



Duke Health Well-being Toolkit



Spring 2019

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A healthier Duke starts with us.

That's why we've made the well-being of the Duke family one of our top strategic priorities. In keeping with our goal to be a zero-harm system, we're creating a culture that fosters well-being and puts people first.

Within this toolkit, you'll find ideas and resources to help you and your team do just that. Each suggestion is a tried and tested way to put more "gas in your tank" so you're better equipped to meet the demands of the day.

Well-being encompasses so much more than just a healthy body. It includes several dimensions that are highly interconnected. Healthy Duke believes well-being doesn't just happen—it comes from being aware of this broader view of health and keeping all of the dimensions in mind to help each of us live healthier, improve our quality of life, and realize our full human potential. The icons shown here represent [Healthy Duke's](#) five pillars of well-being:

Food & Nutrition

Mental & Emotional Well-being

Physical Activity & Movement

Fulfillment & Purpose

Environment & Culture

> Ready to go? Let's get started!

HEALTHY DUKE



How to use this toolkit

This toolkit is intended to get you thinking about all things you can do to help foster well-being for you and your team members. After we talk about what well-being is and why it matters, we'll move into some thoughts on how we as leaders can create a culture that supports it. The ideas are organized into four sections:

- > Build Resiliency
- > Humanize the Work
- > Strengthen Your Leadership Style
- > Cultivate Community

In each section, you'll find ideas and strategies to take care of yourself and to model well-being behaviors for your team.

At the end of the toolkit, you'll find a collection of resources to help bring these ideas to life. Some of these resources reside right here at Duke, and some are from other experts in the field.

We also provide some tips on building a business case for well-being, and list some recommended reading for those who want to learn more. Every idea and technique is backed by research and is proven effective in supporting well-being.

Getting started

The very first step is to understand why well-being matters, so our toolkit starts there. When you've gathered your ideas and it's time to act, begin by listening. Talk with your team to determine what areas need the greatest work. Try one idea to start, and then experiment to find the ones that work best for your situation. And don't make it unnecessarily complicated: Some of the simplest ideas can have the biggest impact.

As with any cultural change, there is power in numbers, so we suggest you identify allies who will help you uphold your commitment to well-being. You may also wish to convene a work team to focus on driving change.

Why well-being matters...

It's familiar advice when flying: "Secure your own oxygen mask before assisting others." In our industry, putting ourselves first has not been our typical way. We push through stressful situations to achieve great things—but this can come at a cost. On top of harming ourselves, stress and burnout negatively affects safety, retention, patient experience, and other vital outcomes. Fortunately, the landscape is changing. Here at Duke, we value and prioritize the well-being of the workforce because it is central to our mission of caring for our patients, their loved ones, and each other.

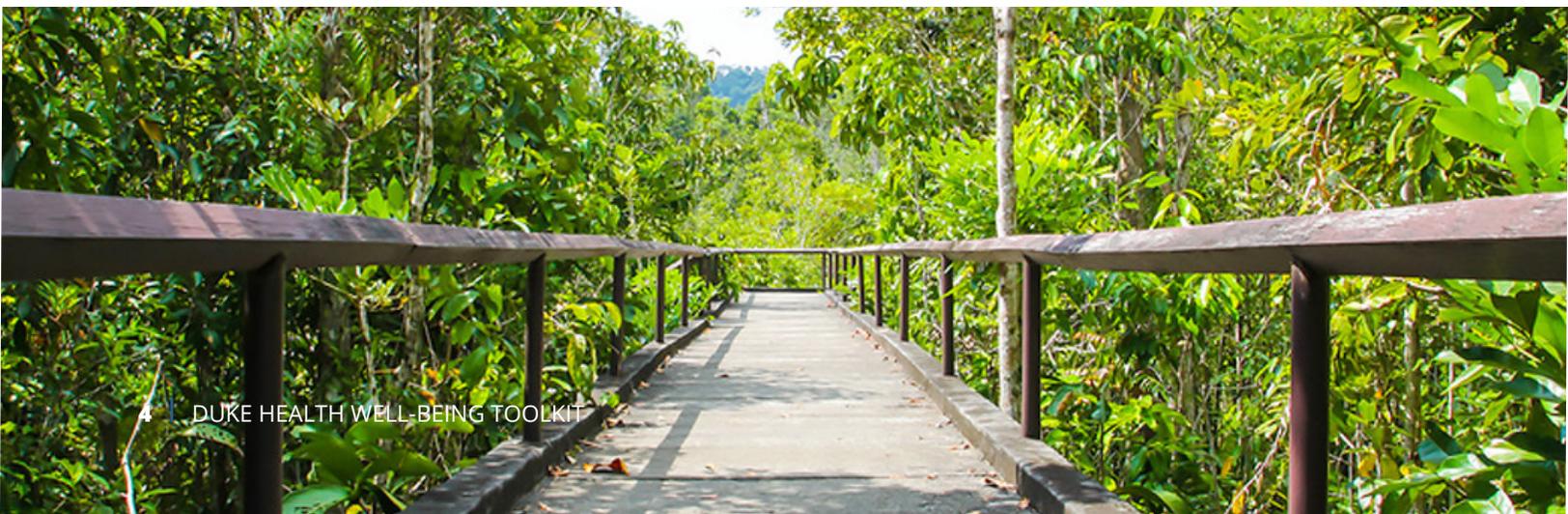
< Caring for others means caring for ourselves. >

The Healthy Duke initiative is leading the way. Across the Duke community, Healthy Duke programs and resources can help us reach our full potential by living better, healthier lives. One of these resources is this very toolkit, which was designed to connect you with the tools you need to cultivate well-being within your team and yourself.

