



Healthcare Workforce Resilience

Workforce Grand Rounds Webinar Series

November 23, 2021

Jonathan Ripp, MD, MPH
Dean for Well-Being and Resilience
Chief Wellness Officer
Mount Sinai Health System
Icahn School of Medicine at Mount Sinai

Lara Vanyo, MD
Mount Sinai System Faculty Wellness Champion & Well-being
Mount Sinai Health System
Icahn School of Medicine at Mount Sinai

Vision: Healthy Communities, Healthy People



Departmental Wellness

From the perspective of a New York City Emergency Department
during Pre-Pandemic and Pandemic Times

Lara Vanyo, MD

Mount Sinai System Faculty Wellness Champion and Well-being Director for the Department of Emergency Medicine

Mount Sinai Health System

Icahn School of Medicine at Mount Sinai



**Mount
Sinai**

"When you focus on the past, that's your ego. When I focus on the future, that's my pride. I try to focus in the moment, in the present. That's humility."



Pre-Pandemic...



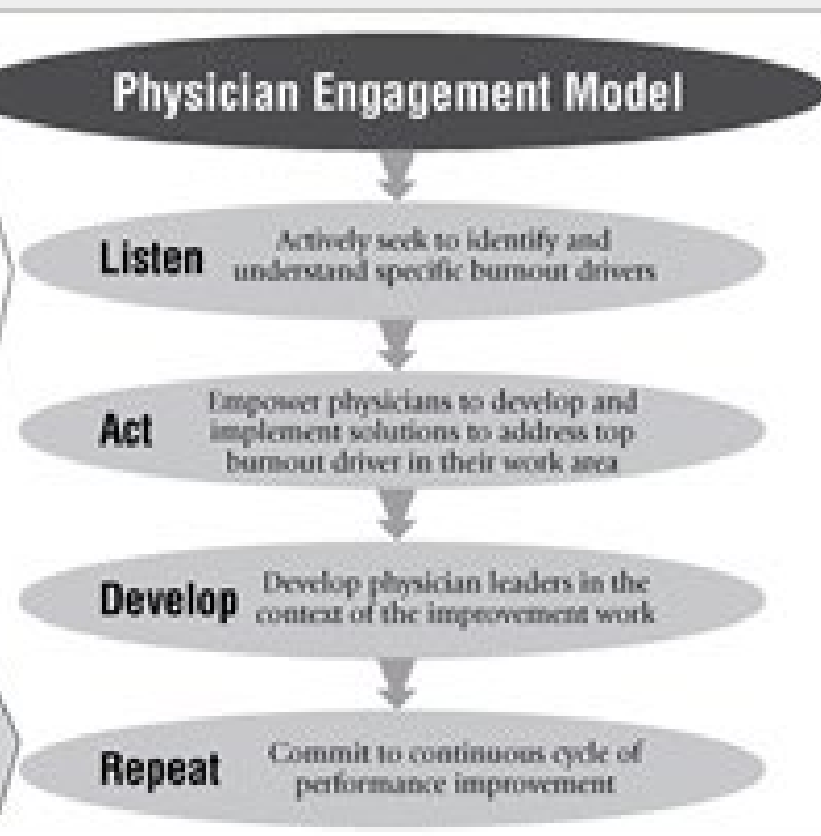


FIGURE 1 Listen-Act-Develop Model



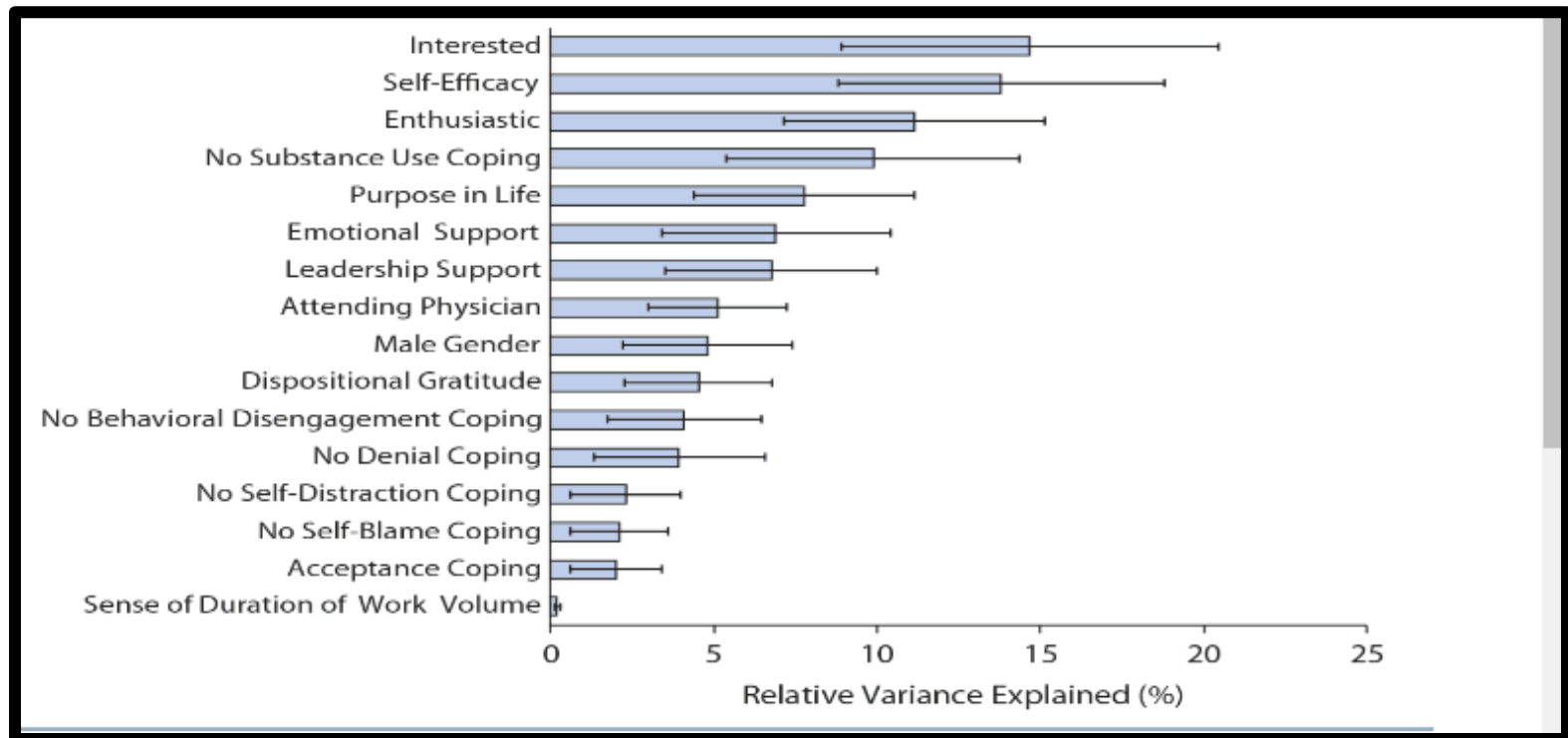
Pandemic hits...





RESILIENCE

Factors Associated with Psychological Resilience in Frontline Health Care Workers



Pietrzak RH, Feingold JH, Feder A, Charney DS, Peccoralo L, Southwick SM, Ripp J.
J Clin Psychiatry. 2020 Dec 29;82(1):2013749. doi: 10.4088/JCP.2013749. PMID: 33378141

How to build Resilience into a Department...

