

Building and Funding a Multi-Level Well-Being Structure

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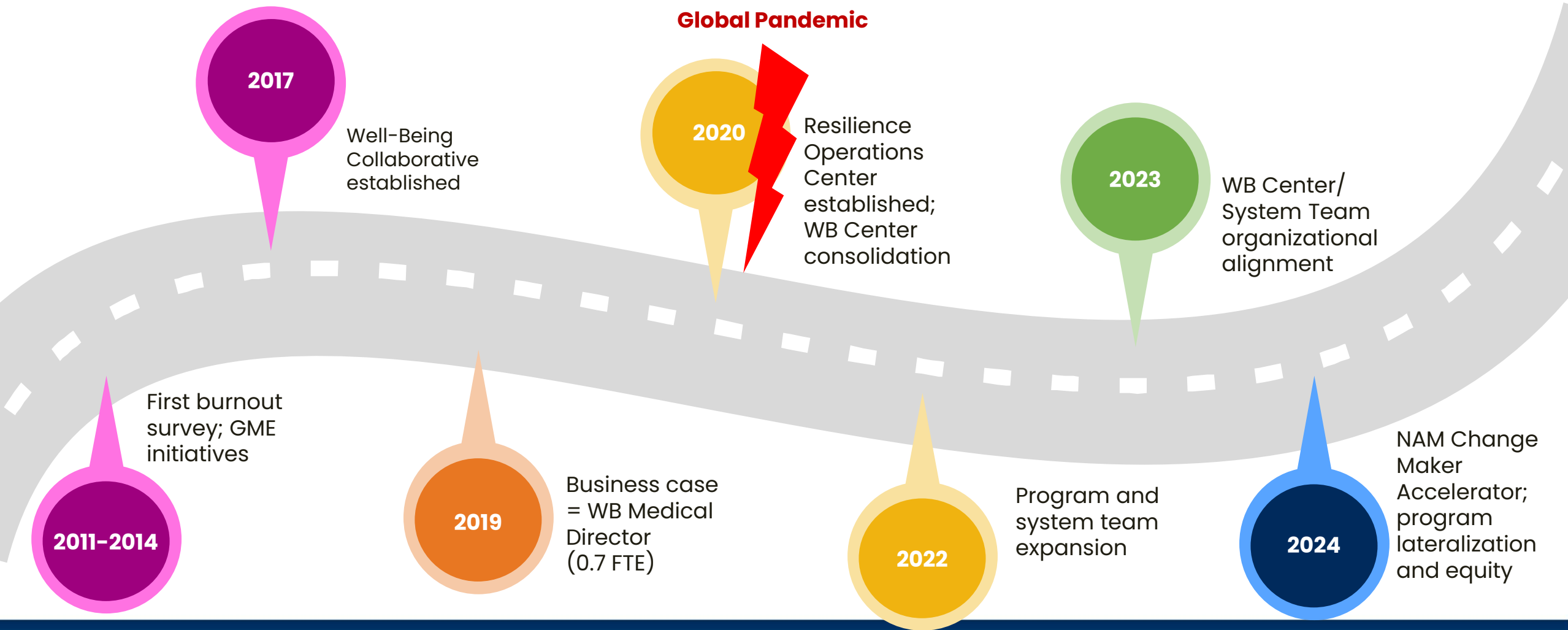
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Conflict of Interest

We have no real or perceived conflicts of interest that relate to this presentation.

Well-Being at OhioHealth

Our Well-Being Journey



Well-Being at OhioHealth

WE take care of those who take care of others, so that OhioHealth can continue to provide safe, high quality, patient-centered care.

Our Mission

To improve the well-being of those who serve.

Our Vision

To provide trusted well-being expertise and exceptional care so all may thrive.

