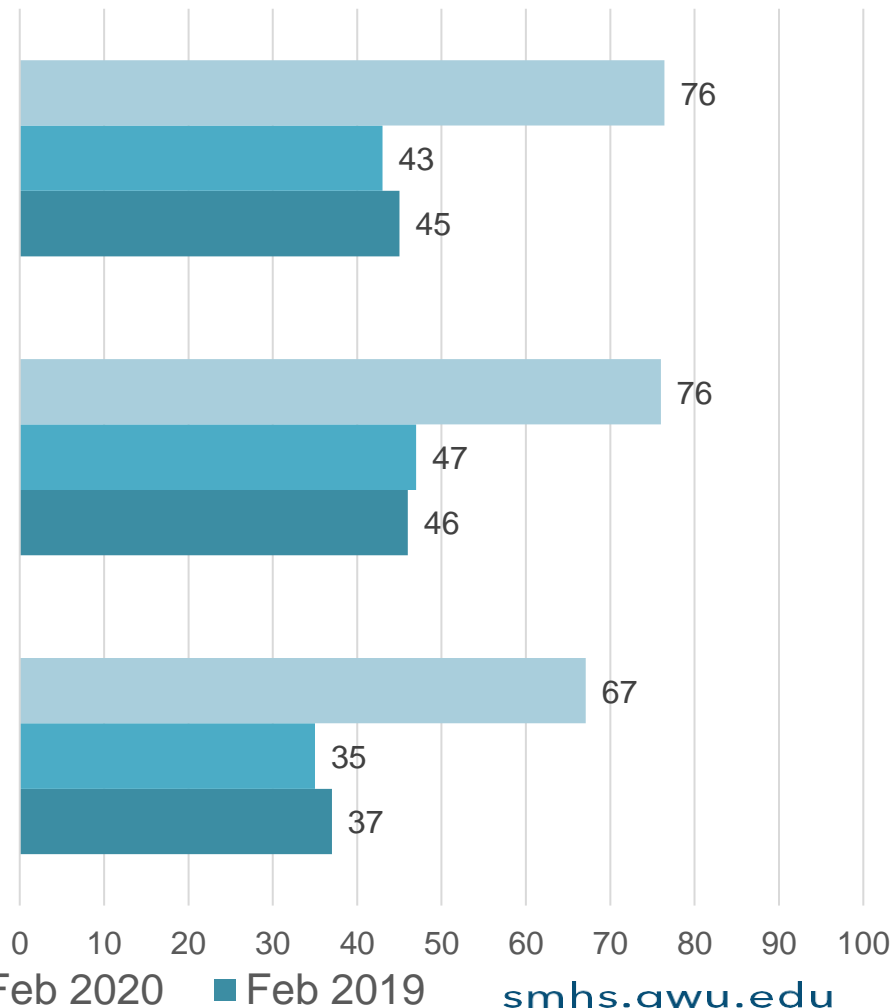
- selection bias
- social desirability bias

Agree + Strongly Agree (%)

I feel worn out and weary after work

After work, I need more time than in the past in order to relax

I often feel emotionally drained at work





GW Residents Needs Assessment Survey 2020 (selected results)

Q8: From the list below, please rank the impact you think each approach would have on reducing barriers to care for emotional or mental health concerns for physicians. Note: 1 = greatest impact on reducing barriers to care (i.e., top rank); 8 = least impact

(n = 233)

Rank	Approach
1	After-hours appointments with mental health providers
2	Having a mechanism to block clinical time for personal appointments on short notice
3	Online self-scheduling of appointments with mental health providers
4	Telehealth appointments with mental health providers
5	Improved access to mental health providers not employed at GW
6	Reduction in cost of care
7	Greater appointment availability with mental health providers during the workday
8	Change to medical licensure application questions

Selecting a Model That Aligns with Your Well-Being Goals

Find a Model For Your Organizational Well-Being Goals

Five Essentials US Surgeon General Model

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

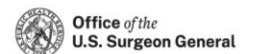
Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility



- Many models exist including but not limited to:
 - *Mayo Clinic “Blueprint” model*
 - *SAMHSA eight dimensions of wellness*
 - *Total Worker Health Approach from National institute of Occupational Safety and Health*
- Review the selected model with key stake holders/oversight group
- Ask key reflection questions to help you understand what in your organization needs to be measured and why

Reflection Question

What are workers saying they need to feel physically and psychologically safer in our workplace? How can we objectively assess their safety?

