



AHA Team Training

The Employee Experience at Duke Health

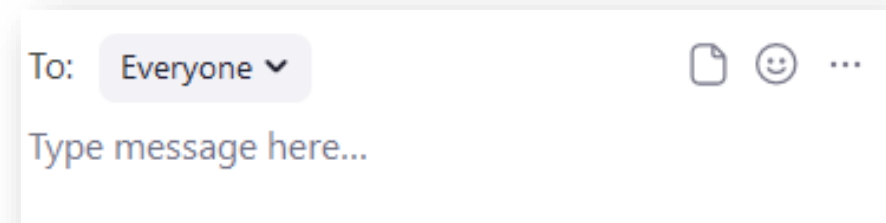
May 8, 2024



AHA CENTER FOR HEALTH
INNOVATION

Rules of Engagement

- **Audio for the webinar can be accessed in two ways: 1) through your computer speakers or 2) dialing in by phone – *listen only mode***
- **Q&A session will be held at the end of the presentation**
 - Written questions are encouraged throughout the presentation
 - To submit a question, type it into the Chat Area and send it at any time
- **Other notable Zoom features:**
 - This session is being recorded, the chat will not be included in the recording
 - Utilize the chat throughout the webinar. To chat everyone, make sure your chat reflects the picture below:



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In support of improving patient care, the Duke University Health System Department of Clinical Education and Professional Development is accredited by the American Nurses Credentialing Center (ANCC), the Accreditation Council for Pharmacy Education (ACPE), and the Accreditation Council for Continuing Medical Education (ACCME), to provide continuing education for the health care team.



Upcoming Team Training Events

Courses

- [In-person TeamSTEPPS Master Training](#)
 - May 21-22 at Tulane, New Orleans, LA
 - June 11-12 at the American Hospital Association, Chicago, IL
 - July 15-16 at Northwell Health, New Hyde Park, NY

Webinars

- June 12 – A Therapists Secrets: Combining Family Systems Theories with TeamSTEPPS for Effective Teams, [Register now!](#)
- Are you interested in speaking on one of our monthly webinars? Check out our [speaker interest form](#) to submit your webinar proposal!

Advisory Services

Custom TeamSTEPPS Advisory Services at Your Organization

TeamSTEPPS Master Training Course

Using a train-the-trainer model, **we give you the foundational tools** and concepts, and train your staff through this **two-day training** program. You will gain a team of Master Trainers ready to teach others in your organization.

Comprehensive TeamSTEPPS Programs

We help you along the way. After delivery of the two-day Master Training course, we continue to work with your team for **3-6 months**, building the internal capacity to hardwire TeamSTEPPS throughout your organization.

[Learn More »](#)

“Our relationship with the TeamSTEPPS faculty and the on-site trainings were both phenomenal. **They did a great job of meeting us where we were** and customized a program that really helped us gain clarity about the problem we’re trying to solve.”

– **Melissa Riffe-Guyer**
Executive Director,
Culture Cone Health

Today's Presenter



Eric Hexdall, BSN, RN, CPPS, ACHRN-ADMIN
Program Manager, Caring for Each Other Program
Duke Regional Hospital

Objectives

Discuss the climate of burnout among health care workers and how the pandemic created opportunities for growth of employee well-being programs