Our Strategy



Support mental health and reduce stigma



Create and sustain positive work and learning environments



Institutionalize well-being as a long-term value

Based on National Guidelines

Our Well-Being Framework



Workplace Efficiency

Resources, staffing, workload, training, policies and processes

Culture of Well-Being

Trust, respect, inclusion, career development, TAP

Individual Factors

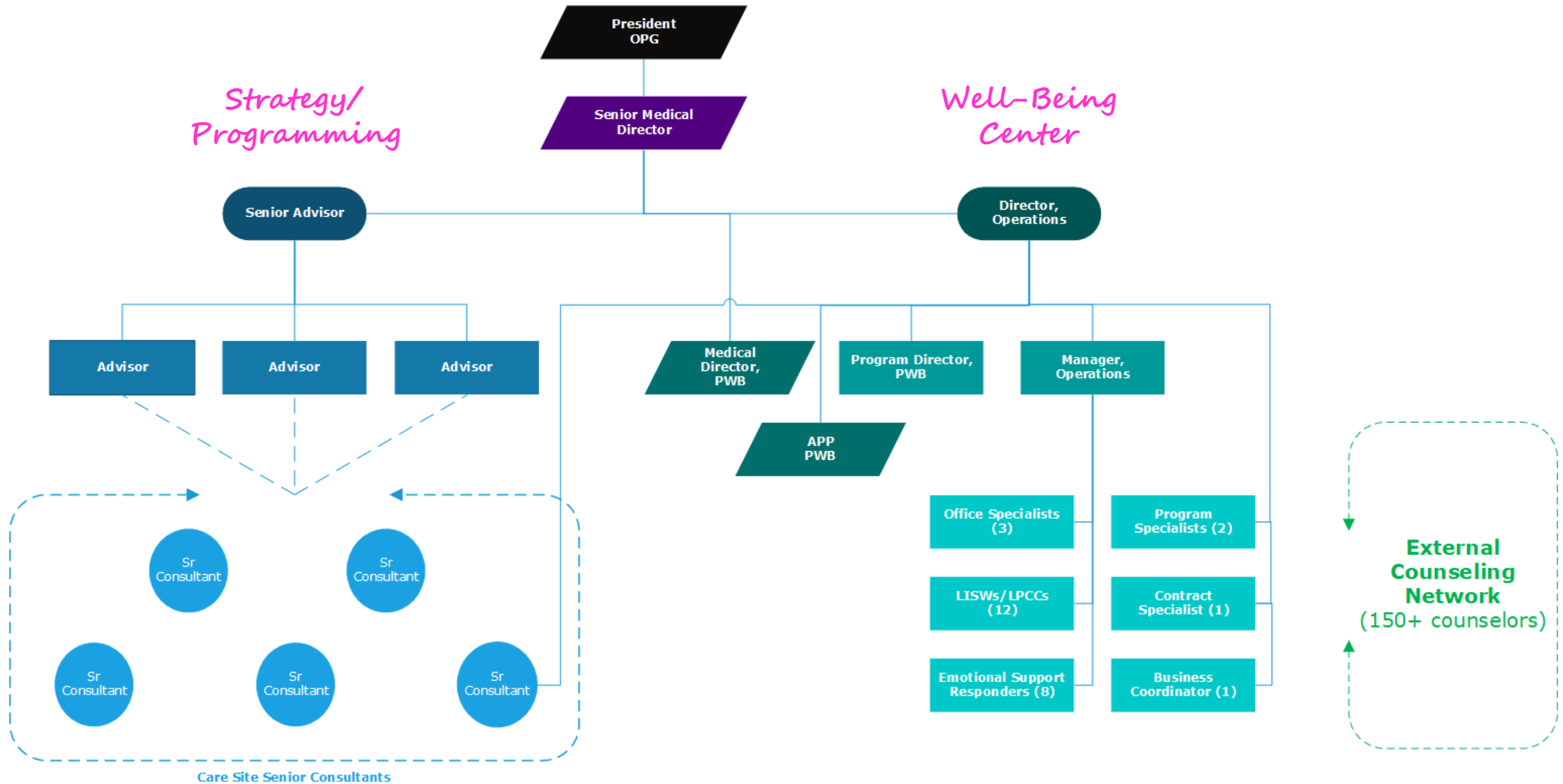
Physical, emotional, social, spiritual and financial health

Extrinsic Drivers

We serve as *internal well-being experts* and “the voice at the table” to help leaders make informed decisions about the things that we **can change**

Intrinsic Drivers

We *design and implement* programs that help associates and providers cope with the distressing aspects of healthcare that we **can't change**



Well-Being Is a Team Sport

As *well-being experts*, we partner with teams across the system and provide consultation and advising services in support of broader organizational goals

Well-Being is Foundational to our Mission!

