

5 September 2023

Healthcare Worker Wellbeing Centre

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WELLBEING FOR HEALTHCARE WORKERS: THE INITIATIVE

In 2020 researchers conducted a national survey of 9000 Healthcare workers to understand their wellbeing through the pandemic

85%

RESPONDANTS WERE VICTORIAN HEALTHCARE WORKERS



Burnout is associated with increased medical errors, poor patient health outcomes, decreased patient satisfaction, reduced self-confidence in communication skills and greater staff turnover workforce attrition



Given these adverse impacts on care providers, patients, and health system performance, there is an urgent need to tackle this issue and achieve sustainable improvements in health care worker wellbeing.

61%

REPORT BURNOUT

28%

REPORT DEPRESSION

Why create a 'Centre' for wellbeing?

SCV Healthcare Worker Wellbeing Survey

- ▶ The first Healthcare Worker Wellbeing Survey was conducted in December 2021
- ▶ 3,354 staff across 27 public and community health services indicate poor healthcare worker wellbeing.
- ▶ 74 % of respondents report they have often felt fatigued over the previous 3 months
- ▶ 52% report they are experiencing burnout and work-related stress has increased
- ▶ Nine percent of respondents indicated that they intended to leave their current job within the next three months, and more than 1 in 3 (31%) intend to leave within the year.

SCV Healthcare Worker Wellbeing Centre

What are we trying to accomplish?

How will we know a change is an improvement?

What changes can we make that result in improvement?

Reduce burnout - Maslach burnout inventory, PMS

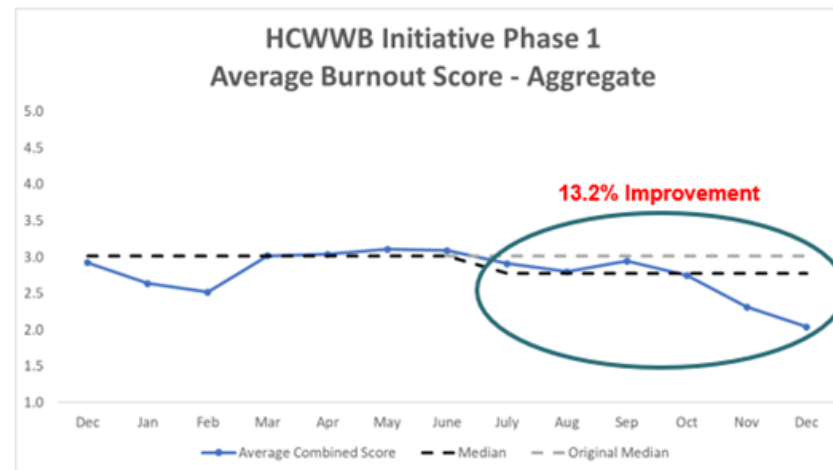
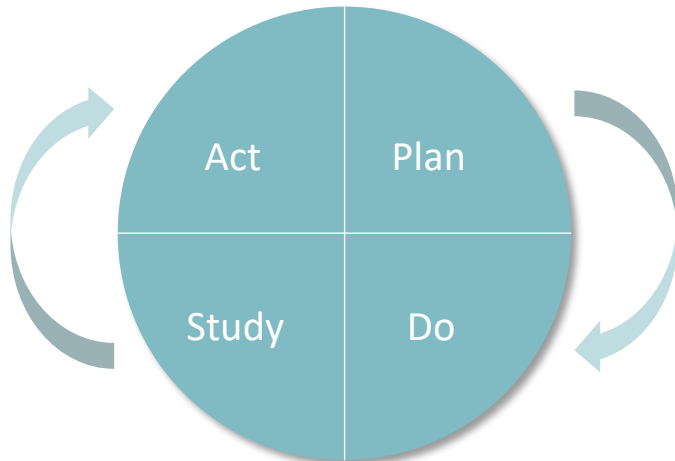
Improve (reported) wellbeing outcome domains - adapted Mini Z