- Objectives:
 - Provide mental and emotional health resources
 - Develop interests and passions
 - Enhance leadership support
 - Improve teamwork

Mental and Emotional Health Support...



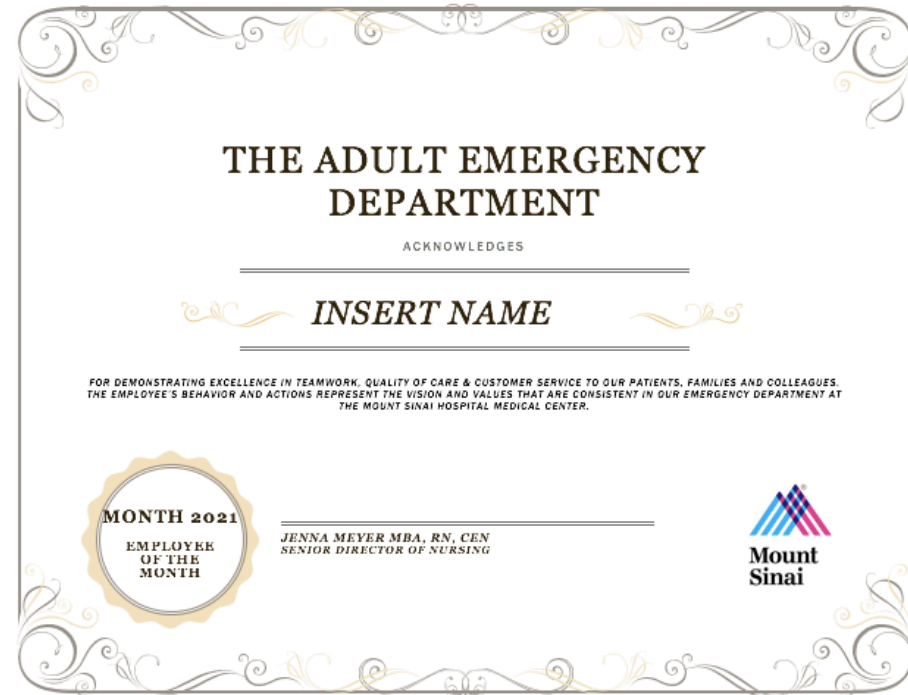
Develop Passions: Mentorship



Leadership



Teamwork...



Change in perspective provided by the Pandemic:

Wellness as a Necessity, not a Bonus...

Organizational Approaches to Well-Being *Before and in the Wake of COVID-19*



Jonathan Ripp, MD, MPH
Dean for Well-Being and Resilience
Chief Wellness Officer
Mount Sinai Health System
Icahn School of Medicine at Mount Sinai



**Mount
Sinai**

Objectives

1. Describe drivers and consequences affecting clinician well-being
2. Consider system-level ways to improve clinician well-being
3. Identify ways for health care institution's to commit to clinician well-being, including Chief Wellness Officer positions
4. Recognize the impact of COVID-19 on well-being
5. Make the case for continuing to prioritize clinician well-being under the present circumstances

What's driving burnout/well-being?

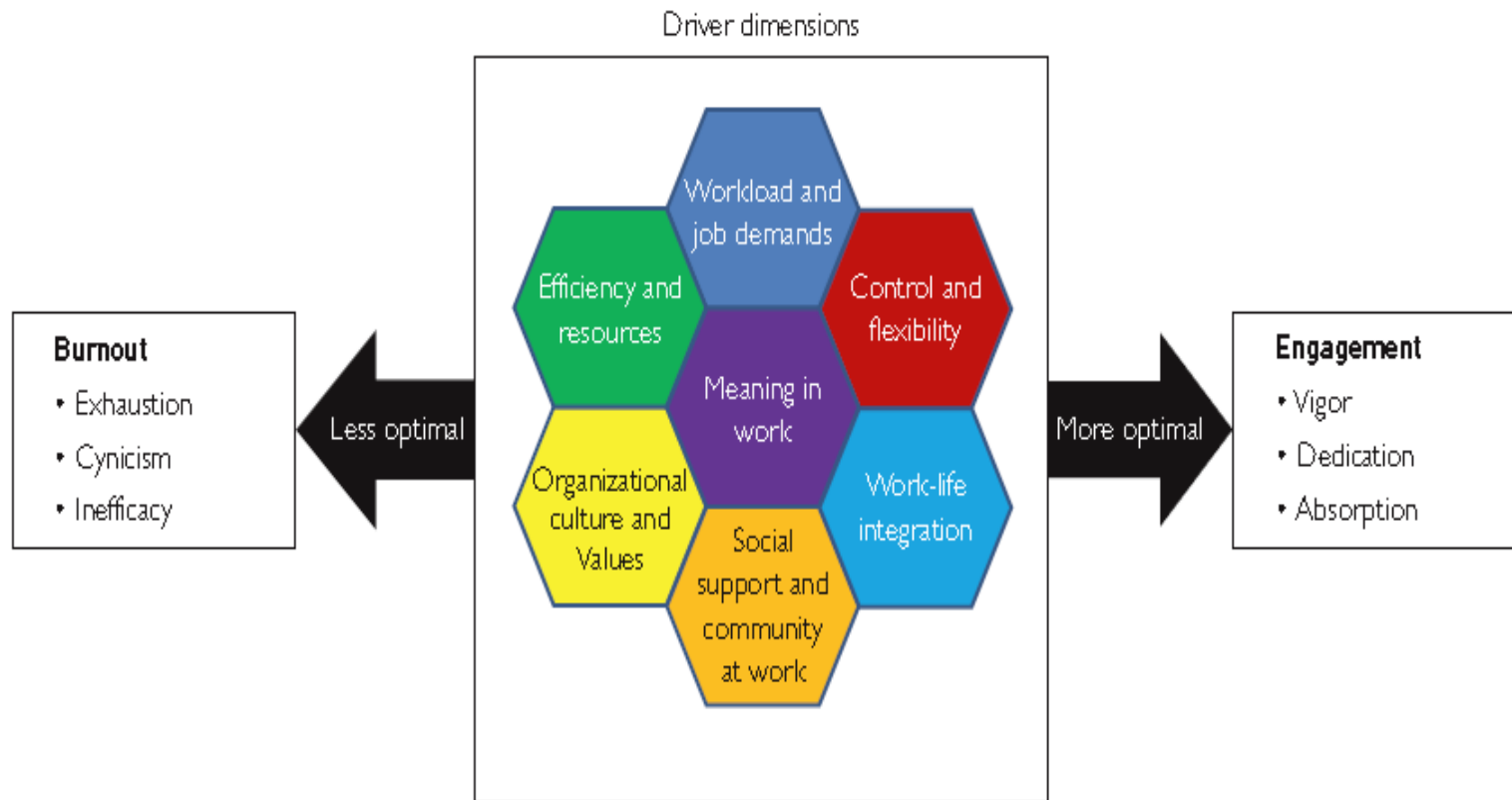
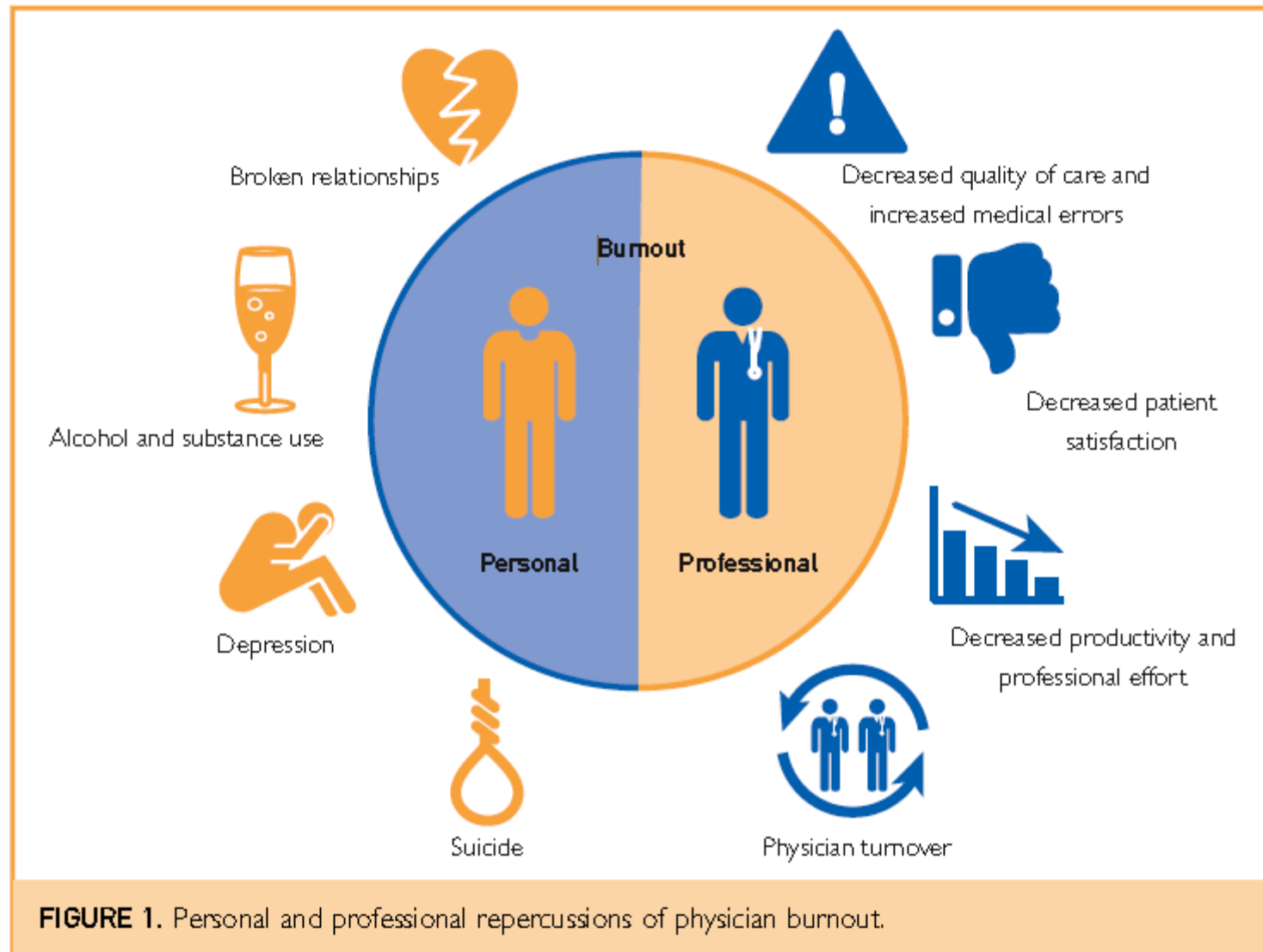