Our Internal Partners

Quality and Patient Safety

Mission and Ministry

Nursing

HR Benefits and Wellness

Associate Safety

HR Culture, Engagement and Inclusion

Leadership Development

Medical Affairs

Employer Solutions

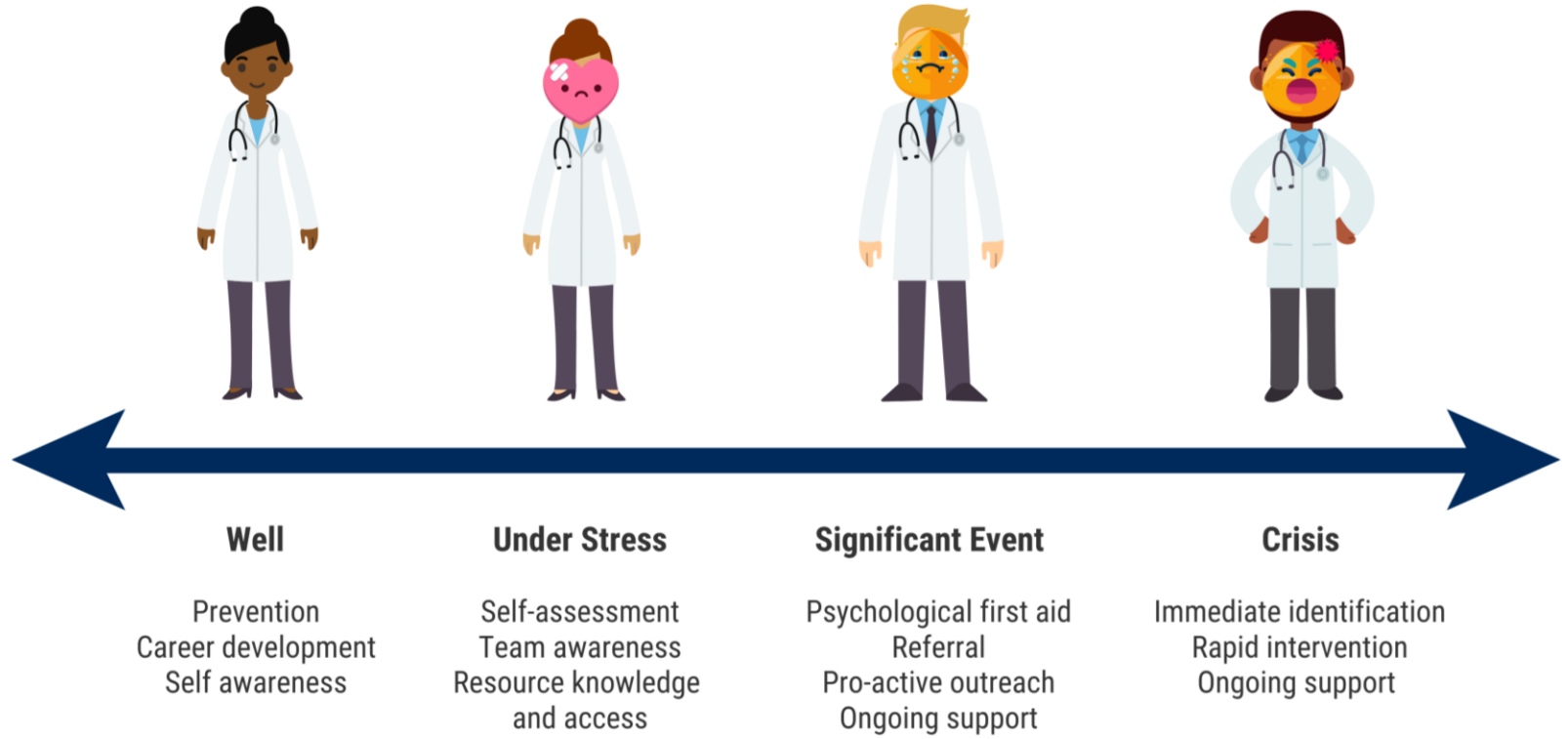
Physician Leadership Academy

Graduate Medical Education

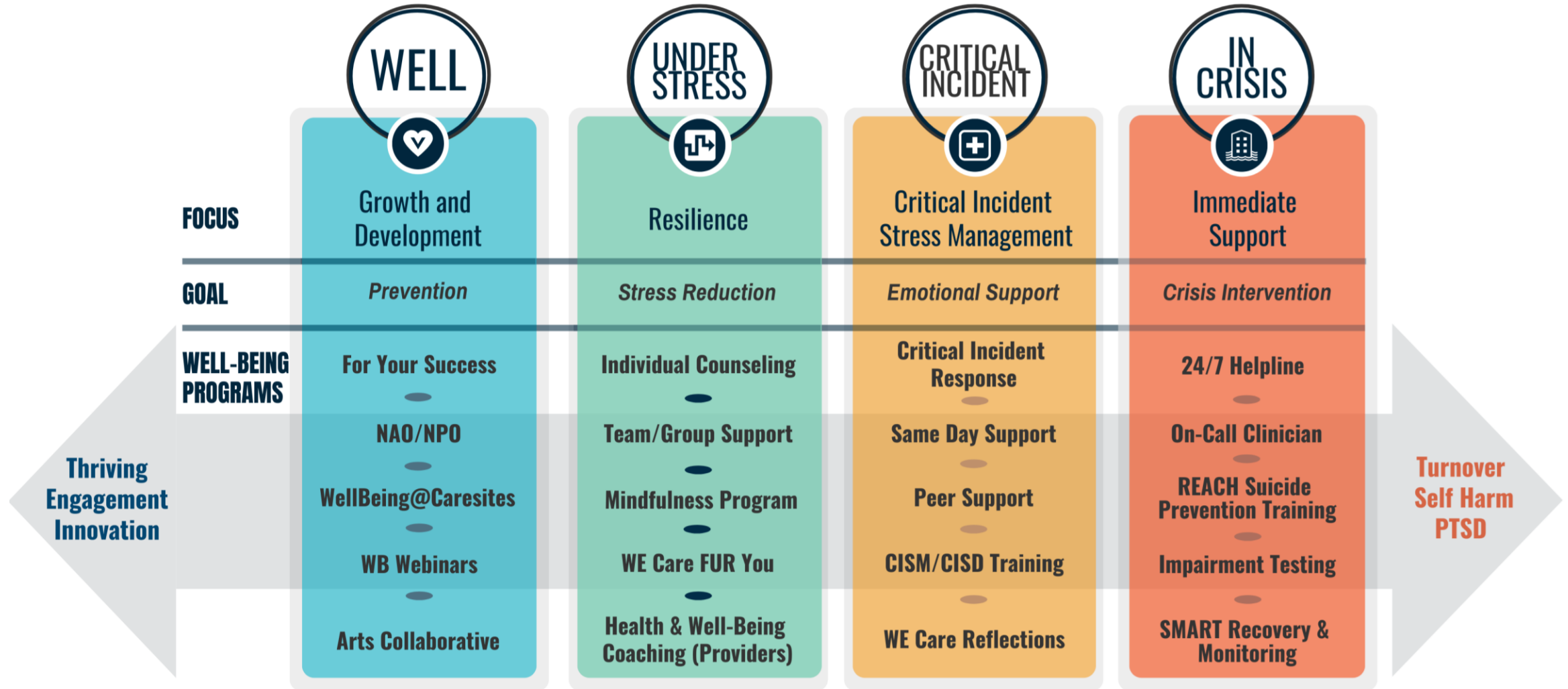
Provider Recruitment

The Well-Being Continuum

Well-Being is the optimal state of physical, emotional, spiritual, social and financial health, *not simply the absence of burnout.*



Well-Being Portfolio



Well-Being Center Services

Highly **confidential** resource available to all OhioHealth associates, physicians, residents, and APPs