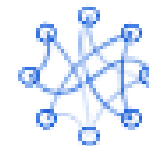
Protection from Harm



Reflection Question

What do individuals and teams say they need to make collaboration more effective?

Connection & Community



Reflection Question

Do the leaders in our
workplace model healthy
behaviors and boundaries?

Work-Life Harmony



Selection should be ***guided by at least these themes:***

- Data analysis from needs assessment or previous baseline measurements.
- Review of data by oversight group taking into account the strategic plan and mission of organization. (*If well-being is not in the strategic plan, don't go past this point until it is clearly identified with a budget.*)
- Review of answers from reflection questions. *Can get more data via focus groups.*
- Only measure what you are committed to changing. *No more no less.*
- Determine if you want to develop custom instrument or use preexisting instrument.

Institutional Level Instrument Example

NIOSH Worker Well-Being Questionnaire (WellBQ)



The NIOSH WellBQ comprises the five domains of worker well-being identified by NIOSH and the RAND Corporation in [Expanding the Paradigm of Occupational Safety and Health: A New Framework for Worker Well-Being](#):

1. Work Evaluation and Experience
2. Workplace Policies and Culture
3. Workplace Physical Environment and Safety Climate
4. Health Status
5. Home, Community, and Society

- The Mayo Clinic Leader Index is a validated assessment developed by Mayo Clinic that has been in use for at least 7 years across multiple organizations.²
- During the assessment, each health care professional is asked 12 questions about their direct-report leader.
- Each item is scored on a 5-point scale, with a score of 1 being “strongly disagree” and a score of 5 being “strongly agree.” The scores for the 12 individual items are summed to yield a total leader behavior score from 12 to 60.



Five Key Leadership Areas Assessed by Mayo Clinic Index

Include	Treat everyone with respect and nurture a culture where all are welcome and are psychologically safe.
Inform	Transparently share what you know with the team.
Inquire	Consistently solicit input from those you lead (participatory management).
Develop	Nurture and support the professional development and aspirations of team members.
Recognize	Express appreciation and gratitude in an authentic way to those you lead.

Adapted from: Mayo Clinic Strategies to Reduce Burnout

- For every 1-point increase in composite leadership score on the sixty-point scale, there was a statistically significant **3.3% reduction in likelihood of burnout** and a **9.0% increase in likelihood of satisfaction**
- The aggregate Leader Behavior Index score of the unit leader explained approximately **11% of variation in burnout** and **50%** of the variation in **satisfaction**
- ***Single biggest driver of professional satisfaction was the behavior of each individual's immediate supervisor***

Case Example: GW R&WC Well-being Annual Assessment

What do we measure?

The World Health Organization – Five Well-being Index (WHO-5):

- 5 item measure of current mental well-being
- Found to have adequate validity in screening for depression and in measuring mental health outcomes

Effort-Reward Imbalance Scale:

- 16 item measure of professional effort, reward, and over-commitment
- Measures imbalance between work effort and reward, work stress, and well-being



In Fall 2022, the R&WC launched the first Annual Well-being Assessment for employees of the GW Academic Medical Enterprise (N=1043).

