

## **ABSTRACT: 2023 ELAM Institutional Action Project**

**Project Title:** Creation of an Enterprise-Wide Comprehensive Well-Being Program

**Name and Institution:** Laxmi Mehta, MD, The Ohio State University College of Medicine (OSUCOM) and Ohio State University Wexner Medical Center (OSUWMC)

**Mentor:** Carol Bradford, MD (Dean)

**Collaborators:** Arianna Galligher; Tracey Walterbusch; Andy Dorr; Jennifer Dauer; Steven Gabbe, MD; Andrew Thomas, MD

### **Background/Significance of the project:**

Burnout is an occupational hazard with tragic personal consequences (broken relationships, substance abuse, depression, suicide) and negative professional ramifications (lower quality of care, higher rates of medical errors, decreased patient satisfaction, decreased productivity, increased employee turnover) in healthcare. Although prevalent for many years, burnout rates have been increasing since the onset of the pandemic. Burnout is not primarily the result of an individual's weakness; however, most organizations address burnout by developing programs focused on personal resiliency rather than addressing systemic burdens.

### **Purpose/Objective:**

Wellbeing efforts that exist at OSUWMC and OSUCOM are siloed, potentially duplicative, and the end user is often unaware of what resources exist or how to access these resources. Furthermore, we lack adequate benchmarking of our burnout data with other academic medical centers.

The overall objective of our project is to develop a comprehensive wellbeing program for all faculty, researchers, staff, and learners at OSUCOM and OSUWMC. The secondary goals are to measure our talent's well-being on a longitudinal basis and to start establishing our organization as a national well-being leader.

### **Methods/Approach:**

In August 2022 we began meeting with hospital executives, department/division chairs, and well-being champions across the organization. These individual to small group meetings allowed informal discussions on the varying well-being perspectives. We reviewed the current state of existing well-being activities to understand gaps. In addition, we reviewed electronic health record usage data and prior engagement survey data. We also focused our efforts on all faculty (physician and researchers), staff, and learners, rather than narrowly focusing on physicians only like many other institutes.

### **Outcomes/Results to date:**

1. Strategic planning: weekly meetings with strategy team, creation of a strategic plan charter, presentation of charter to executive leadership, kick off meeting for the strategic plan committee, mini group discussions on SWOT
2. Reviewed all major existing well-being resources/programs and discussed gaps in care/access.
3. Met with OSUCOM and OSUWMC administrative leadership, as well as department chairs and well-being leaders.
4. Investigated candidacy for Joy in Medicine Recognition Award

### **Conclusions/Impact:**

Given the complexities of our matrix organization and the large numbers of employees (>24,000) and learners who will be impacted by the strategic plan, we have been deliberate in ensuring we hear a wide range of perspectives. Our strategic plan is still in the development phase but is near complete and is anticipated to be ready for presentation to the executive leadership in June. There are several potential impacts of the strategic plan including (1) provide a diverse and inclusive wellbeing strategy for all key stakeholders which is easily accessible to all; (2) expand opportunities to improve operational efficiency; (3) increase engagement in the organization; (4) instill a culture of transparency and of feeling valued.