the schwartz center
FOR COMPASSIONATE HEALTHCARE

Introducing the Healing Healthcare Initiative

September 23, 2022

Today's Agenda

- About the Healing Healthcare Initiative

- The HHI Program Experience

- The HHI Evaluation

- Joining the HHI Pilot

- Q&A

About the Healing Healthcare Initiative

Introducing the Healing Healthcare Initiative

The Healing Healthcare Initiative guides **healthcare leaders*** to reimagine their organization's **operations**, so their health workers can find **strength and safety** in prioritizing their **well-being** and deliver **equitable, compassionate patient care**.

*C-suite or equivalent

Why HHI?

It's time we heal our healthcare systems, so health workers can heal their patients.

Burnout	Shortages	Business Risk
Health workers are exhausted, stretched thin and burned out at best—and at worst are anxious, depressed and suffering from traumatic stress…	…which is causing hospitals and health systems to experience unprecedented health worker shortages…	…that directly impacts an organization's **financial stability** and the **quality and safety of its patient care**.

Why HHI?: By The Numbers

BURNOUT & SHORTAGES

~60% of health workers are experiencing burnout

In the next 2 years

40% of nurses

33% of APPs

24% of physicians

plan to leave practice

FINANCIAL IMPLICATIONS

$40-50K to replace a registered nurse

$500K-$1M to replace a physician

213% increase in hourly rates for travel nurses in 2022

~$3M can be saved by hospitals for every 20 travel nurses eliminated