To ensure **ease of access**, services are provided **in-person** at the Well-Being Center, **virtually** via HIPAA compliant Zoom platform, and on location **at individual care sites**

Services for All:

**SAME DAY
SUPPORT**

**NO COST
COUNSELING**

**WELL-BEING
@CARESITES
PROGRAM**

**MINDFULNESS-
BASED
INTERVENTIONS**

**WELL-BEING
GROUP SERVICES**

Additional Services for Physicians, Residents, and APPs:*

**EVALUATION AND
TREATMENT RECS**

**EDUCATION AND
PROFESSIONAL
CONCERNS**

**WELL-BEING
CHECK-INS**

**PEARL COACHING
PROGRAM**

**FOR YOUR
SUCCESS**

WE CARE SUPPORT PROGRAM

Providing evidence-based immediate, short- and long-term emotional support to individuals and teams who experience distressing events in the workplace. Because **WE Care**.



WE Care
Critical
Incident
Support

WE Care
Peer Support

WE Care
Reflections

WE Care
Fur You

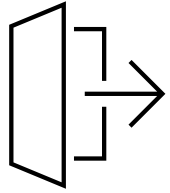
REACH[©]
Suicide
Prevention

Well-Being is Good for Business

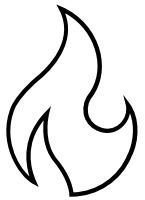
Well-Being is Best Practice



Economic Factors



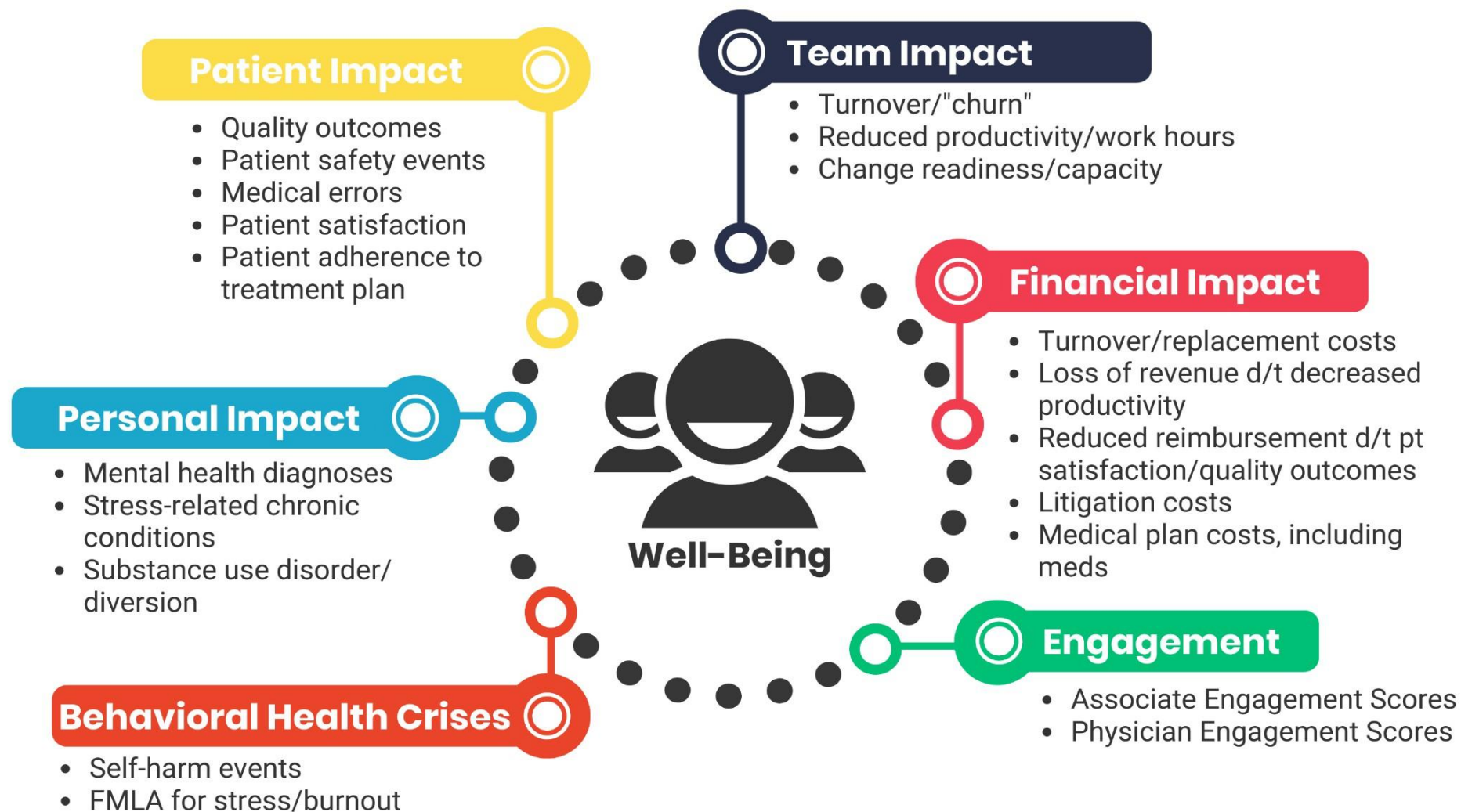
Between 2021–2022,
more than
145,000
healthcare providers
left the industry