FIGURE 2. Key drivers of burnout and engagement in physicians.

Consequences of Job Burnout

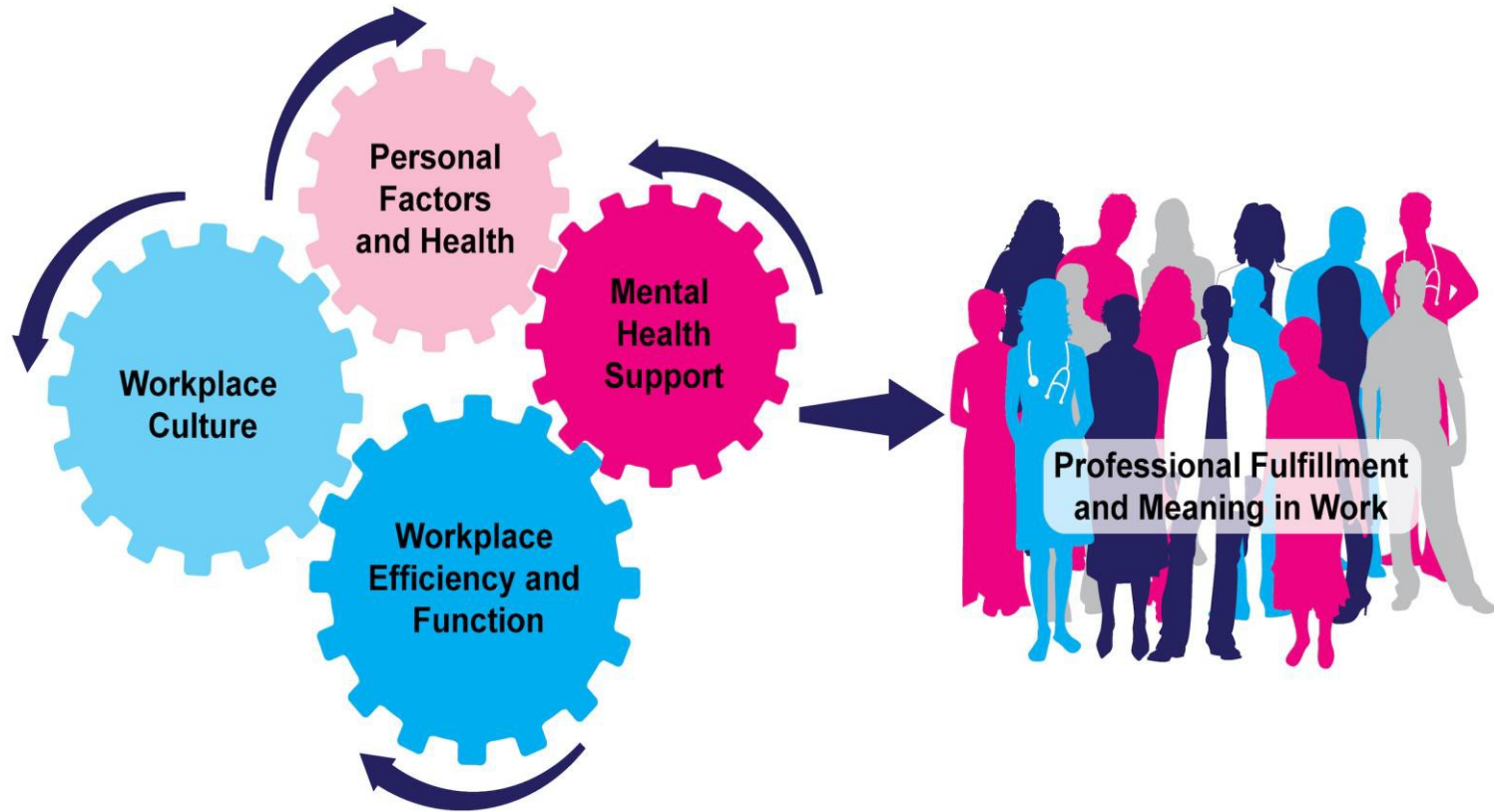


Office of Well-being and Resilience at ISMMS

- ▶ *“The Office of Well-being and Resilience believes that your professional fulfillment is essential to your well-being and the delivery of the best education, research, and patient care.”*
- ▶ *“Our mission is to promote your well-being and professional satisfaction by advancing a culture that enables you to do your best work in a community that values you.”*



MSHS Model of Physician/Provider Well-Being



A Team-based Model of Primary Care Delivery and Physician-patient Interaction



The NEW ENGLAND JOURNAL *of* MEDICINE

Perspective
NOVEMBER 8, 2018

Getting Rid of Stupid Stuff

Melinda Ashton, M.D.