MEDICAL ERRORS

71% higher likelihood of medical errors among nurses with poor mental health

78% of physicians reporting medical errors also reported symptoms of burnout

This can feel overwhelming, and it's certainly complex.

But it doesn't have to be.

We are here to equip healthcare leaders in developing and implementing the right roadmap for their organization—helping to sustain their business, workforce and the patients they care for.

Our Goal: Shift Mindsets, Change Systems

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The workforce is costs to be contained.	→	The workforce are people with insights to contribute and talent to develop.
Our system survives on close-knit, like-minded silos of teams and departments.	→	We have a shared purpose, regardless of role or department, in promoting our collective well-being and delivering safe, quality patient care.
Administrators and executives need to get out of the way of health workers and their patients.	→	Healthcare leaders and workers must work together—only then will everyone who provides and receives care feel that they matter, and our organization will thrive.
We invested in well-being programs during the pandemic, there's nothing more we can do as a business to support individual mental health.	→	Well-being programs are not an optional add-on. We invest in comprehensive solutions that we know changes workplace cultures and addresses underlying system barriers.

Our Framework
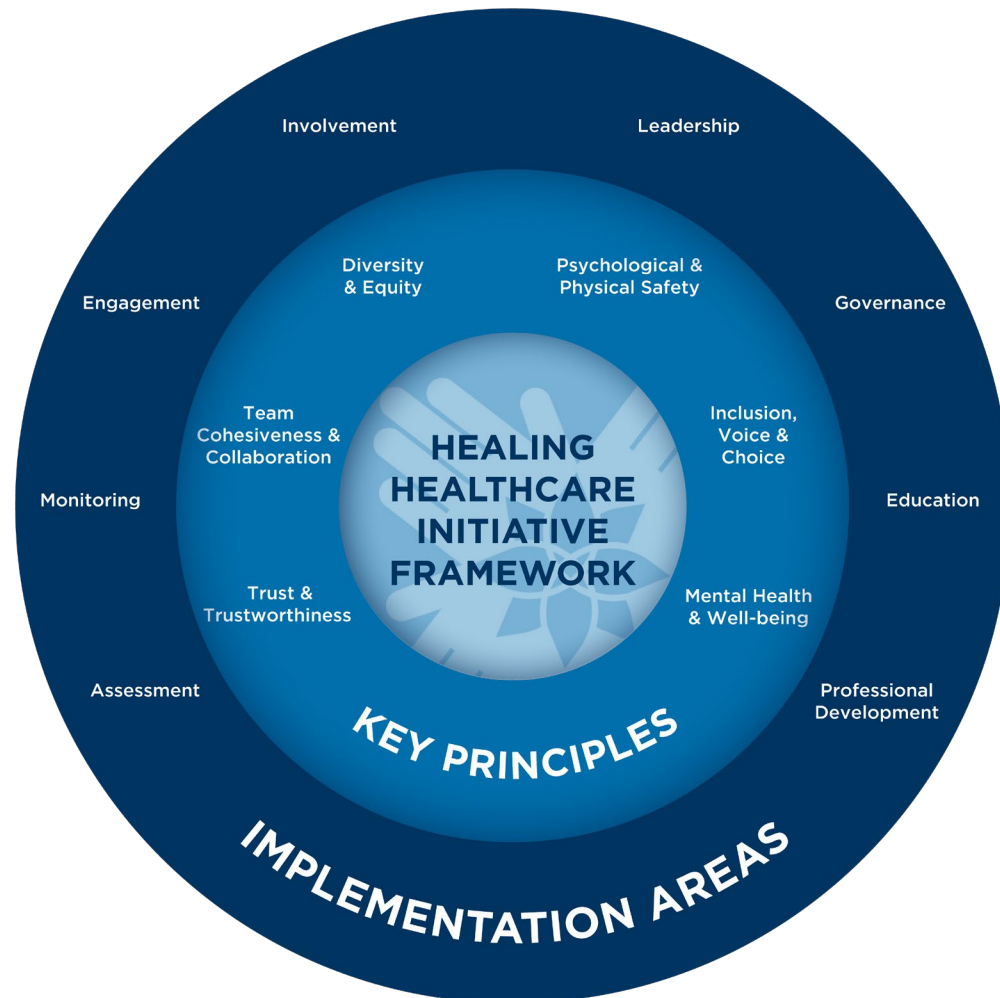
Psychological & Physical Safety