We received an outstanding **response rate of 45.6%** (n=476)!*

- **181 Faculty**
- **197 Staff**
- **79 Residents/Fellows**
- **20 "Other"**

*Average survey response rate is approx. 33%

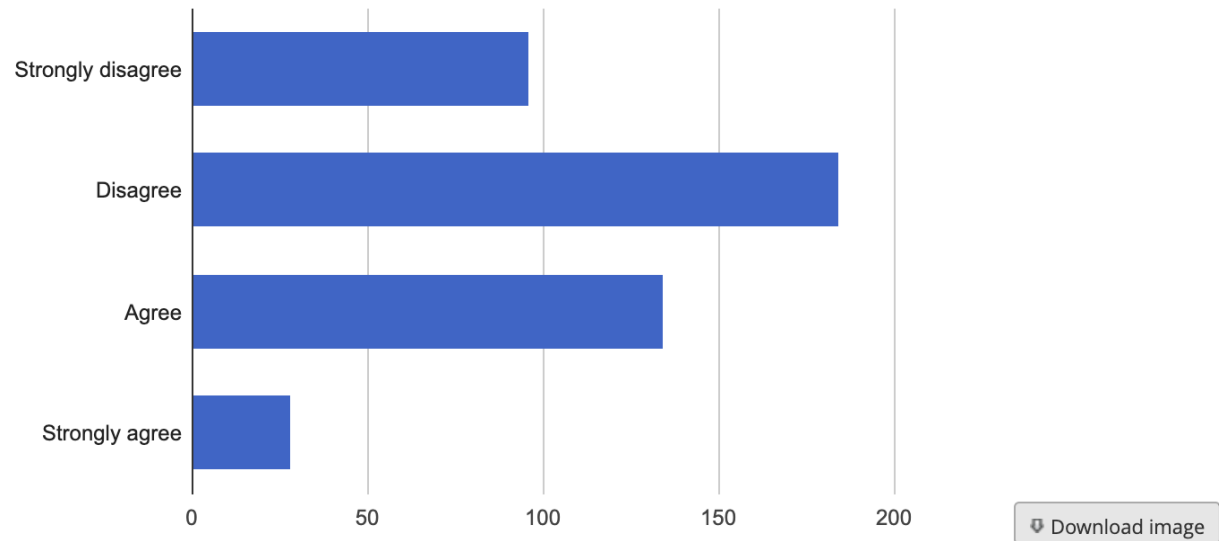
Important Findings:

- Employees have trouble letting go of work at the end of the day, enjoying restorative sleep, and report stress upon waking.

When I get home, I can easily relax and 'switch off' work. *(eri_13)* [Refresh Plot](#) | [

Total Count (N)	Missing*	Unique
442	154 (25.8%)	4

Counts/frequency: Strongly disagree (96, 21.7%), Disagree (184, 41.6%), Agree (134, 30.3%), Strongly agree (28, 6.3%)



Overall Takeaway

Positive Indicators

- Employee's feel respected by immediate supervisors and community members (e.g., patients/students)
- Employees feel secure in their jobs at GW
- Employees find their daily jobs interesting and full of meaning

Opportunities for Growth

- Employee's experience poor sleep due to work stressors / inability to "shut off"
- Continue efforts to improve recognition (organizational level)
- Finding strategic opportunities to balance the increased demands



Growth

Teamwork

Individual

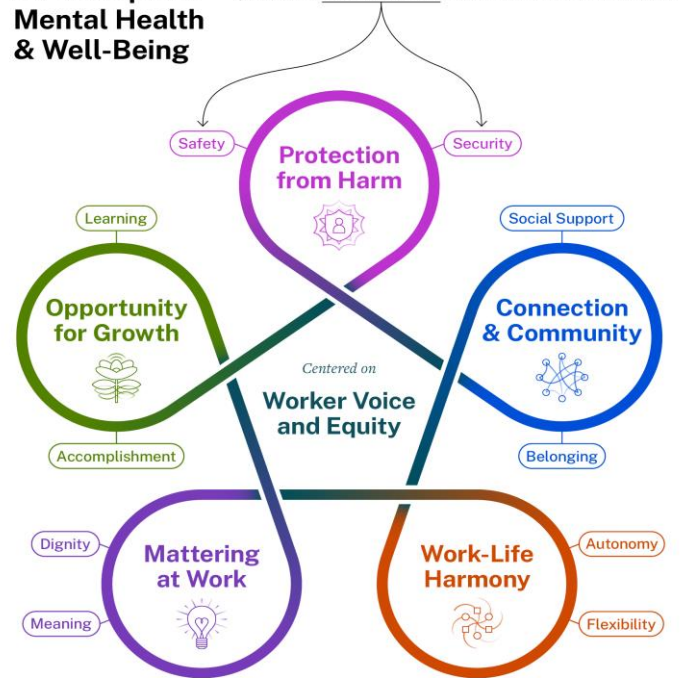
Basic Needs

- **Growth-How can I grow ?**
People need to be challenged to learn something new
- **Teamwork-Do I belong here ?**
Need to feel they belong, that they are part of something bigger than themselves
- **Individual-What do I give ?**
Want to know about their individual contributions and their worth to organization
- **Basic Needs-What do I get ?**
Need to have a clear understanding of what excellence in their roles looks like to be successful