Commercial Electronic Health Records

Daniel R. Murphy, MD, MBA^{1,2}; Ashley N. D. Meyer, PhD^{1,2}; Elise Russo, MPH^{1,2}; et al

» [Author Affiliations](#) | [Article Information](#)

JAMA Intern Med. 2016;176(4):559-560. doi:10.1001/jamainternmed.2016.0209

Culture of Well-Being

Why Does Strong Leadership Matter?

- ▶ Increases team engagement
- ▶ Improves overall quality of care
- ▶ Increases productivity
- ▶ Improves patient satisfaction
- ▶ Reduces staff and physician turnover
- ▶ Overall improves performance and results in better outcomes!

Swensen, Stephen, et. Al. J of Man. Dev. 35.4 (2016):549-570



Culture of Well-Being

The Mayo Leadership Index

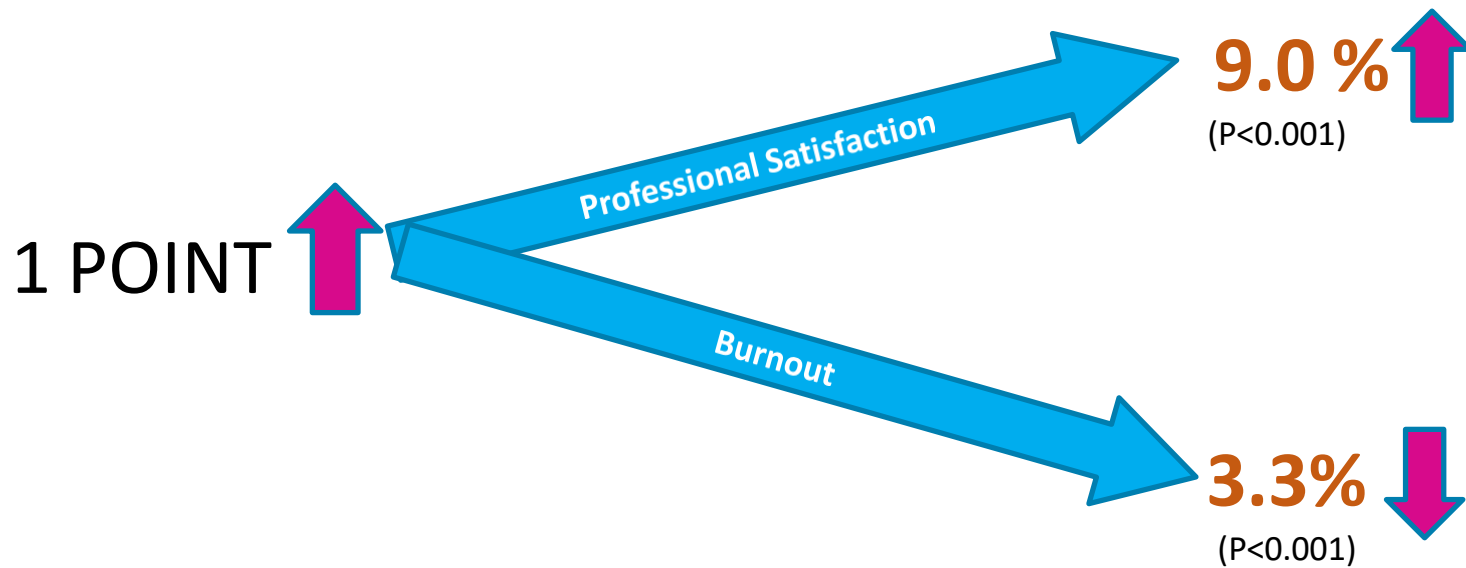
My immediate supervisor:

- ▶ Holds career development conversations with me
- ▶ Empowers me to do my job
- ▶ Encourages me to suggest ideas for improvement
- ▶ Treats me with respect and dignity
- ▶ Provides helpful feedback and coaching on my performance
- ▶ Recognizes me for a job well done
- ▶ Keeps me informed about changes taking place
- ▶ Encourages me to develop my talents and skills
- ▶ Overall, how satisfied are you with your immediate supervisor