In 2023, **1 in 2**
healthcare workers
experienced symptoms of
burnout

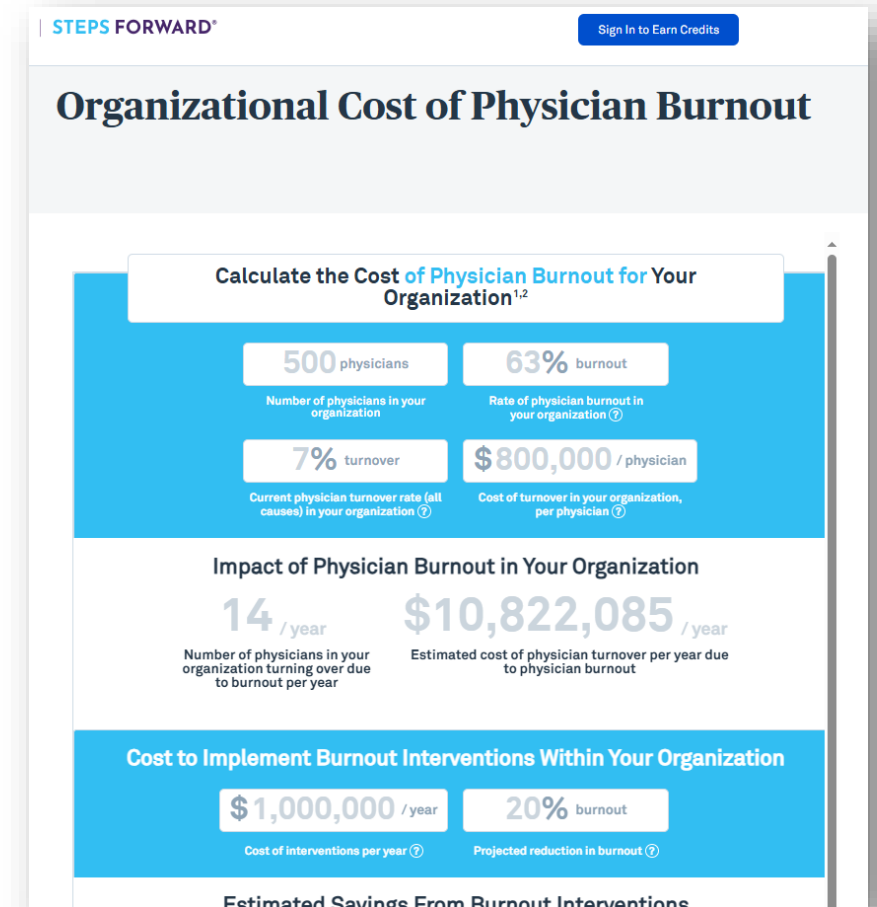
Societal costs
attributable to *health
worker burnout*
are estimated to
exceed
\$4.6 billion
annually

The Impact of Well-Being



Estimated Turnover Costs

	Physicians	Nurses
Estimated Turnover Cost per Clinician	<ul style="list-style-type: none"> \$500,000 to \$1,000,000 ¹ 	<ul style="list-style-type: none"> \$38,000 to \$61,100 (avg \$49,500) ² \$42,000 to \$64,000 ³
Included: Hiring Costs	<ul style="list-style-type: none"> Recruitment and advertising Travel and interviewing Locum tenens physician to cover vacancy Payroll, paperwork and employment processing, including background check and physical exam Hiring bonuses and moving expenses 	<ul style="list-style-type: none"> Recruitment and interviewing Agency/travel nurses to cover vacancy Overtime/premium pay to regular staff to cover vacancy Payroll, paperwork and employment processing, including background check and physical exam Hiring bonuses
Included: Training Costs	<ul style="list-style-type: none"> Labor cost for new physician while in training Trainer labor costs (EHR training) Classroom/simulation supply and equipment costs 	<ul style="list-style-type: none"> Labor cost for new RN while in orientation Educator labor costs Preceptor labor costs Classroom/simulation supply and equipment costs Training costs for external courses (e.g. certification review courses)
Included: Productivity/ Revenue Costs	<ul style="list-style-type: none"> Lost revenue while position is vacant Lost revenue during onboarding Decreased productivity until new physician reaches optimal efficiency (Note: OhioHealth standard is 3 year ramp-up to full productivity) 	<ul style="list-style-type: none"> Decreased productivity of supervisor and team while position is vacant Decreased productivity of new hire while in "learning" phase (post orientation until competent) Decreased productivity of preceptor while with new hire
Not Included	<ul style="list-style-type: none"> Decreased productivity in 3-months prior to turnover Extended vacancy period for hard-to-fill positions (e.g. procedurally based subspecialties) Lost referral revenue 	<ul style="list-style-type: none"> Decreased productivity in 3-months prior to turnover Bed closures due to RN vacancies Patient deferrals due to RN vacancies
Barriers to Calculating Turnover Costs Specific to OH	<ul style="list-style-type: none"> Wide variability based on specialty, experience of clinician, geographic location Requires extensive data collection that crosses multiple departments in the organization Productivity data is not routinely tracked or quantified (for RNs) 	
Additional Notes	<ul style="list-style-type: none"> The majority of turnover costs (~75%) are due to the vacancy itself – i.e. lost revenue for physicians¹ and temporary staffing costs for RNs⁴ Estimated costs noted above do not account for the impact that turnover has on patient satisfaction, safety, and quality of care Teams who experience a turnover event are at increased risk for burnout (and subsequent turnover) for the next 12 months 	



