

Wake Forest Baptist Health System's Commitment to Professional Wellbeing and Health

In 2016, [Wake Forest Baptist Health](#) launched a 3 year strategic plan. This comprehensive plan included five distinct goals including **Great Place to Work, Learn and Discover**. And in that vein, the institution made a commitment to its physicians and healthcare provider community to employ interventions that valued their work-life *integration* and *wellbeing*. With this institutional leadership commitment, along with the recognition that healthcare provider burnout is at an epidemic level both nationally and locally, there has been a surge in interventions and organizational change including:

- **Establishment of an Office of Professional Wellbeing and Resilience (PWR).** The institution demonstrated its commitment through the establishment of this office. In the organization, it is situated within Health and Wellness. An advisory group has been gathered to collate and analyze trends in patient safety, wellbeing and resilience, engagement and satisfaction, as well as physical health indices.
- **Establishment of Peer Support Program.** Over 30 faculty and physicians were trained in November of 2017 by a national figure on burnout. The institution has also funded this effort to include residents, nursing, and allied health between 2017 and 2018.
- **Joining a research consortium to measure burnout across the institution using a validated instrument.** This consortium provides a benchmarked survey that focuses on three main domains of professional wellbeing: *Culture of Wellness*, *Efficacy of Practice*, and *Personal Resilience*. Through this collaborative, a data-driven approach to programs is being implemented.
- **Commitment from leadership on a theme of Wellness for All.** In a time of increased regulation and compliance with an emphasis on productivity, another theme could have been selected. However, the message of wellness evidenced the need for new activities to address burnout and improve resilience. An initiative under development will utilize wellbeing advocates to improve the professional lives of the healthcare community through institution-wide resiliency education such as compassion fatigue, social support, self-compassion, an arts-based program, and fitness training.
- **Creation of dedicated faculty and physician resident lounge spaces to increase community and social support.** The resident lounge space was completed in 2017 and the faculty also received an operating room lounge and locker area for surgical faculty in 2016. A larger space is being planned for FY 19 as part of the strategic plan of the Office of PWR.
- **Improving practice efficiency and EMR optimization.** Interprofessional teams are being developed and deployed to high utilization areas where production pressure has been identified as a contributor to burnout. These times will focus on EMR optimization as well as process improvement methodology to address workload efficiency.
- **Initiating an algorithm to support physicians and healthcare workers who are victims of workplace violence.** As a result in an increase in recent events regarding workplace violence, the institution provided resources to create a Behavioral Response Team to work with the Peer Support Program to deploy mental health professionals to deescalate a potentially violent patient or visitor. In addition, the institution provides litigation support related to victimization.