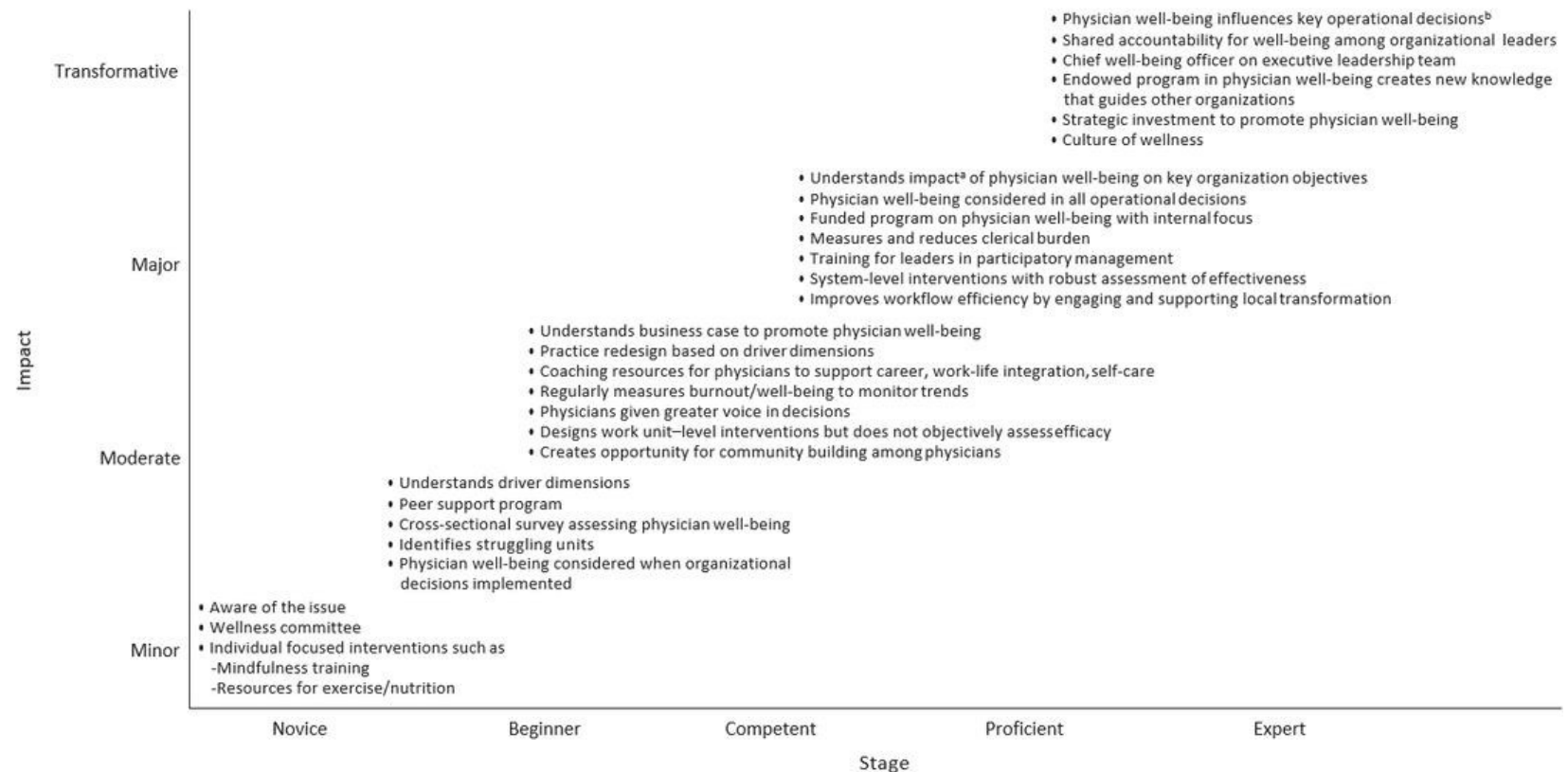
Culture of Well-Being

12 Dimension Leadership Index



Stages in an Organization's Journey to Well-Being Expertise

Figure 1. Typical Steps in an Organization's Journey Toward Expertise in Physician Well-being



^a Finances, turnover, safety/quality, patient satisfaction.

^b Strategy, priorities, resource allocation, new initiatives.

The Organizational Journey to Well-Being Expertise

Stages of Readiness for Change

Novice	Beginner	Competent	Proficient	Expert
Awareness	Understand driver dimensions	Understand business case	Understand impact of well-being on organizational objectives	Well-being influences all major operational decisions
Wellness Committee	Peer support program	Practice redesign		
Individual interventions (mindfulness, lifestyle initiatives)	Cross-sectional survey	Coaching resources	Well-being considered in operational decisions	Chief Wellness Officer
	Identification of struggling units	Regularly measure well-being	Funded well-being program	Strategic investment
	Well-being considered in organizational decisions	Work-unit level interventions	Leadership training	Knowledge creation
		Opportunities for community-building	Assessment of systems interventions	Culture of wellness

Where is your organization?

Adapted from Shanafelt *JAMA IM* 2017; 77(12): 1827

RELATED TOPICS:

WELLNESS | QUALITY OF CARE | SYSTEMS OF CARE | PATIENT CARE | PATIENT BURNOUT | DEPRESSION
| DEPRESSION | PHYSICIAN BURNOUT | PHYSICIANS | HEALTH CARE PROVIDERS

Making The Case For The Chief Wellness Officer In America's Health Systems: A Call To Action

Sandeep Kishore, Jonathan Ripp, Tait Shanafelt, Bernadette Melnyk, David Rogers, Timothy Brigham,
Neil Busis, Dennis Charney, Pamela Cipriano, Lloyd Minor, Paul Rothman, Johnese Spisso,
Darrell G. Kirch, Thomas Nasca, Victor Dzau

OCTOBER 26, 2018

10.1377/hblog20181025.308059



Chief Wellness Officer: Potential Requirements and Responsibilities

Reports to

Senior Leadership (CEO, President, or Dean)

Minimum Requirements

Resources, including team members, to (i) implement and evaluate evidence-based interventions at the individual, group and system level; and (ii) ensures implementation and continuous feedback.

Coordinates with other executive leaders (e.g. CQO) to ensure well-being is prioritized and integrated into executive leadership activities.

Works closely with marketing and/or communications team to ensure that community-wide messaging is supportive of the well-being for the community served.

Specific Responsibilities

- Provides strategic vision, planning, and direction to the development, implementation and evaluation initiatives to improve health and well-being outcomes
- Regularly monitors and reports outcomes, including measures of engagement, professional fulfillment, health and well-being, return on investment, value on investment, and tracks how they change with the introduction of interventions
- Raises awareness and provides education about the impact of professional burnout and the benefit of building resiliency and coping skills in clinicians,
- Implements effective evidence-based individual-level interventions, group-level interventions and system-wide interventions
- Implements system-level interventions on efficiency of practice, participatory management, and empowering of healthcare professionals to develop their voice on culture
- Pursues/advances well-being research efforts where appropriate,
- Coordinates and works with mental health leaders to decrease stigma and improve access to and awareness of mental health services,
- Creates a culture of wellness to improve organizational health and well-being at the system level,
- Conducts evidence-based quality improvement efforts that support clinician well-being,
- Oversees the business plan development for implementation and delivery of programs and services that support clinician well-being.

Source: Original to the authors

What is the role of the Chief Wellness Officer?

Perspective

The Health Care Chief Wellness Officer: What the Role Is and Is Not

Jonathan Ripp, MD, MPH, and Tait Shanafelt, MD

Responsibilities of the Chief Wellness Officer (CWO)

Responsibilities of the CWO^a

Measure well-being, burnout, and professional fulfillment across the organization

Measure the efficiency of the practice environment and identify opportunities to improve it

Engage members of the organization while working to create the optimal practice environment

Assess the organizational culture and identify dimensions of culture that require strengthening

Provide relevant and actionable data to other leaders

Develop an organization-wide action plan for improving clinician well-being

Determine what resources are necessary, advocate for those resources, and develop a business case and a path to secure those resources

Identify hot spots and provide guidance, recommendations, tactics, and support to those areas

Develop system-wide resources for individuals to improve well-being

Develop system-wide resources to support individuals in distress

Develop system-wide resources to help leaders develop behaviors that promote the well-being of those they lead

Advocate for clinician well-being in organizational decision making

Influence other leaders' thinking and sense of shared ownership of clinician well-being

^aResponsibility of the CWO and his or her team; CWO is accountable.

^bResponsibility of senior leaders in the organization; all senior leaders are accountable.

- ▶ Measure
- ▶ Listen and Partner to help “steer the ship”
- ▶ Provide Expert Guidance
- ▶ Advocate
- ▶ Educate and Raise Awareness
- ▶ Perhaps some “Program Delivery”

The Pandemic Curve and Associated Stressors

Wave 1

1) Fear for Basic Needs

- When/what will I eat?
- How will I be kept safe and keep others safe?
- Who will care for my children?
- How will I get to and from work?

2) Uncertainty

- How long will this workload continue?
- Will I be able to do the job if redeployed?
- Will I be supported by my employer?
- Will I be able to make the difficult decisions?