Build health service capability in improvement science

Build health service capability in measuring for improvement

Reduce staff sick leave, reduce staff turnover

Improve patient outcomes



OFFICIAL

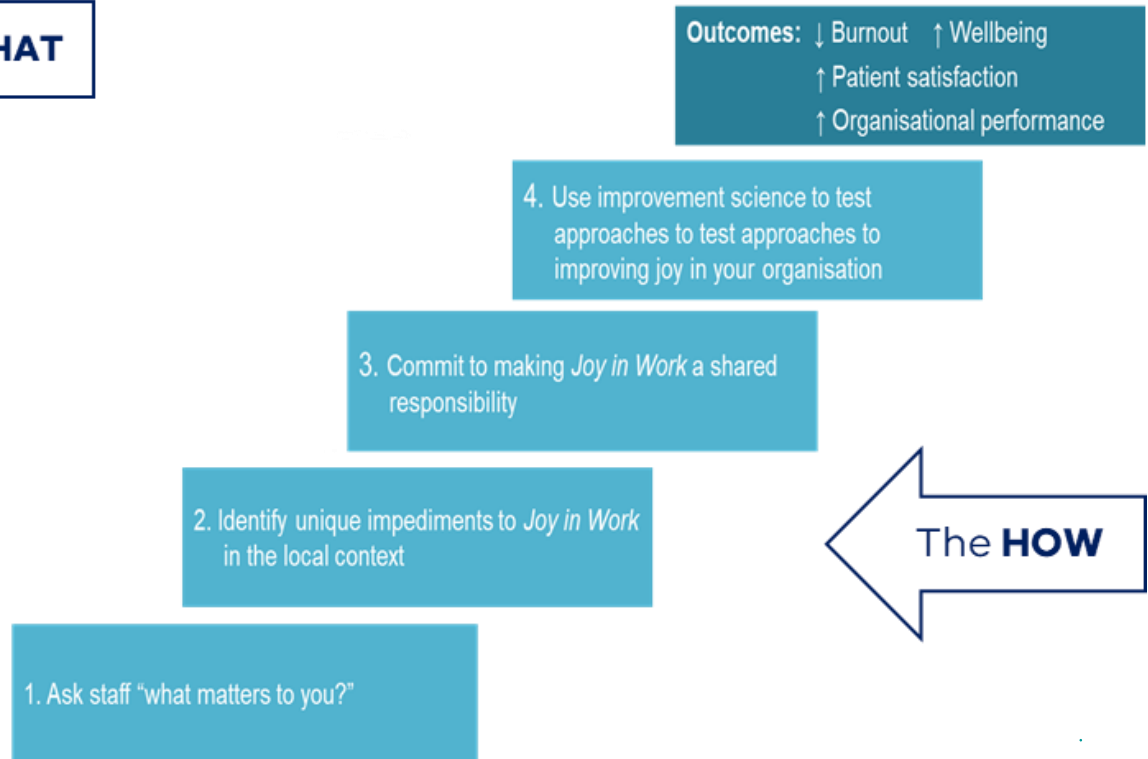
The centre's streams of work