GW R&WC Example of Protection From Harm Components

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Protection from Harm Components

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize Diversity, Equity, Inclusion, and Accessibility (DEIA) norms, policies, and programs

Physical Safety

- Increased presence of university police
- Revamped emergency lock down buttons
- Enhanced hospital security measures with secure entry points

Psychological Safety

- Proactive scheduled safe spaces and ad hoc debriefings
- Expansion of Peer Support Program Caring For Caregivers (CFC)
- Enhanced mentorship through coaching in MD program
- Doughnuts with the Deans

Adequate Rest

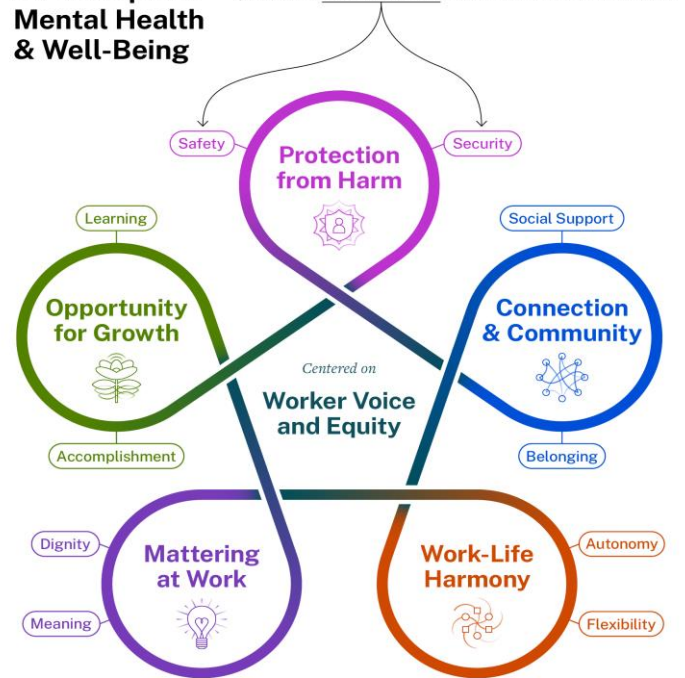
- MOST CITED AREA FOR IMPROVEMENT
- Focus on sleep education AY 23-24 Advocacy for night float system
- 24hr access to call rooms, Resident on-call lounge

Continued on next slide

GW R&WC Example of Protection From Harm Components

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Protection from Harm Components

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize Diversity, Equity, Inclusion, and Accessibility (DEIA) norms, policies, and programs

Normalizing and Supporting Mental Health (Resiliency & Well-Being Center)

- Opt-out well-being counseling session for new hires
- Free psychiatry/integrative visits x 8-10
- Employee assistance program with expanded digital offerings
- Hospital funded union program to reimburse out of pocket expenses for mental health visits

Operationalizing DEI programming

- Development of Antiracist Coalition (ARC)
- Increased FTE funding for DEI office
- Equity Champion now on all search committees