<https://edhub.ama-assn.org/steps-forward/interactive/16830405>

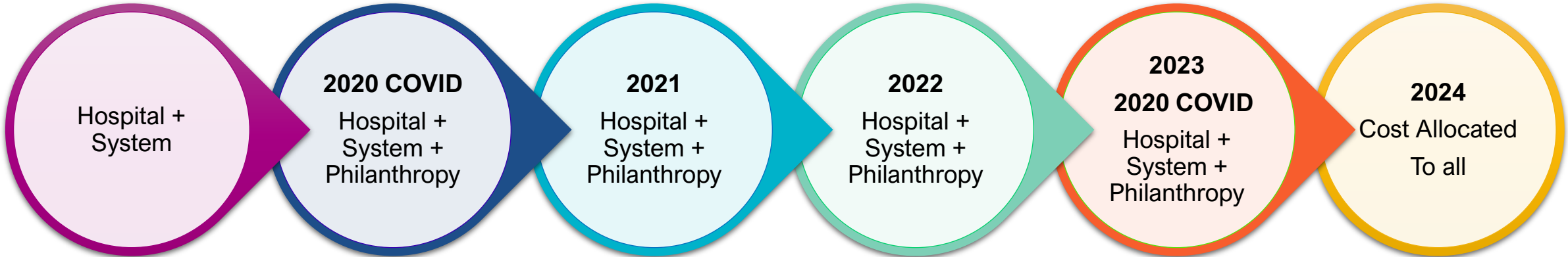
¹ Shanafelt, TD, Goh J, Sinsky, CA. The business case for investing in physician well-being. *JAMA Internal Med.* 2017. Organization cost calculator for physician turnover can be found at www.stepsforward.org/modules/joy-in-medicine

² 2018 National Health Care Retention and RN Staffing Report. Nursing Solutions, Inc. 2018.

³ American Nurses Association, 2017.

⁴ Jones CB. The costs of nurse turnover, part 2. *JONA.* 2005.

Our Funding Journey



Costs per employee per year:

