



Virginia Hospitals' & Health Systems' Commitment to Caregiver Well-Being and Fulfillment

We, the members of the VHHA Board of Directors, hereby make a formal commitment to ongoing system transformation efforts that will promote the well-being and fulfillment of our caregivers. We will continue to partner with each other as leaders and directly with our caregivers in these efforts and make the following commitments:

Commitment #1: Continue to support efforts already underway in our organization that seek to understand both the individual and systemic drivers of caregiver burnout and promote a culture of well-being and professional fulfillment.

Commitment #2: Utilize the attached VHHA document titled "Virginia Hospitals & Health System's Commitment to Caregiver Well-Being and Fulfillment" as a framework for evaluating and enhancing our organizations' well-being improvement efforts.

Commitment #3: Participate in statewide shared learning and improvement activities regarding clinician burnout and caregiver well-being (i.e., sharing experiences from my organization during the 2022 Virginia Patient Safety Summit and other VHHA sponsored events).

Commitment #4: Identify a specific area for focused improvement for our organizations in 2022, referencing the attached VHHA's suggested key areas of focus, and take at least one NEW action step over the next year.

Hospital/Health System: _____

VHHA Board Representative's Name: _____

VHHA Board Representative Signature: _____

Date: _____



Attachment #1:
Virginia Hospitals' & Health Systems'
Commitment to Caregiver Well-Being and Fulfillment

With this commitment, we join with other progressive health care systems across Virginia in formally committing to ongoing system transformation efforts that promote caregiver well-being and fulfillment.

We make this commitment for our people: Compassionately caring for people and promoting well-being is the foundation of healthcare. It is imperative, therefore, that we address the well-documented high rates of chronic stress, fatigue, burnout, and dissatisfaction seen in health care workers across the nation. We must also do our best to prevent and address the significant and often unmet mental health needs of our caregivers, including anxiety, PTSD, substance use conditions, depression, and suicide. Well-being is more than just the absence of illness. To truly thrive, we need to find meaning in the work we have been called to do and fulfil both our common and individual sense of purpose. **This commitment to caregiver well-being and fulfillment is therefore integral to our health care mission and emphasis we place on caring for people.**

We make this commitment for our patients and communities: Research has shown many ways in which the well-being and fulfillment of our caregivers directly impacts the ability to perform with excellence. There are proven links with quality of patient care, health outcomes, rates of medical errors, the level of compassion and quality of the patient-caregiver relationship, likelihood of patients following medical recommendations, and even recovery times. Caregiver well-being and fulfillment also directly relate to patients' overall experience of care. **This commitment to caregiver well-being and fulfillment is thus integral to our health care mission and emphasis we place on quality, safety, and patient experience.**

We make this commitment for our organization and community: The well-being of our caregivers directly impacts teamwork, efficiency, productivity, wise utilization of resources, likelihood of litigation, and overall cost of care. Caregiver burnout increases caregivers' likelihood of reducing hours or leaving practice, straining the workforce, reducing the ability to meet community health care access needs, and placing all of the remaining members of the team at further increased risk for burnout. The financial cost of unwell caregivers (both from absenteeism and presenteeism) coupled with costs of turnover related to burnout is tremendous. **This commitment to caregiver well-being and fulfillment is thus integral to our ability to continue on as a sustainable, efficient health care system that can meet the needs of our community.**



Attachment #2: **Virginia Hospitals' & Health Systems' Focus Areas for Commitment to Caregiver Well-Being and Fulfillment**

With this commitment, we acknowledge that caregiver well-being and fulfillment require system transformation and joint accountability. As important as providing individual resources and support are, burnout is not an individual resilience issue, rather it is directly related to the healthcare environment and culture. As leaders, we each choose to be “all-in” to support and be accountable for the system transformation needed to create safe, healthy, rewarding, and inspiring environments.

Below are some key areas supported by the literature that we may choose to focus on as we strive to fulfill this commitment. These are roughly organized in the three key areas emphasized in the Stanford Model of Professional Fulfillment, though many items address more than one aspect of transformation:

Culture of Wellness:

- ❑ Create and support work environments that foster safety, both physical and psychological safety, where all members of the care team can be heard, and that address and minimize opportunities for incidences of workplace violence, so that caregivers can return safely home with time and emotional energy to engage in their personal lives with family, friends, and community.
- ❑ Promote and reward caregiver well-being and fulfillment as an organizational key performance indicator; included in strategy and dashboards
- ❑ Continue to learn and grow as a team, keeping up to date on the factors that contribute to burnout and evidence-based strategies to reduce burnout and improve caregiver well-being and fulfillment
- ❑ Identify and implement an efficient strategy for consistently assessing caregiver stress/burnout/well-being/fulfillment throughout the system using validated instruments

Efficiency of Practice:

- ❑ Develop and implement innovative and sustainable staffing models with appropriate resources needed to provide excellent care and that support our commitment to caregiver well-being
- ❑ Implement strategies and tools to optimize electronic health records (EHRs) for enhanced productivity, and to improve clinical care, and provider well-being.
- ❑ Evaluate current and potential policies, practices and procedures from a caregiver well-being and health lens and determine which ones are necessary for ensuring timely, high-quality patient care and which ones should be permanently retired.

- ❑ Identify and prioritize “high opportunity” areas (combining objective survey data with subjective data from rounding, councils, front-line caregiver input and other communication forums) and partner with caregivers and key stakeholders to support interventions to address priority areas

Personal Resilience:

- ❑ Frame mental health, self-care and reaching out for support as strength, wisdom, courage; have open conversations to break the cycle of “suffering in silence”
- ❑ Model well-being and healthy coping behaviors and attitudes
- ❑ Provide a wide variety of individual resources and encourage utilization; support physical, mental and spiritual well-being with offerings such as wellness incentives, Peer Support, Coaching, Mental Health treatment, spiritual, legal/financial supports, and elements to enhance work-life integration.