Joy in Work Framework



The **WHAT**



The **HOW**

Step 1: What matters to you



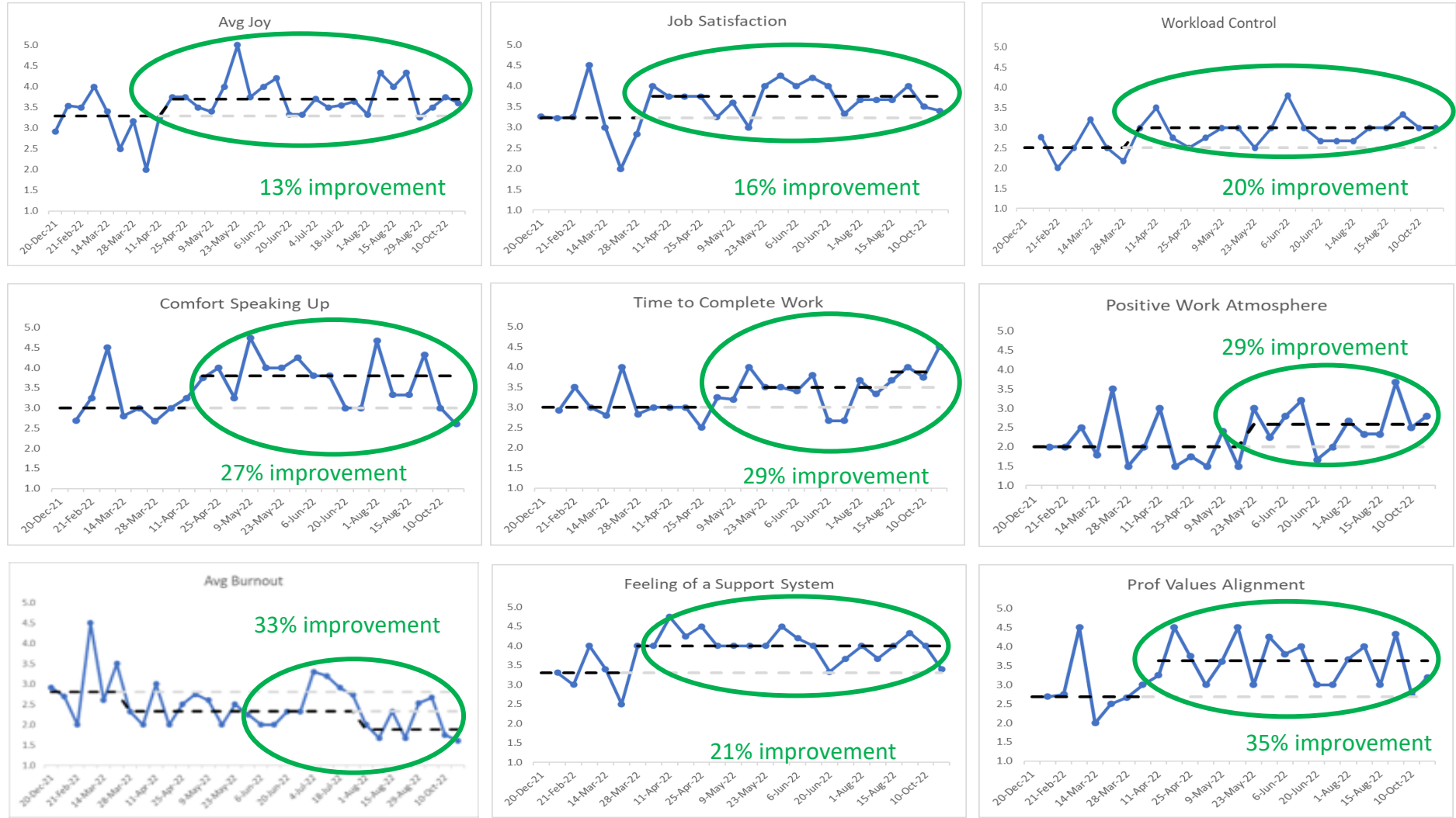
Step 2 & 3: identify unique impediments to joy in work (locally), commit to making joy in work a shared responsibility