Describe the different facets of the Employee Experience Hub at Duke Health

Understand the benefits of collaboration between well-being service providers

Duke Health



Duke Children's



Duke Integrative Medicine



Duke School of Medicine



Duke Homecare and Hospice



Duke School of Nursing

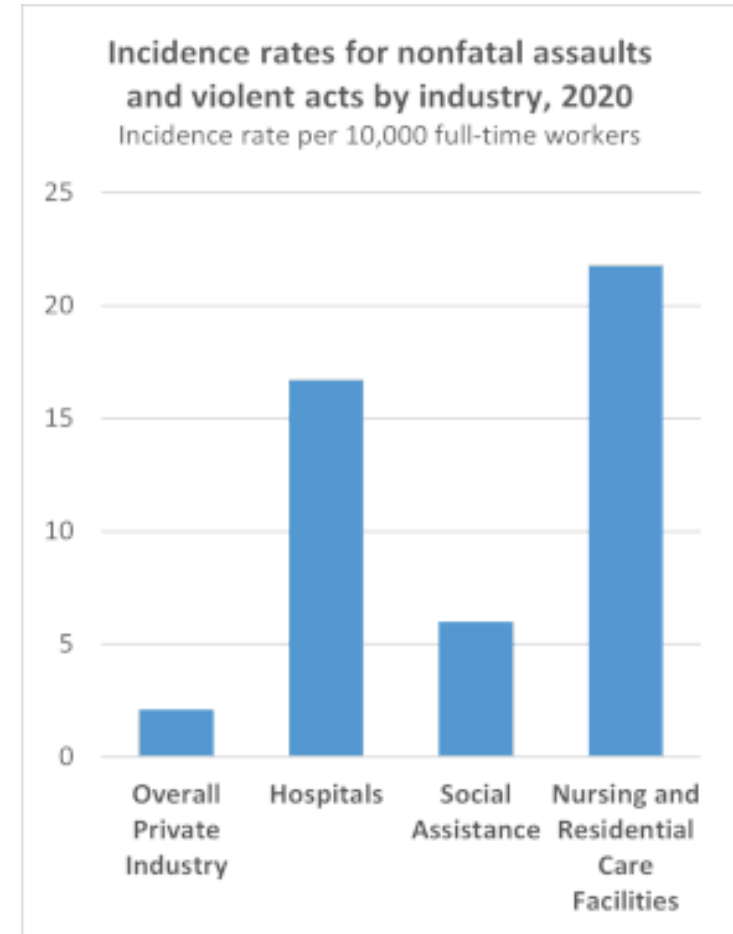
Health care looks like this...



...and this



<https://magazine.uncg.edu/alumni-success/grace-under-pressure/>, accessed 4/10/24



https://wwwn.cdc.gov/WPVHC/Nurses/Course/Slide/Unit1_6, accessed 4/10/24

Which can lead to this

The screenshot shows the top of a CDC Vital Signs webpage. At the top left is the CDC logo with the text 'Centers for Disease Control and Prevention' and 'CDC 24/7: Saving Lives. Protecting People™'. To the right is a search bar with the word 'Search' and a magnifying glass icon. Below this is a blue header with 'Vital Signs' on the left and 'Vital^{CDC}signs™' on the right. The main content area has a dark blue background with the title 'Health Workers Face a Mental Health Crisis' and subtitle 'Workers Report Harassment, Burnout, and Poor Mental Health; Supportive Workplaces Can Help'. A 'View All Topics' button is on the right. Below the header, it says 'Updated Oct. 24, 2023 | [Print](#)'. The main content features three statistics: '2x' (More than double the number of health workers reported harassment at work in 2022 than in 2018.), '46%' (Nearly half of health workers reported often feeling burned out in 2022, up from 32% in 2018.), and '44%' (Nearly half of health workers intended to look for a new job in 2022, up from 33% in 2018.).

<https://www.cdc.gov/vitalsigns/health-worker-mental-health/index.html#print>, accessed 4/10/24

Table 1. Number of Participants and Percent Concerning for Emotional Exhaustion and Emotional Exhaustion Climate Across Years^a