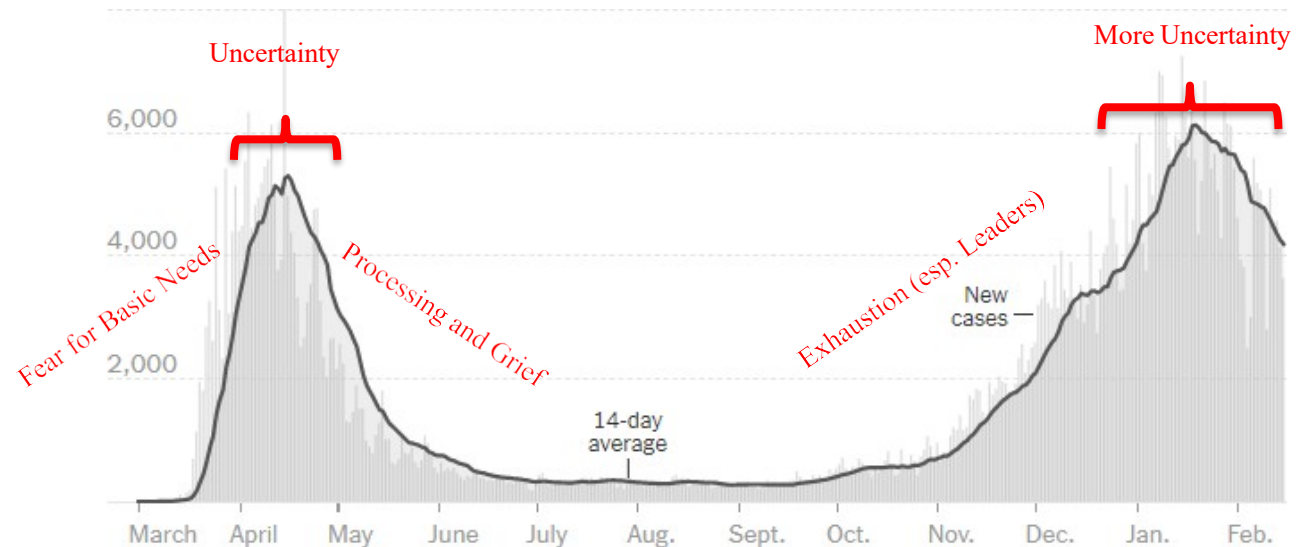
3) Processing Experiences

- Grief and loss
- PTSD or PT Growth
- Catching one's breath and time to reflect
- Impact of societal upheaval around racial injustice

Wave 2

4) Exhaustion

- Re-traumatization and Limited Reserve
- Workforce Turnover
- Leaders Working Increased Intensity >1 year with no Break



Shanafelt et al. JAMA. 2020; Ripp et al. Academic Medicine. 2020; DeWolfe, DJ. 2000. SAMHSA

Pandemic Stressors and Strategies to Respond

Wave 1

1) Provide Basic Daily Resources

- Food (free and subsidized)
- PPE Clarity
- Childcare resource
- Transportation and Parking

2) Communication

- Weekly wellness messages
- Town Halls
- Transparency

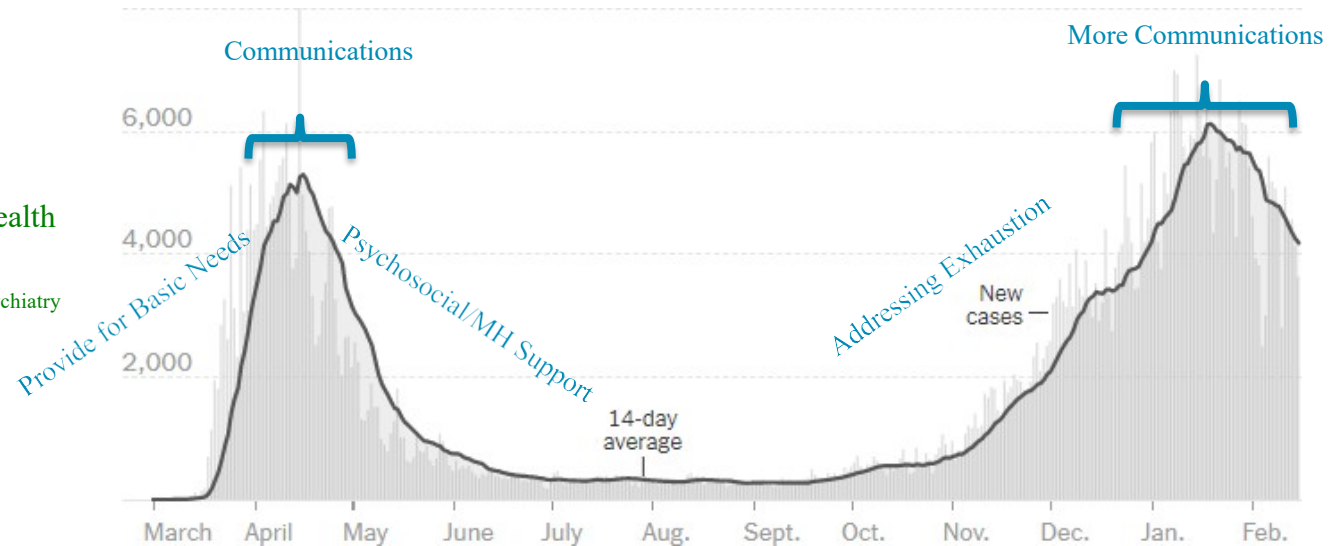
3) Psychosocial & Mental Health

- Support Groups
- Crisis Phone Lines and Telepsychiatry
- Mental Health “PPE”
- Frontline Relief

Wave 2

4) Addressing Exhaustion

- Directed Leadership Support
- Encouraged or Mandated Breaks
- Addressing Workforce Shortages
- Acknowledging it’s “OK to NOT be OK”



Source: New York Times

Mount Sinai Frontline Relief Program

Snack Stations & Well-Being Centers

- ▶ Interactive recharge rooms
 - immersive spaces with music, scent, meditative visual elements, lighting and sound
- ▶ Nourishment and rest areas
- ▶ Facility Dog Visits



COVID-19 IMPACT ON FRONTLINE HEALTHCARE WORKERS AT MOUNT SINAI HOSPITAL

SURVEY RESULTS ON SYMPTOMS OF DEPRESSION, ANXIETY, & PTSD



3,360
6,026

56% MSH



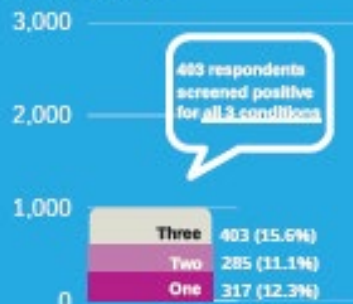
APRIL 14TH - MAY 11TH

Survey Time Frame

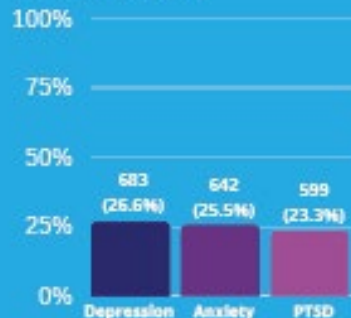
RESPONSE RATES BY PROFESSION

Physician Faculty	43.2%	Chaplains	85.0%
House Staff	56.0%	Dieticians	52.2%
Nurses	41.2%	Social Workers	59.0%
Physician Assistants	46.4%		

RESPONDENTS SCREENING POSITIVE FOR SYMPTOMS BY NUMBER OF CONDITIONS



RESPONDENTS SCREENING POSITIVE FOR SYMPTOMS OF EACH CONDITION



*Based on 2,579 participants exposed to treating COVID-19 patients

FACTORS ASSOCIATED WITH HIGHER RISK FOR ALL OUTCOMES



PRE-PANDEMIC BURNOUT

more than 2x odds of Depression | more than 2x odds of Anxiety | more than 2x odds of PTSD



WORK-LIFE BALANCE CHALLENGES

39% greater odds of Depression | 56% greater odds of Anxiety | 57% greater odds of PTSD



HAVING HIGH MEDICAL RISK

67% greater odds of Depression | more than 2x odds of Anxiety | 88% greater odds of PTSD