Providers \$130
WBC: \$39
We Care: \$94
Reach: \$6

Our FTE Journey- Strategy Team

2019

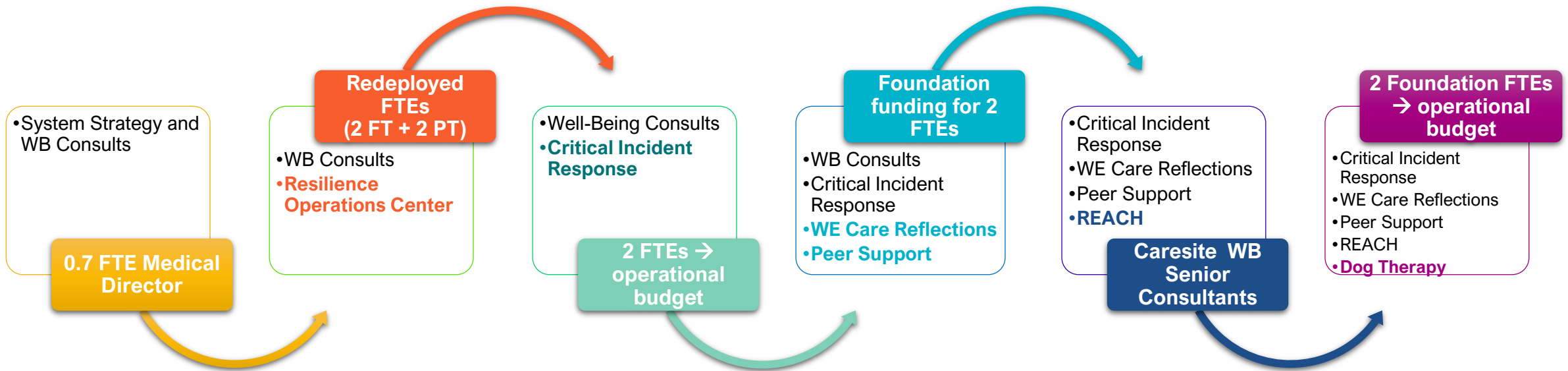
2020

2021

2022

2023

2024



Our FTE Journey- Clinical Team

2019

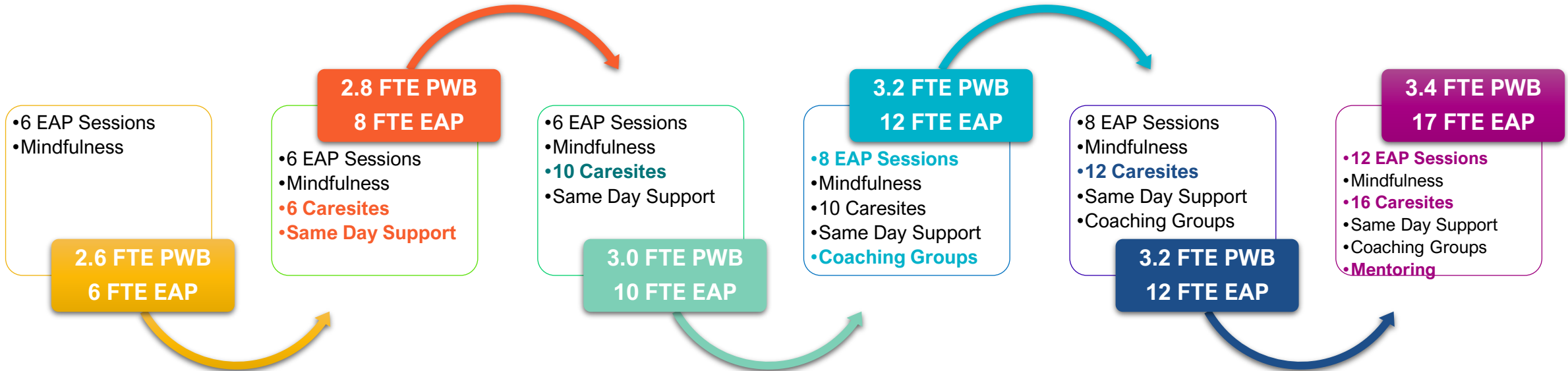
2020

2021

2022

2023

2024



Planning for Future Expansion

ASSOCIATES

Associate Counseling Sessions

- Calculated per 1,000 associates
- Includes internal and external sessions

PROVIDERS

Provider Well-Being Sessions

- Calculated per 100 providers

CRITICAL INCIDENTS

Critical Incident Response and Support

- FTE calculated per 1,000 associates
- Increased FTE based on location

WB@CARESITES

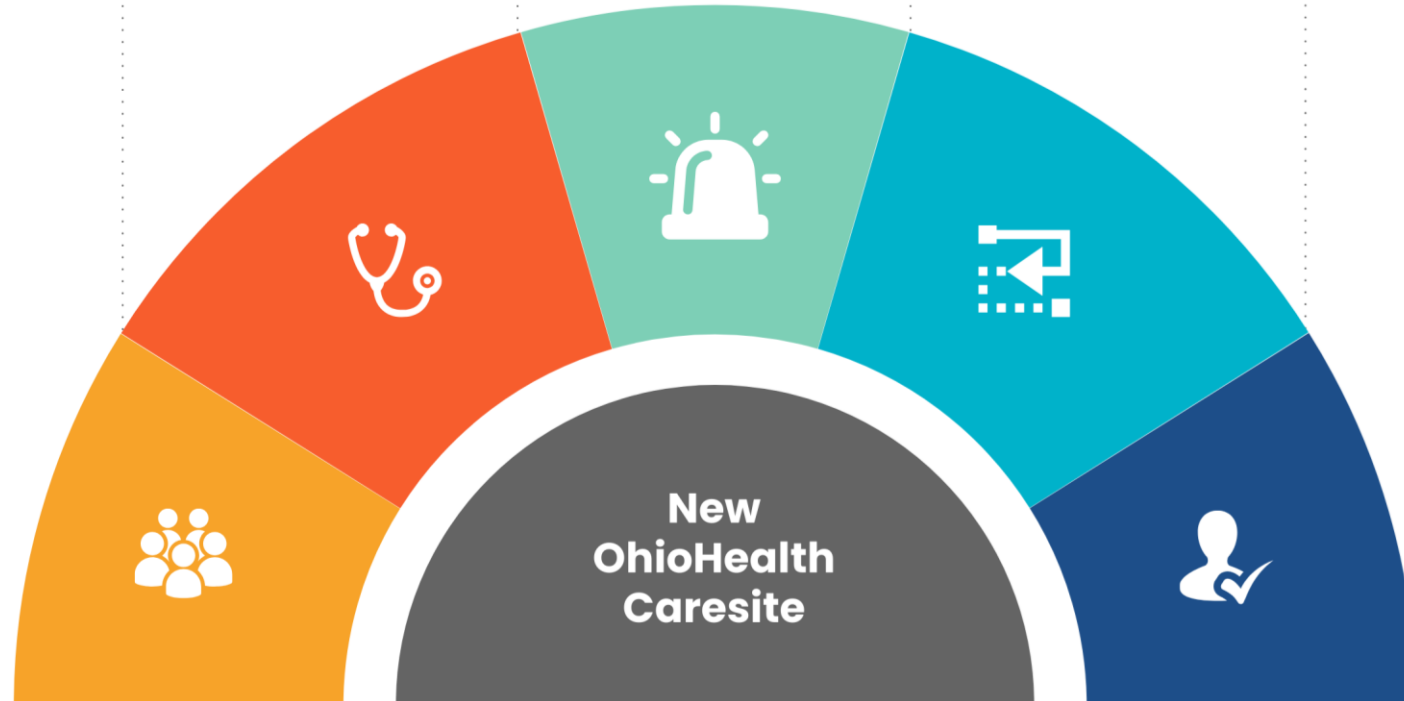
Rounding by Caresite Clinician

- Set FTE per caresite
- Increased FTE based on size and location

SR CONSULTANT

Local Well-Being Leadership

- Minimum 1.0 FTE per caresite
- Increased FTE based on size



Lessons Learned



WHAT WE LEARNED

ESTABLISH A WELL-BEING **FRAMEWORK** AND
VISION FOR **IDEAL STATE**

FIND THE **TRUE BELIEVERS**

UTILIZE A **“TOP DOWN/BOTTOM-UP”**
APPROACH THAT TRANSCENDS SILOS

BECOME **MULTILINGUAL** (TALK THEIR TALK)