Role ^b	No. of participants				Percent Concerning (95% CI)					
	2019 to 2021-2022	2019	2020	2021- 2022	Emotional exhaustion			Emotional exhaustion climate		
					2019	2020	2021-2022	2019	2020	2021-2022
Overall	107 122	37 187	38 460	31 475	31.8 (30.0-33.7)	34.6 (32.5-36.8)	40.4 (38.1-42.8)	53.3 (52.8-53.8)	59.8 (59.3-60.3)	64.9 (64.3-65.5)
Physician										
Resident	846	216	323	307	24.6 (19.9-30.3)	24.7 (20.7-29.6)	34.4 (29.7-39.8)	44.5 (37.2-52.2)	43.9 (38.6-50.4)	57.5 (51.0-64.1)
Not employed by hospital	395	160	102	133	28.9 (23.0-36.2)	23.8 (17.1-33.2)	34.6 (27.7-43.3)	53.6 (45.0-62.3)	40.6 (30.6-52.9)	59.1 (49.7-68.8)
Attending or staff	3016	1280	1115	621	33.4 (30.6-36.5)	29.8 (27.0-32.9)	40.1 (36.2-44.4)	53.9 (50.8-56.8)	45.1 (41.8-47.8)	59.1 (54.3-63.4)
Administrator or manager	6800	2275	2443	2082	26.0 (23.8-28.3)	30.2 (27.9-32.6)	35.0 (32.4-37.8)	37.3 (35.3-39.4)	46.3 (44.3-48.7)	52.6 (50.3-54.8)
Administrative support (clerk, secretary, or receptionist)	5210	1770	1941	1499	29.0 (26.6-31.7)	31.3 (28.9-34.0)	38.0 (35.1-41.2)	46.9 (45.5-48.5)	53.5 (52.1-54.8)	57.5 (55.7-59.6)
Other	14 933	5555	6147	3231	31.0 (29.0-33.1)	35.8 (33.6-38.1)	38.0 (35.5-40.7)	48.1 (45.3-50.6)	59.6 (56.9-62.2)	61.1 (58.5-63.9)
Therapist (RT, PT, OT, or speech)	6282	2083	2142	2057	27.2 (25.0-29.6)	34.4 (31.9-37.1)	39.1 (36.4-42.1)	43.9 (41.7-46.2)	51.9 (49.6-54.1)	62.3 (60.0-64.6)
Clinical social worker	1247	462	470	315	34.1 (29.9-38.8)	37.4 (33.1-42.2)	39.6 (34.6-45.3)	46.6 (42.6-50.5)	55.8 (51.5-60.0)	62.9 (58.8-66.9)
Pharmacist	2048	642	692	714	33.5 (30.0-37.5)	36.4 (32.8-40.4)	41.9 (38.1-46.0)	48.2 (45.7-50.8)	54.9 (52.4-57.2)	62.6 (59.9-65.5)
Technician (eg, surgical, laboratory, EKG, radiology, or pharmacy)	4938	1573	1719	1646	32.9 (30.2-35.9)	39.1 (36.3-42.2)	42.1 (39.1-45.4)	46.7 (44.9-48.9)	57.0 (54.8-58.8)	63.2 (61.1-65.5)
Technologist (eg, surgical, laboratory, or radiology)	8478	3026	2852	2600	31.6 (29.4-34.0)	38.1 (35.5-40.8)	42.8 (40.0-45.8)	59.9 (57.7-62.2)	68.1 (65.8-70.2)	67.7 (65.7-69.9)
Clinical support (medical assistant, EMT, etc)	1846	693	752	401	39.5 (35.5-43.9)	42.8 (39.0-47.0)	46.8 (41.5-52.7)	56.9 (52.8-61.1)	65.3 (61.2-69.2)	69.0 (63.6-74.4)
Nurses aide, CNA, PCA, PCT	7165	2437	2318	2410	37.6 (35.1-40.4)	42.5 (39.7-45.5)	46.6 (43.6-49.8)	60.7 (59.7-61.5)	66.9 (66.0-67.7)	69.9 (68.9-70.8)
Nurse	43 918	15 015	15 444	13 459	40.6 (38.4-42.9)	46.5 (44.0-49.1)	49.2 (46.5-51.9)	62.5 (57.0-67.8)	66.9 (61.5-71.6)	74.7 (69.6-80.4)

Before and After

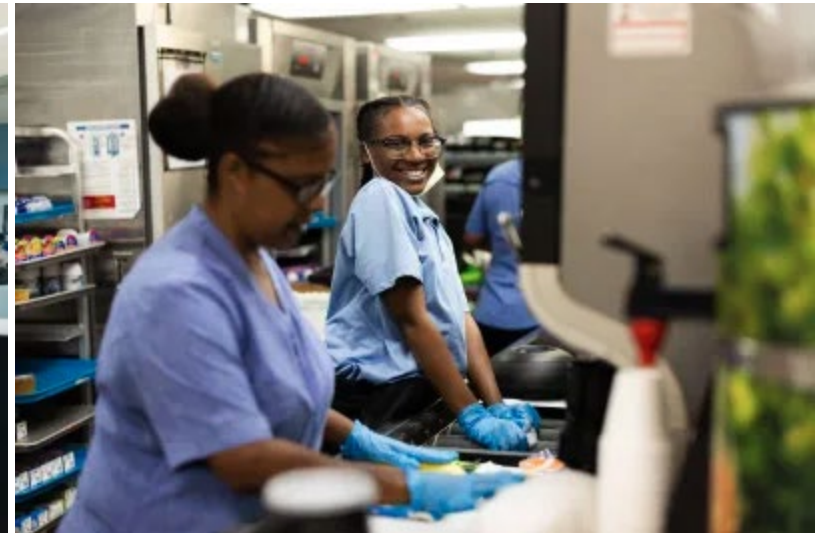
- **Massive disruption in health care has an upside.**
- **Nurture a willingness to embrace self-care.**