FACTORS ASSOCIATED WITH LOWER RISK FOR ALL OUTCOMES



FEELING VALUED AND SUPPORTED AT WORK

28% lower odds of Depression | 24% lower odds of Anxiety | 25% lower odds of PTSD



MARRIED OR PARTNERED

43% lower odds of Depression | 27% lower odds of Anxiety | 38% lower odds of PTSD

OWBR RECOMMENDATIONS

- ADDRESS BURNOUT
- ENSURE PPE AVAILABILITY
- ENHANCE MENTAL HEALTH SERVICES
- PROMOTE CAMARADERIE
- SUPPORT FROM HOSPITAL LEADERSHIP
- CONDUCT FOLLOW-UP SURVEYS



MOUNT SINAI EMPLOYEE AND STUDENT RESOURCES

A guide to mental, emotional, and spiritual help at work



CENTER FOR STRESS, RESILIENCE, AND PERSONAL GROWTH

Call for support, resilience training workshops, care referrals and help with navigating all MSHS resources
212-659-5564 | bit.ly/MS-CSRPG



EMPLOYEE ASSISTANCE PROGRAM

Short-term counseling and referral
212-241-8937



MOUNT SINAI CALM SELF CARE

Yoga, meditation, music, art, self-care
4calm@mountsinai.org



THE OFFICE OF WELL-BEING AND RESILIENCE

Facilitated discussions, narrative medicine, and mindfulness training
tiny.cc/wellnessrequest



ICARE PEER SUPPORT

For all clinical employees and trainees
Peer emotional support
212-241-8989



SPIRITUAL CARE

Speak with a chaplain

Mount Sinai Downtown: **212-420-2759**
The Mount Sinai Hospital: **212-241-7262**
Mount Sinai West: **212-523-6920**
Mount Sinai Morningside: **212-523-2016**

For More
Please Visit



OUTPATIENT PSYCHIATRY TREATMENT

Call any site for a mental health evaluation and treatment

Mount Sinai Downtown: **212-420-2400**

The Mount Sinai Hospital: **212-241-5947**
for children and adolescents: **212-241-7175**

Mount Sinai Morningside/West: **212-523-8080**
for children and adolescents: **212-523-3082**

For More
Please Visit



All Insurance

PSYCHIATRY FACULTY PRACTICE ASSOCIATES

Mental health evaluation and treatment
212-659-8752 | psychiatryfpa@mssm.edu



UMR Insurance



LOUIS ARMSTRONG CENTER FOR MUSIC AND MEDICINE

Daily individual and group sessions
212-844-8387 | info@musicandmedicine.org



PAWS AND PLAY

Support for clinical teams with our facility dog, Moby
jaclyn.craig@mountsinai.org



WELLNESS SPACES AND RECHARGE ROOMS

Mount Sinai Downtown

Beth Israel 3 Linsky, Room 327

Tent on 16th Street near Beth Israel ED door

Mount Sinai Queens

Tent on 30th Road

The Mount Sinai Hospital

Family Waiting Rooms next to MICU5 and KCC9

Mount Sinai West

Eighth floor Family Waiting Room by the Neuro ICU



ADDITIONAL TRAINEE RESOURCES

students, post-docs, fellows, housestaff

STUDENT AND TRAINEE MENTAL HEALTH

212-659-8805 | stmh@mssm.edu

24/7 SUPPORT AND CRISIS HOTLINE

212-241-2400 | 1-866-339-7725



Mount
Sinai

The Office of Well-being and Resilience
OWBR@mssm.edu | 212-241-5057

Center for Stress, Resilience, and Personal Growth



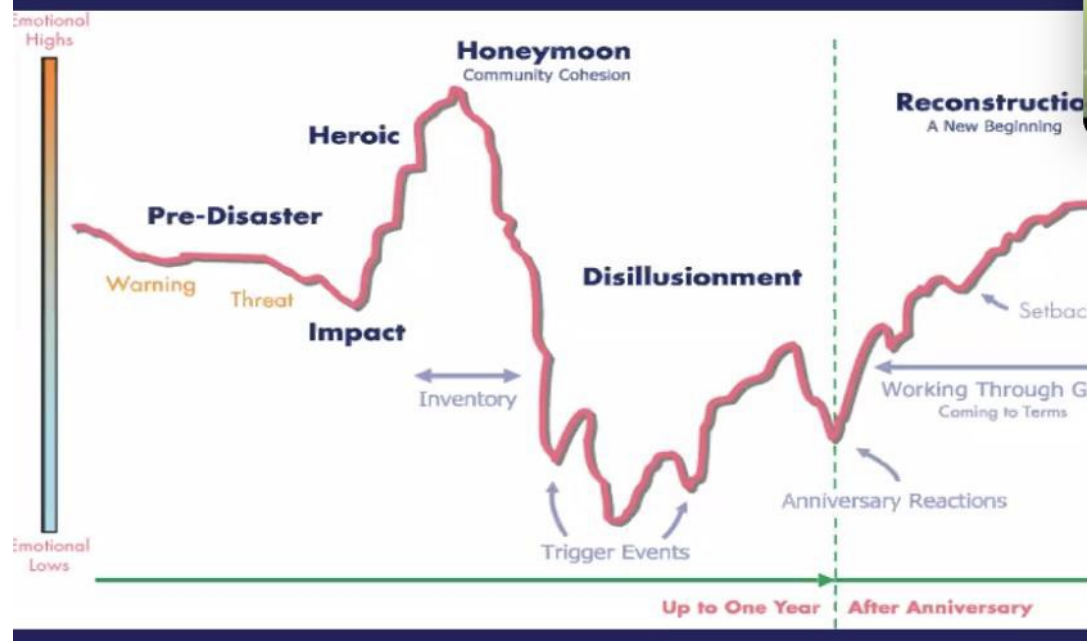
The Center for Stress, Resilience, and Personal Growth provides resilience training workshops, individual support, and up to 14 sessions of no-cost treatment to MSHS faculty, staff, trainees and students. Contact us to learn