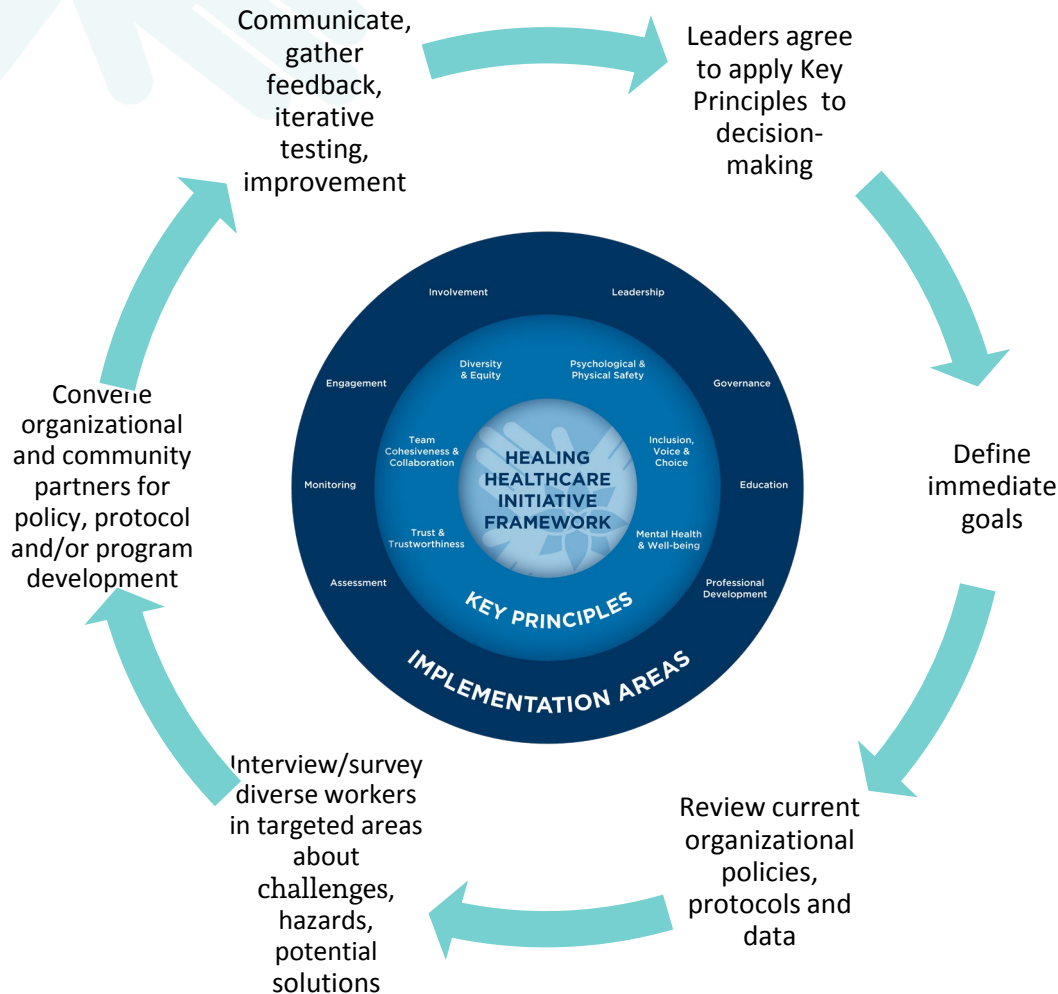Inclusion, Voice & Choice

Diversity & Equity

Team Cohesiveness & Collaboration

Trust & Trustworthiness

Mental Health & Well-Being

Implementing the HHI Approach

Communicate, gather feedback, iterative testing, improvement

Leaders agree to apply Key Principles to decision-making

Convene organizational and community partners for policy, protocol and/or program development

Define immediate goals

Interview/survey diverse workers in targeted areas about challenges, hazards, potential solutions

Review current organizational policies, protocols and data

HEALING HEALTHCARE INITIATIVE FRAMEWORK

KEY PRINCIPLES

IMPLEMENTATION AREAS

Involvement · Leadership · Governance · Education · Professional Development · Assessment · Monitoring · Engagement

Diversity & Equity · Psychological & Physical Safety · Inclusion, Voice & Choice · Mental Health & Well-being · Trust & Trustworthiness · Team Cohesiveness & Collaboration

Ask the Key Question:
How will this protocol, policy, program impact:

- Mental Health and Well-being?
- Psychological and Physical Safety?
- Inclusion, Voice and Choice?
- Diversity and Equity?
- Trust and Trustworthiness?
- Team Cohesion and Collaboration?

The HHI Program Experience

The Spirit of HHI

Expert-Guided Programming

- Cohort-wide program meetings for learning and Schwartz Rounds facilitated by **Schwartz Center** facilitators

- Leadership coach and trauma-informed care expert **Ken Epstein, LMSW**

- Learning Collaborative sessions with:
  - **Ron Carucci** of Navalent
  - **Dr. Amy Edmondson** of Harvard Business School
  - **Dr. Karthik Sivashanker** of the American Medical Association and Brigham & Women's Hospital

- Implementation support from **Oliver Wyman healthcare strategy consultants**

- Impact evaluation with our partner **Goodman Research Group**

Your HHI Team

Executive Sponsor	HHI Leadership Team	HHI Organizational Committee
The CEO, President, or equivalent role is responsible for naming the Leadership Team that participates in this program.	4-6 senior leaders who report directly to the Exec Sponsor; including those in roles like: **CEO, CMO, CNO, COO, CHRO, CDEIO, CWO, CXO**, etc.	10-15 individuals to provide input and implementation who are **representative of a broad swath of roles at your organization.**