Health Care Workforce Scan (AHA 2023)



Employee Experience

- Diversity, Equity, Inclusion and Belonging
- Workplace Safety
- Employee Well-Being



Poll question

- Have you benefitted from an employee well-being or wellness resource in your institution?
 - Yes
 - No
 - Unsure

Diversity, Equity, Inclusion, and Belonging

- Diversity as a Core Value
- 2020: Moments to Movements
- Duke Health Affinity Groups
- 2023: Duke Regional Hospital named most socially responsible hospital in America by Lown Institute
- Continued monitoring diversity metrics



Workplace Safety

- Workplace Safety Committees
- CPI training for frontline staff
- Weapons detection systems
- Active shooter drills
- Disruptive person event responses (BERT)
- Resources and help for staff who experience domestic violence
- Duke Police



Well-Being



- Culture and Well-Being
 - Caring for Each Other Program
 - Peer Support Volunteers
 - Education for managers and staff
 - Caring for Each Other Fund
 - Conversations with Colleagues
 - Professionalism and Restorative Justice
 - Peer Messenger program
 - Annual grief symposium
- Personal Assistance Service (EAP)



Well-Being

- Center for the Advancement of Well-Being Science
 - Well-Being Ambassador training began 2009
 - Current:
 - Well-B Essentials Course began 2021
 - Monthly webinars
 - Coming soon: Well-Being certification for staff
 - Leadership Coaching
 - Online Bite-Sized Well-Being tools: <https://caws.dukehealth.org/toolkit-on-demand/>

Well-Being Tools	
<p>Who Adults age 18 and up are eligible.</p> <p>What These resilience tools are evidence-based, interactive, and specifically designed for busy healthcare workers. Interventions last between 3–15 days. Participants will receive prompts for the tools via email or text message.</p> <p>Why Burnout impacts 1 out of 3 healthcare workers, and there are simple tools that help individuals recover from burnout. Participation in these tools will potentially enhance your own well-being, and the well-being of your co-workers and patients. Participation will contribute to research on interventions for healthcare worker burnout.</p>	
<p>Simple joys Cultivate joy and playfulness. 2 minutes 8 days</p>	<p>Awe Cultivate awe. 10 minutes 2 days</p>
<p>Gratitude Cultivate gratitude. 10 minutes 2 days</p>	<p>3 Funny Things Cultivate humor. 2 minutes 8 days</p>
<p>Work-life balance Cultivate work-life balance. 2 minutes 4 days</p>	<p>Looking Forward Cultivate hope. 2 minutes 8 days</p>
<p>Interest Tool Cultivate engagement. 5 minutes 3 days</p>	<p>3 Good Minutes Cultivate mindfulness. 3 minutes 8 days</p>
<p>1 Door Closes, Another Opens Cultivate perspective. 10 minutes 2 days</p>	<p>Positive Feedback Cultivate the ability to uplift others. 3 minutes 8 days</p>
<p>Kindness Cultivate kindness. 3 minutes 8 days</p>	<p>Self-Compassion Cultivate a kinder internal voice. 10 minutes 2 days</p>
<p>1 Good Chat Cultivate relationships. 2 minutes 4 days</p>	<p>Grief Tool Cultivate support. 15 minutes 2 days</p>
<p>Serenity Cultivate routines and rituals. 2 minutes 4 days</p>	<p>Signature Strengths Cultivate your strengths. 3 minutes 8 days</p>
<p>Sleep Tool Cultivate rest. 2 minutes 8 days</p>	<p>3 Good Things Cultivate your uplifts. 2 minutes 15 days</p>
<p>WISER A sampler of multiple well-being tools. 5-in-1 tool 10 days</p>	<p>Your Burnout Story Cultivate healing through reflective writing. 20 minutes 3 days</p>



Well-Being

- Center for the Advancement of Well-Being Science (ctd)
 - Well-being research
 - >180 peer-reviewed articles, much of them driven by data from the Bite-Sized Well-Being Tools
- Dr. Lorna Breen Act funding