Continued from previous slide



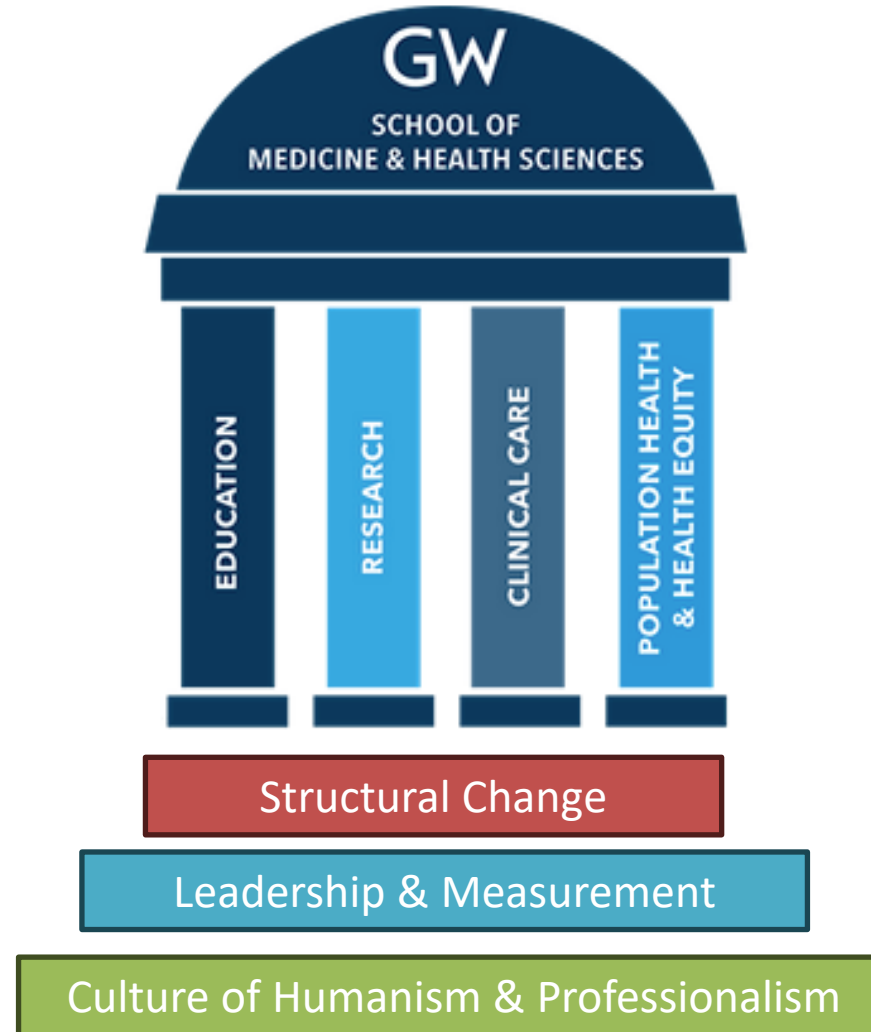
Measuring Well-Being: Summary of Selected Instruments

LEVEL	Scale	Frequency
Institutional	<ul style="list-style-type: none">• NIOSH Worker Well-Being Questionnaire• Built internally or from consultation	<ul style="list-style-type: none">• Annual
Department/Unit	<ul style="list-style-type: none">• Mayo Leader Behavior Index• Thriving at Work	<ul style="list-style-type: none">• Annual or at organization specific performance check points
Individual	<ul style="list-style-type: none">• WHO-5• Effort Reward Imbalance Scale• Index of Psychological Wellbeing at Work• Burnout Inventory (Maslach or Oldenburg)	<ul style="list-style-type: none">• Varies. Can be used as part of self care planning. Also can be utilized as data for further interventions by trained professionals

Case Example: GW R&WC Strategic Initiatives



Key Cross Cutting Wellness Themes For AY-24-25





Key Cross Cutting Wellness Themes For AY-24-25

KEY AREA	EDUCATION	RESEARCH	CLINICAL	POPULATION HEALTH
Leadership & Measurement	✓	✓	✓	✓
Communication and Marketing of Resources			✓	✓
Education on Mental Health to Reduce Stigma	✓			✓
Well-Being Baseline Assessments			✓	✓
Work-Place Operational Effectiveness		✓	✓	
Use of Standard Well-Being Framework	✓			✓

30-minute well-being appointment for **all incoming residents** during their work hours with R&WC staff.

- ***Attended to date: 55% (53/96)***
- ***No shows: 23% (22/96), most have rescheduled for October***
- ***Completed GAD-7 & PHQ-9: 62.5% (60/96)***
- ***Hitting 70-90% with Surgery and Emergency Medicine!***
- ***Working with Internal Medicine to remove obstacles to scheduling during work hours.***



Leadership

Lorenzo Norris, MD
Director & Chief Wellness Officer
SMHS Assistant Dean for Student Affairs
norrismd@gwu.edu

Leigh Frame, PhD, MHS
Associate Director
leighframe@gwu.edu

Viktoriya Karakcheyeva, MS, NCC, LCPC, LCADS
Behavioral Services Director
vkarakcheyeva@gwu.edu

Ashely Drapeau, PA-C, LAc
Behavioral Services Physician Assistant
adrapeau1@gwu.edu

Main Contacts

rwc.smhs.gwu.edu
rwc@gwu.edu

Janette Rodrigues
Administrative Director
jrodrigues@gwu.edu

Complete the **Consultation Request Form** for an individual or group consult