Organizational Commitment

HHI Leadership Team

- Name a Team Leader
- Participate in program activities throughout 2023
- Support pilot-related research activities
- Convene HHI Organizational Committee (HHIOC) to inform HHI projects
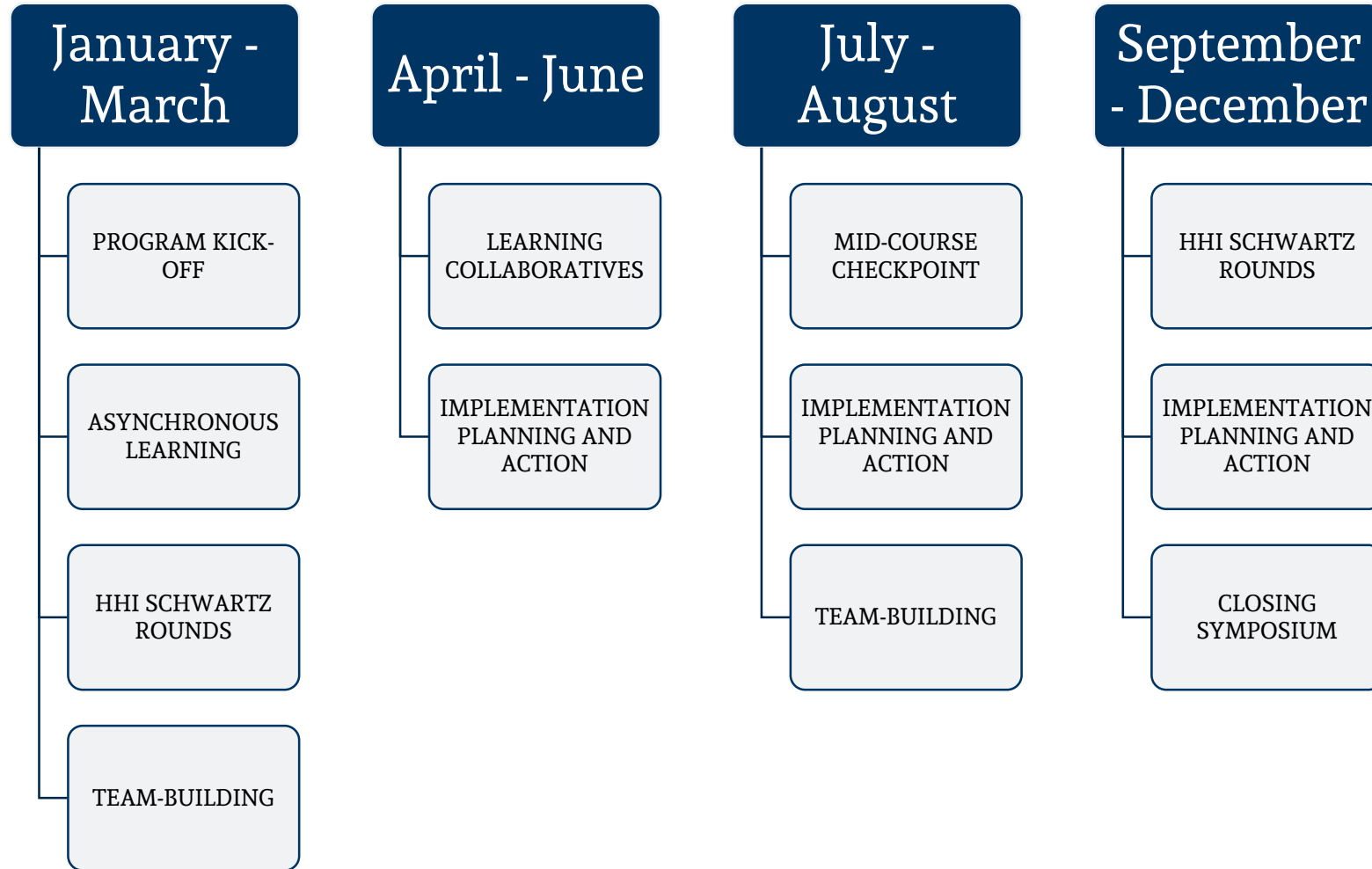- Report on HHI progress at HHI Symposium

Executive Sponsor

- Commit to organizational culture change by signing organization's application for HHI pilot
- Secure Board support for the work
- Support and sustain any programs and policy or practice changes that arise from this work

HHI Organizational Committee (HHIOC)

- Convene regularly to advise on and plan implementation of HHI projects
- Represent diverse workforce perspectives and ideas to inform HHI projects

HHI Pilot Timeline

January - March
- PROGRAM KICK-OFF
- ASYNCHRONOUS LEARNING
- HHI SCHWARTZ ROUNDS
- TEAM-BUILDING

April - June
- LEARNING COLLABORATIVES
- IMPLEMENTATION PLANNING AND ACTION

July - August
- MID-COURSE CHECKPOINT
- IMPLEMENTATION PLANNING AND ACTION
- TEAM-BUILDING

September - December
- HHI SCHWARTZ ROUNDS
- IMPLEMENTATION PLANNING AND ACTION
- CLOSING SYMPOSIUM

HHI Evaluation

HHI Logic Model

HHI Principles

- Mental Health & Well-being
- Psychological & Physical Safety
- Diversity & Equity
- Inclusion, Voice & Choice
- Trust & Trustworthiness
- Team Cohesiveness & Collaboration

HHI Strategy

- Education & support for organizational leadership teams framed around principles

Leadership team outcomes

- Learn about principles
- Coalesce around plan to integrate principles into strategic plans
- Integrate principles

Workforce outcomes

- Increased sense of job control, feeling valued, social support, sense of inclusion and belonging
- Decreased stress and burnout