KNOW YOUR **RESOURCES** – INTERNAL AND
EXTERNAL

MEASURE SUCCESS AND THE **IMPACT ON**
ORGANIZATIONAL GOALS

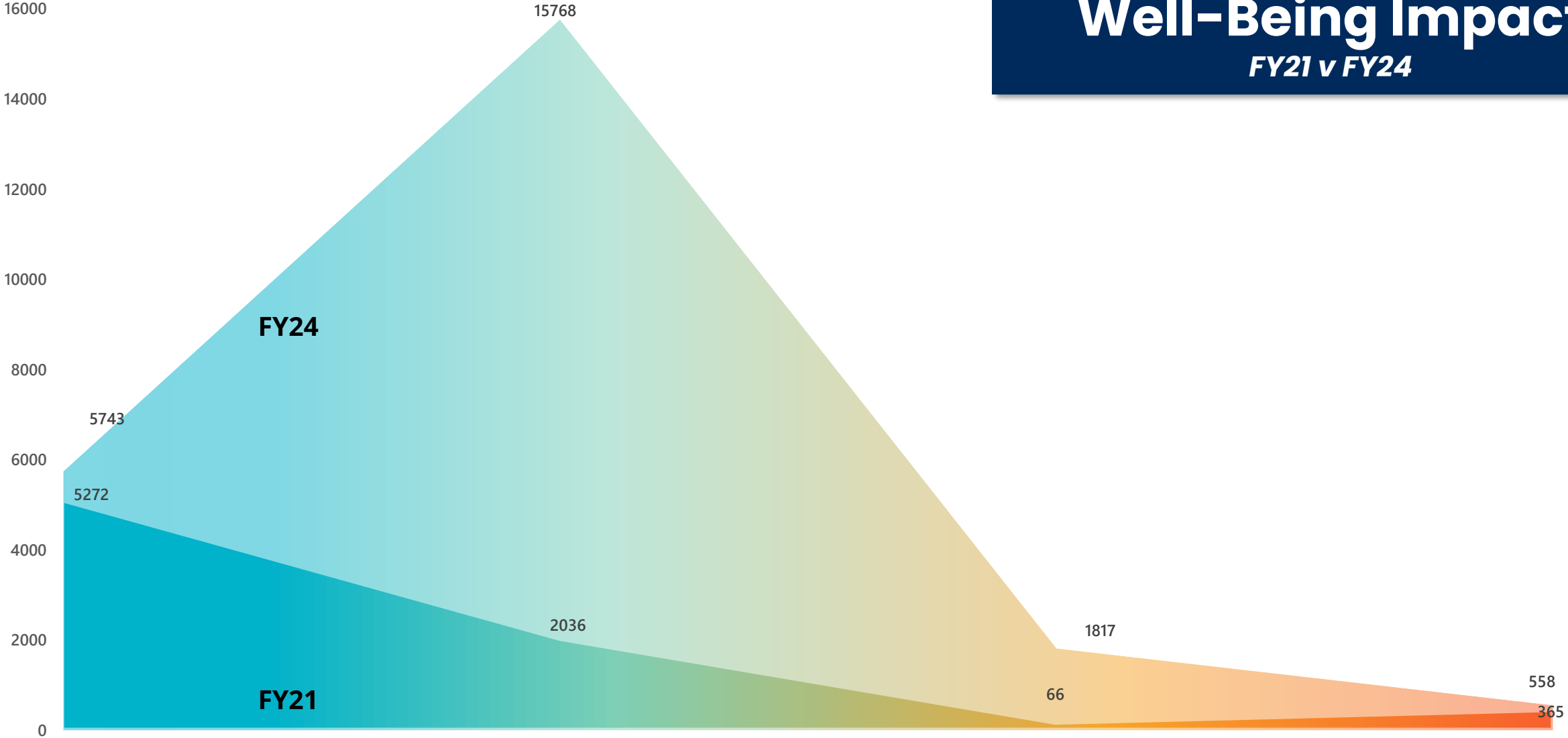
Outcomes

Well-Being Portfolio



Well-Being Impact

FY21 v FY24



Well

Under Stress

Critical Incident

In Crisis

17,500+

Interactions in FY24

1,817

**Critical Incidents
Supported**

551

**Same Day Support
Calls**

1,450

**Group Support
Participants**

3,134

**1:1 Counseling
Participants**

4,372

**Caresite Rounding
Participants**

629

**Peer Supporters
Trained**

404

**REACH Gatekeepers
Trained**

1,750

**WE Care Reflections
Attendees**

375

**For Your Success
Meetings**

1,536

**Mindfulness Program
Participants**

FY23 Interactions = 13,000 (↑ 35%)

Quality & Patient Safety

Safety and Quality of Care:



Pressure injuries



CAUTIs



Falls



Monitoring events



Serious Safety Events

Regulatory activity:



Patient Complaint Visits



Associate Complaint Visits



Insurer Quality Inquiries

Finance

Costs associated with:



Hospital Associated Conditions



Associate Injury LOAs



Travel/locum tenen staff

Increased Turnover

Voluntary Associate Turnover

Reduced Hours/Productivity

Turnover Costs

Estimated Cost Physician Turnover

Estimated Cost Nursing Turnover

Culture

AES Scores

EAP Utilization

PES Scores

PWB Utilization

Bullying/Harassment/Unprofessional Behavior

Mental Health LOAs



Depression



Anxiety



PTSD

Customer Experience

Patient concerns/grievances

Customer Experience Scores

Emergency Department

Inpatient

Outpatient

Medical Practice

Teams in Distress

Distress, secondary trauma, compassion fatigue, burnout

Inadequate staffing, unsustainable workload, project "stacking"

Cynicism, broken trust, impaired teamwork, behavioral issues

Decreased productivity, turnover, mental health LOAs and crises

Questions?



THANK
YOU!