Step 4: test approaches to improving joy in your organisation

AIM	DRIVERS	SECONDARY DRIVERS	CHANGE IDEA EXAMPLES
By June 2024, we will improve the wellbeing of healthcare workers in participating teams by reducing burnout and increasing joy by 10%	Camaraderie and Teamwork	<ul style="list-style-type: none"> Build and support multidisciplinary teams/teamwork Optimise communication within and between teams 	<ul style="list-style-type: none"> Establish a buddy system to support new staff Implement a short daily team huddle to support communication, collaboration and problem solving around daily priorities Implement "Schwartz Rounds"; a rounding intervention shown to improve teamwork, interdisciplinary communication, decrease stress and isolation, and improve compassion towards patients
	Meaning and Purpose	<ul style="list-style-type: none"> Foster a culture of transparent communication that enables understanding of individuals' motivations Create a shared purpose and line of sight to the organisation's mission, vision and values 	<ul style="list-style-type: none"> Ask team members 'What Matters to You' to understand what contributes to their sense of meaning and purpose At all levels of the health service, continually focus the work on those who are served (patients) Make space in meeting discussions for linking the daily work of staff with organisation/service level strategic goals and values Create opportunity for staff to pursue professional and personal development that aligns with goals and interests
	Autonomy and Control	<ul style="list-style-type: none"> Optimise team composition and assure adequate staffing Design workflows for efficiency and eliminate wasteful work practices Create flexible work policies 	<ul style="list-style-type: none"> Identify opportunities to optimise team composition allowing people to spend more time on what they are uniquely qualified to do and provide needed upskilling to do so (i.e., work at the "top of their license") Provide training on relationship-centred communication skills Provide protected time for staff to complete training and CPD Conduct a "break the rules" campaign that invites staff to offer solutions to issues that impact experience for staff or patients Explore and test alternative work arrangements/scheduling for staff to provide greater flexibility Institute IT/EHR system upgrades targeting specific areas of frustration or re-work Identify and eliminate waste in daily work that contributes to staff feeling undervalued or frustrated (e.g., duplicative steps/processes, contributors to rework, work that does not directly contribute to patient wants/needs etc.)
	Wellness and Resilience	<ul style="list-style-type: none"> Demonstrate commitment to wellbeing by embedding wellbeing supports in workplace policy and strategy Signal that mental health matters from the top 	<ul style="list-style-type: none"> Have local leaders talk regularly with their teams about mental health including their own experiences Implement 'staff resuscitation trolleys' with food, drinks, and other essentials to keep team members going through their shift Establish processes for reviewing scheduling rosters to ensure rosters mitigate occupational fatigue Create comfort corners and wellbeing spaces to provide space and opportunity for staff to unwind and decompress Conduct a policy review/audit and correction process to ensure that wellbeing is considered in all organisational pursuits and ensure that systems do not negatively impact on staff wellbeing at the expense of other priority areas Conduct timely debrief sessions with staff involved in adverse events to understand impacts and ensure staff have support Provide mental health days and establish processes for covering work so that these days may be utilised
	Physical and Psychological Safety	<ul style="list-style-type: none"> Model fallibility and invite input from staff Destigmatise failure and contribute to a Just Culture by highlighting learning gained through challenges in work Build a physically safe work environment to enable staff to provide quality care 	<ul style="list-style-type: none"> When staff speak up (e.g., offer an idea, share a concern, disclose an error) leadership ensure it is a positive experience (e.g., staff member is thanked, learning is highlighted) Encourage those with more power to set the tone for open communication and valuing the opinion of all Establish an embedded process to quickly attend to the emotional needs of health care workers involved in an adverse event, victimised by bullying, or involved in workplace violence episodes Create a peer support network in which staff can connect, debrief and establish social connection with their peers Train managers, peer leaders, and dept heads in peer-to-peer communication to address disruptive or unprofessional behaviours Take action to ensure cultural safety, diversity and inclusion; for example, establish processes for aboriginal staff to connect Include a wellbeing measure as part of the evaluation of any change initiative to understand impacts on staff Ensure all staff have access to de-escalation training (beyond offering via an asynchronous LMS platform)
	Participative Management	<ul style="list-style-type: none"> Create space to listen, understand and involve staff in decisions Co-design and deliver work with members of the team Distribute leadership responsibilities 	<ul style="list-style-type: none"> Provide framing for the work that articulates why the work is important Leaders model the way – share WMTY with staff and identify opportunities to be vulnerable with the team; for example, leaders facilitate conversations with teams on what is required in the next 24 hours to enable a good day Invite input from and participation of staff in important decisions regarding the service Structure opportunities for team members to be involved and heard Create and be personally involved in opportunities that allow team members to learn together Deploy a shared leadership model that includes all team members and dedicates non-clinical time for clinicians to successfully engagement Provide leadership training that builds in those behaviours that matter most to staff (based upon WMTY conversations)