Organizational outcomes

- Improved workforce engagement and retention

IMPACT: CARE THAT IS COMPASSIONATE, RELATIONSHIP-BASED, SAFE, AND EFFECTIVE
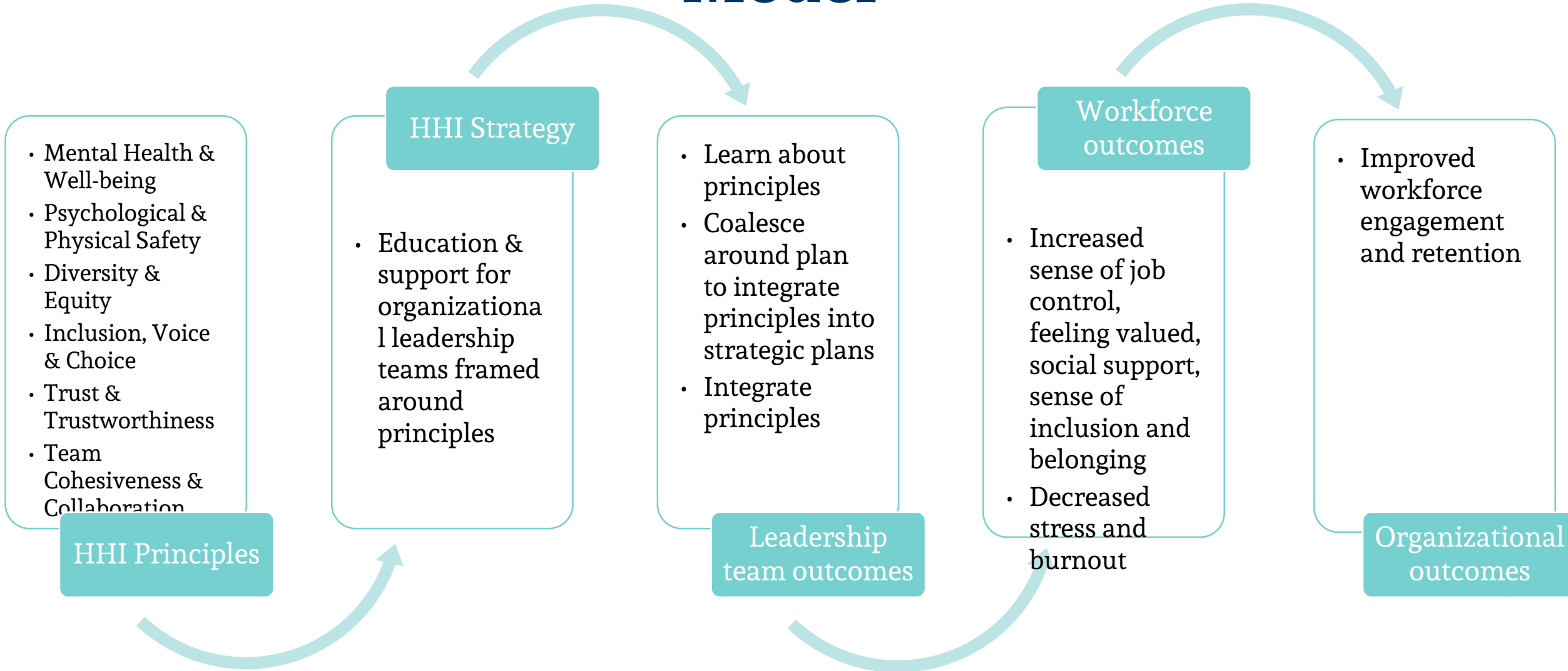
Evaluation Research

Goodman Research Group, Inc. (GRG) will conduct the evaluation research:

1. Take lead in securing Institutional Review Board (IRB) approval.

2. Develop & validate instruments & metrics.

3. Observe & track organizations' engagement with & experience of HHI.

4. Assess initial outcomes of HHI.

5. Identify the most successful components of HHI.

6. Make recommendations for midcourse corrections & improvements.

Evaluation Research Activities

HHI Leadership teams are asked to facilitate & participate in Goodman Research Group's (GRG) evaluation research activities, including:

1. 1 team member liaises with GRG to secure **local Institutional Review Board (IRB) approval.**

2. 1 team member fills out pre/post **organizational practices form**.

3. All team members fill out pre/post **online surveys**.

4. 1-2 key team members complete mid/post **brief interviews**.

5. Teams help ID subsample of healthcare workers for pre/post **online surveys.**

Joining the HHI Pilot

Pilot Eligibility & Next Steps

Pilot Eligibility:

- U.S.-based Schwartz Center healthcare member in good standing

Next Steps:

- Applications open first week of October – keep an eye out for an email with an invitation to apply
- Review materials and criteria for pilot participation
- Complete and **submit application by October 31, 2022**
- Contact membership@theschwartzcenter.org with questions

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Join us in our vision of a world where all who seek and provide healthcare experience compassion.

What Are Your Questions?

Contact Us: membership@theschwartzcenter.org

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