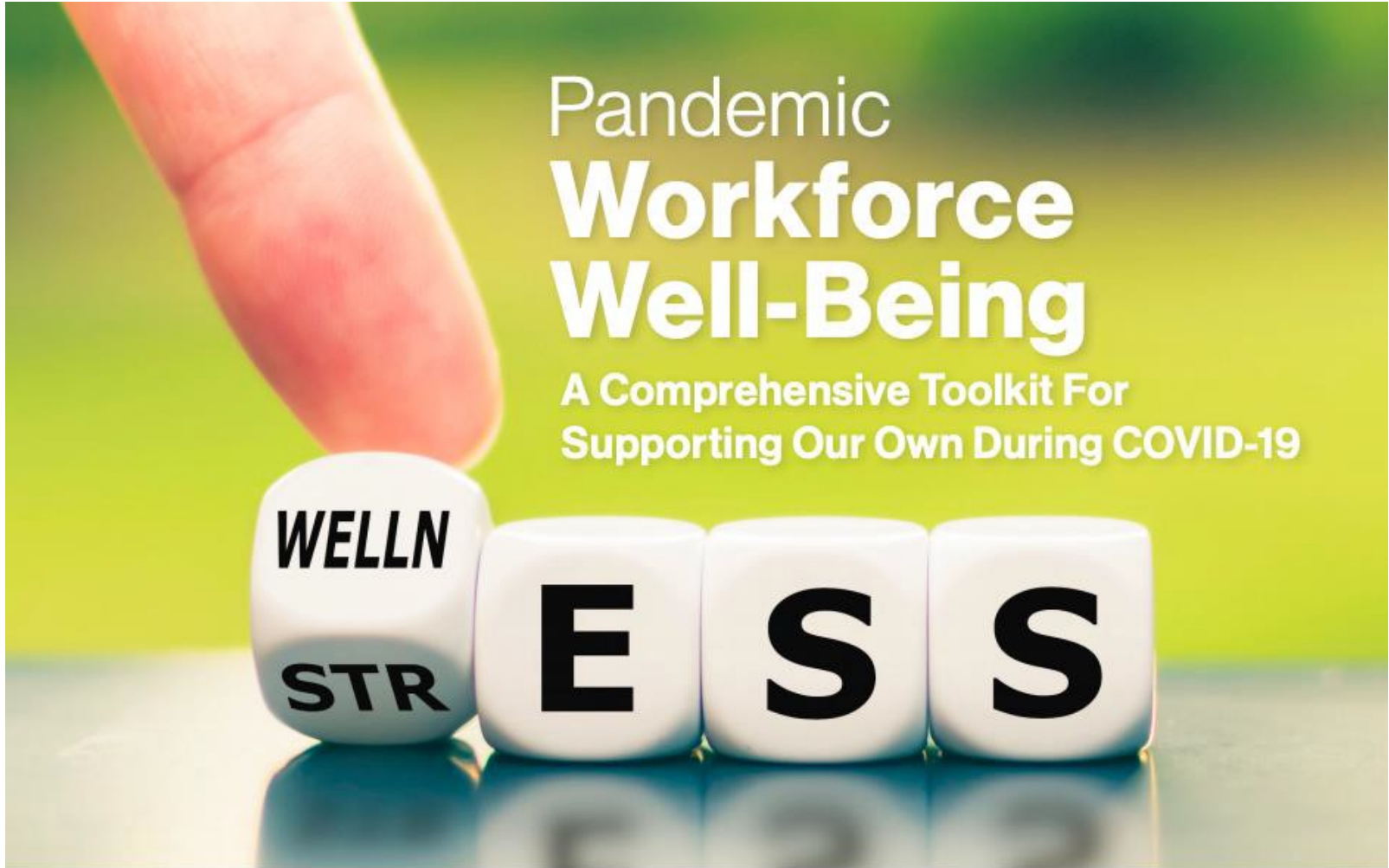
more about how we can support you!
MS CSRPG@mountsinai.org | 212 - 659-5564



bit.ly/MS-CSRPG

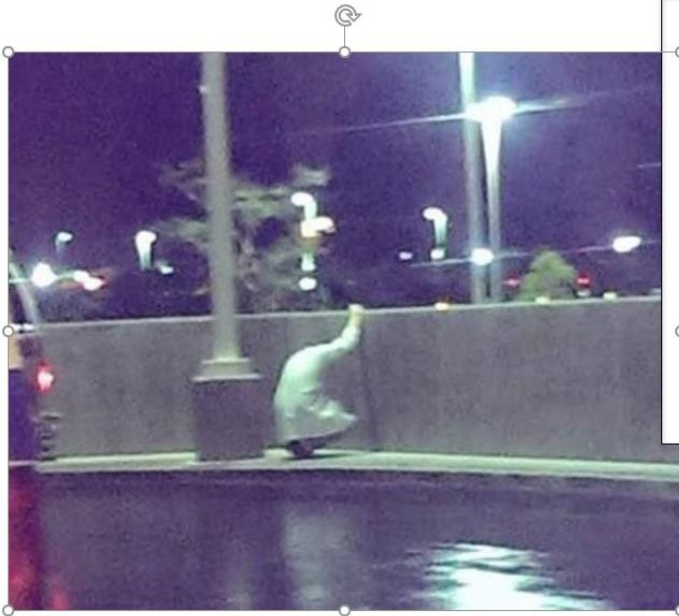
Community Phases of Disasters





https://icahn.mssm.edu/files/ISMMS/Assets/About%20the%20School/Office-well-being/MSHS_COVID-19_Toolkit.pdf

Making the Case for Well-Being – Before and During the COVID Era



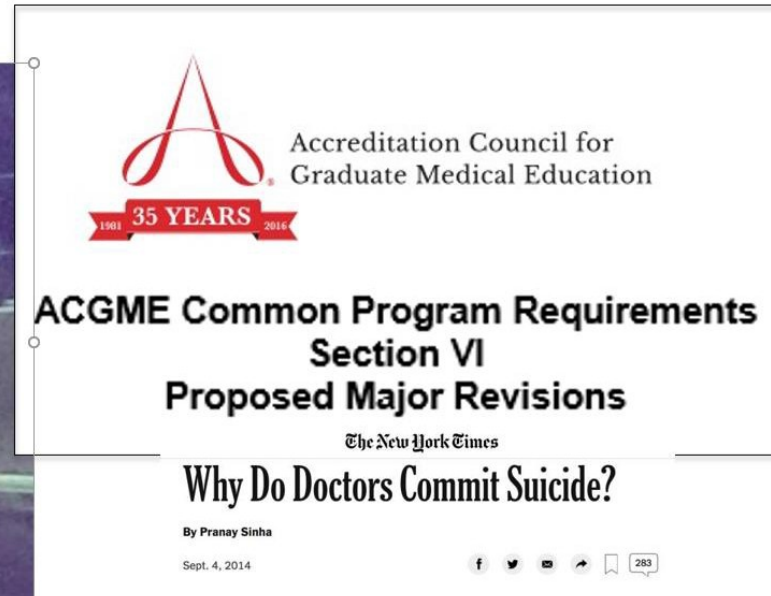
Special Communication | Physician Work Environment and Well-Being

December 2017

The Business Case for Investing in Physician Well-being

Tait Shanafelt, MD¹; Joel Goh, PhD^{2,3}; Christine Sinsky, MD⁴

nter



24

Making the Case for Well-Being – Before and During the COVID Era



Bloomberg

Prognosis

Sirens, Deaths and Grief Fray the Mental Health of Virus Doctors

By [Emma Court](#), [John Tozzi](#), and [Shruti Singh](#)
April 28, 2020, 1:58 PM EDT

- ▶ Mental health is tested amid a pandemic killing thousands
- ▶ 'She loved New York and she loved her work and it killed her.'

...ouncil for
...cal Education

...n Requirements

Coronavirus Takes Mental Toll On New York's Medical Staff

Laura BONILLA April 21, 2020

NATION

'Death is our greeter': Doctors, nurses struggle with mental health as coronavirus cases grow

Rick Jervis USA TODAY

Published 9:18 a.m. ET May 3, 2020 | Updated 1:08 p.m. ET May 5, 2020



Doctors admit COVID-19 patients to Montefiore Hospital in the Bronx, New York on April 7, 2020
JOHN MOORE

Summary Points

- ❑ The drivers influencing well-being are complex and lead to both personal and professional consequences
- ❑ System-level interventions are likely to have the greatest impact
- ❑ CWOs are one example of an institutional approach to address well-being.
- ❑ Uncertainty is a huge source of anxiety and stress during a pandemic
- ❑ Regular, authentic, transparent and supportive communications can't be overemphasized.
- ❑ Now more than ever the well-being of the workforce needs to be a central priority in health care