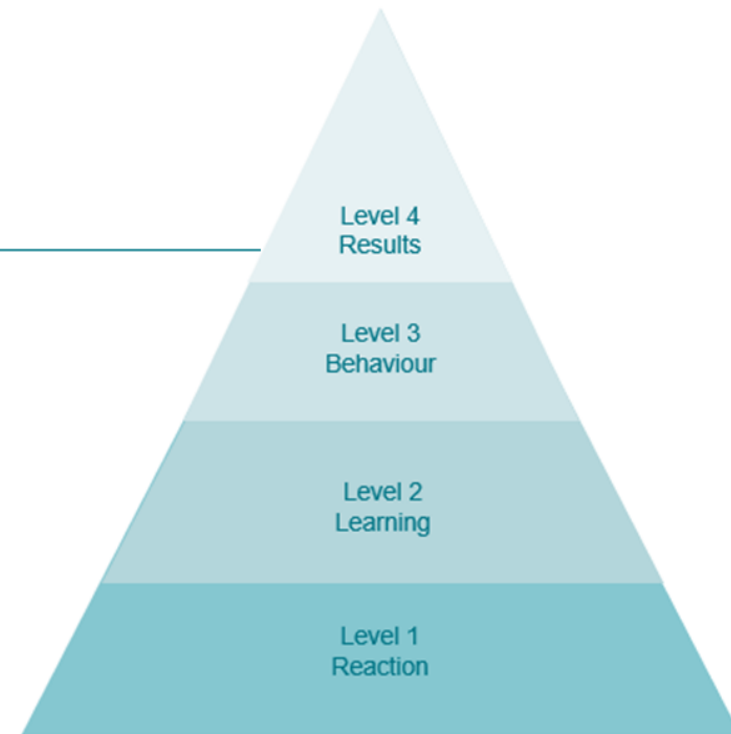
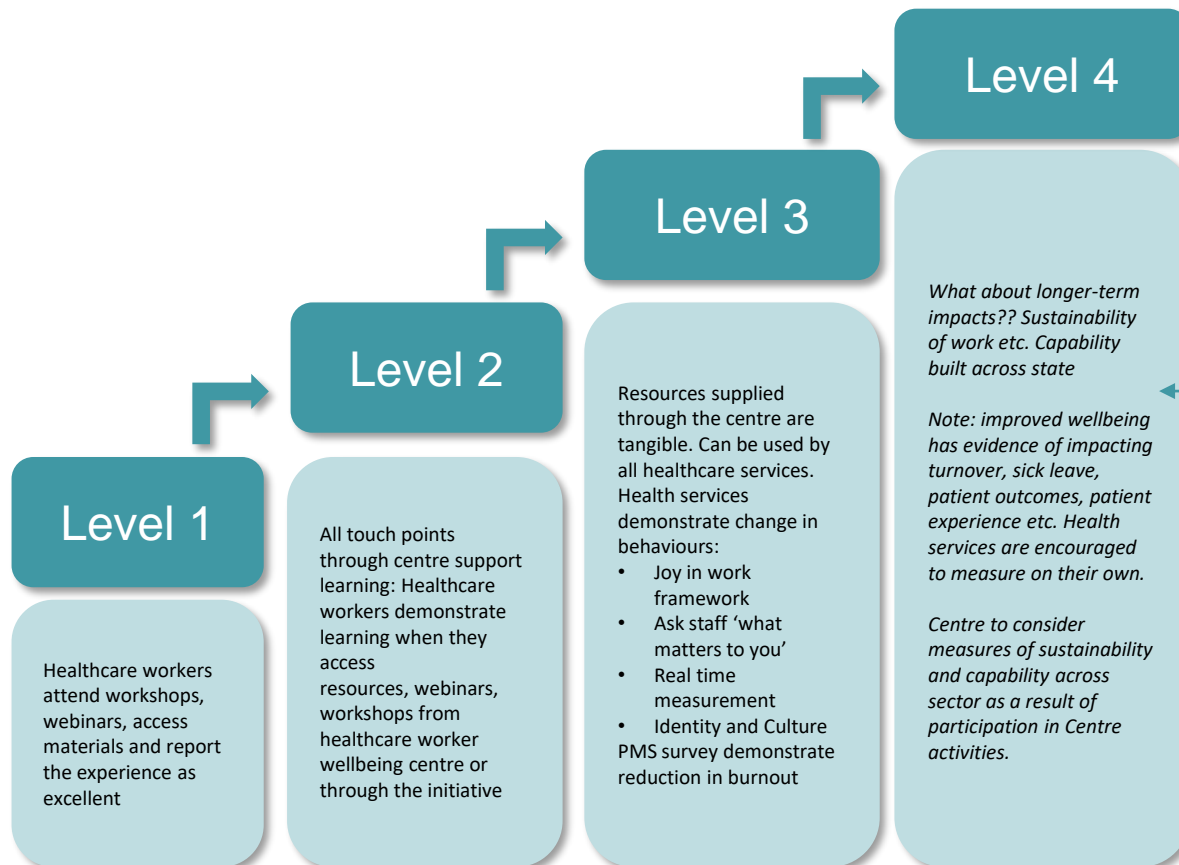
Outcomes



Desired
direction

All medians set based upon data from Feb-Apr

Levels of expected outcomes



What can you do?

Adapted Full Mini Z Survey



- [SCV Wellbeing Newsletter](#)
- [Healthcare Worker Wellbeing Community of Practice](#)
- [IHI Framework for Improving Joy in Work \(White Paper\)](#)
- [Learn about Quality Improvement](#)
- Contact our team:
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