J. Bryan Sexton, PhD

Penny CL, Adair KC, Frankel AS, Leonard MW, Proulx J, Mosca PJ, Sexton JB. A new look at an old well-being construct: evaluating the psychometric properties of 9, 5, and 1-item versions of emotional exhaustion metrics. *Frontiers in Psychology*. 2023 Nov 23;14. doi.org/10.3389/fpsyg.2023.1267660

Rink LC, Silva SG, Adair KC, Oyesanya TO, Humphreys JC, Sexton JB. Characterizing burnout and resilience among nurses: A latent profile analysis of emotional exhaustion, emotional thriving and emotional recovery. *Nurs Open*. 2023 Nov;10(11):7279-7291. doi: 10.1002/nop2.1980. Epub 2023 Sep 3. PMID: 37661657

Belz FF, Adair KC, Proulx J, Frankel AS, Sexton JB. Corrigendum: The language of healthcare worker emotional exhaustion: a linguistic analysis of longitudinal survey. *Front Psychiatry*. 2023 Aug 3;14:1243602. doi:10.3389/fpsyg.2023.1243602. eCollection 2023. PMID: 37599867

Sexton JB, Frankel AS. Leaders That Listen Meet Essential Psychological Needs of the Workforce. *Mayo Clin Proc*. 2023 Jun;98(6):823-825. doi: 10.1016/j.mayocp.2023.04.015. PMID: 37270268

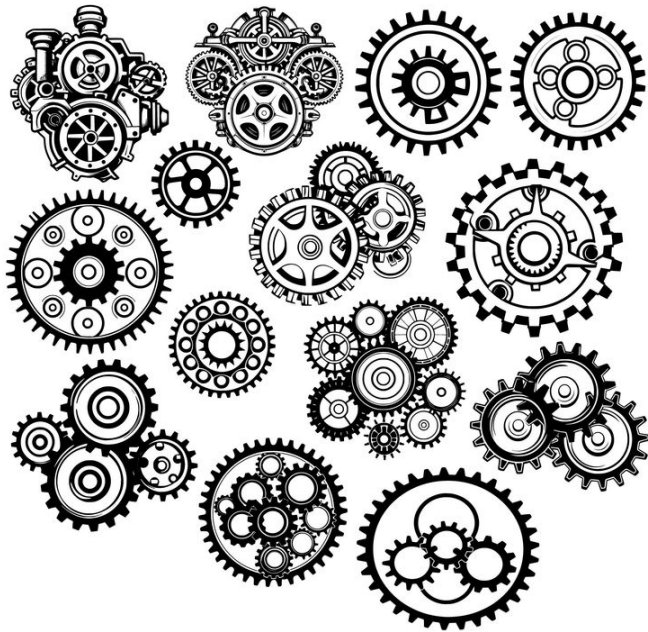
Rink LC, Oyesanya TO, Adair KC, Humphreys JC, Silva SG, Sexton JB. Stressors Among Healthcare Workers: A Summative Content Analysis. *Glob Qual Nurs Res*. 2023 March 30;10:23333936231161127. doi: 10.1177/23333936231161127. eCollection 2023 PMID: 37020708

Well-Being

- Duke Human Resources Health and Wellness programs
 - Live for Life
 - Nutrition
 - Tobacco cessation
 - Exercise and fitness programs
 - Health and Well-Being Coaching



Next steps



A coordinated approach to the holistic well-being of our team members that:

- Builds a community of care and belonging
- Increases awareness and accessibility of services
- Sustains a diverse and engaged TalentForce



Ian Brown, Vice President and Chief Employee Experience Officer, Duke Health

 *Better Together*

- Put People First
- Be Clear and Empower
- Adapt to Improve

Next steps

Partnerships on the horizon

- Employee listening (Culture Pulse surveys)
- Employee Appreciation
- DukeWELL
- Duke Integrative Medicine



Poll question

- What is the most impactful employee experience or well-being resource at your institution?

Key Takeaways

**Consider viewing
employee experience
holistically**

**Well-being programs
must evolve to meet
changing employee
needs**

**Enhancing collaboration
between well-being
resource providers
benefits everyone**

Final Reminders

- **Evaluation**

- Please complete the evaluation form that appears on your screen once the webinar ends

- **Continuing Education**

- Create a Duke OneLink account if you have not done so
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- Text **TAKCEW** to (919) 213-8033 within 24 hours



Questions? Stay in Touch!

www.aha.org/teamtraining

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