What is well-being?

Well-being is the perception that our lives are going well. It comes from good living and working conditions, quality relationships, positive emotions, and resilience. The five components of well-being are also the five pillars of Healthy Duke: mental and emotional well-being, physical activity and movement, food and nutrition, environment and culture, and fulfillment and purpose.

On the other end of the spectrum is burnout. Burnout is the physical, mental, or emotional exhaustion caused by stressful and demanding situations. Burnout makes us feel less effective, and more detached, cynical, and callous. When we're burned out, it's hard to feel positive about anything. On top of harming ourselves, stress and burnout negatively affects safety, retention, patient experience, and other vital outcomes. When our teams are burned out, not only does it impact the culture, it makes it difficult to implement change.



Why optimize well-being?

Besides simply being the right thing to do, creating a culture of well-being pays dividends for our health system. Here are four negatives we can turn around simply by making investments in well-being:

Harm

Depleted people are capable of heroic acts, but when we're stressed, we eventually make mistakes. Fostering well-being is one key way we can reach our goal of zero harm.

Absenteeism

Absenteeism is when employees are consistently unavailable for scheduled work. Absenteeism creates dissatisfied patients, safety and health hazards, lower morale, decreased productivity, and excessive overtime. All of these can lead to higher turnover.

Presenteeism

Presenteeism is when people show up to work, but are not engaged. Gallup found that 51% of employees are not engaged, which leads to less innovation, lower productivity, and lower safety and quality of care.

Turnover

Keeping employees happy, healthy, and within the Duke family means lower recruitment costs, more consistent results, and a better sense of community...all things we need to remain one of the nation's best health care systems.

Why us?

According to a 2015 Gallup study, more than [70 percent of the variance in employee engagement](#) is tied to the employee's manager. That means your team members' well-being is highly influenced by how you lead each day.

< **Simply put, leaders are the key to building optimal work environments.** >

Everyday leadership behaviors—like showing appreciation to team members and making sure their voices are heard—are vital to building healthy and supportive teams.

Leaders can also model healthy behaviors (e.g., eating lunch, conducting walking meetings, taking scheduled time off), so their colleagues will feel comfortable engaging in them as well. When we take care of ourselves, we take care of our teams...and the patients that we serve.

What if I have a team member who is struggling?

Part of our responsibility as leaders is to identify and support those on our team who are struggling. Burnout can take many forms and can express itself through a number of symptoms including:

- > **Cynicism and Detachment:** This may take the form of loss of enjoyment, pessimism, isolation from colleagues, and detachment from work.
- > **Ineffectiveness and Lack of Accomplishment:** You may notice a team member with increased irritability, decreasing productivity or performance, or expression of feelings of apathy or hopelessness.
- > **Physical and Emotional Exhaustion:** Signs to look out for include chronic fatigue, insomnia, forgetfulness and impaired concentration, increased time away from work due to illness, expressions of anxiety, depression or even anger.

If you identify a team member who is struggling...

< Remember you are in a unique position to help! >

Steps to help set the stage for a positive encounter:

- > Select a time to talk with your team member when you will not be interrupted and where it is private. Consider the optimum time to discuss behaviors or performance problems with an employee (e.g., end of the day, end of the week, beginning of the week).
- > Practice what you will say. Remember, practice increases our confidence.
- > Let your team member know that you are concerned about them and you would like to talk.
- > Share what you have observed in an objective non-judgmental way. Be prepared to give specific examples when asked "What do you mean?" or "When did this occur?"
- > Emphasize that you are concerned with their well-being and any work performance or conduct.
- > Allow enough time to express your concerns and to get feedback from the employee.
- > Pause occasionally to get confirmation that they understand the problem.
- > Identify ahead of time possible options to help the employee improve (e.g., coaching, training, mentoring, counseling).
- > Remind them that the Personal Assistance Program (PAS) is a free, voluntary, confidential resource that exists to help team members.
- > At any time you may contact PAS if you would like to discuss how to make a referral.
<http://pas.duke.edu/>

Faculty and staff may also make a voluntary confidential appointment at the Employee Occupational Health and Wellness (EOWH) Clinic. Although EOWH does not provide primary care, the EOWH provider will assist the employee in making connections to appropriate care.

The [Personal Assistance Service](#) (PAS) program offers free and confidential assessment, short-term counselling and referrals to help resolve a range of family, personal, and work issues. These services are available for employees and immediate family.

Involvement in safety issues, medical errors, and adverse events can take a toll on our team members; our own data has shown that about one-third of our front-line staff members have experienced or have known someone who has experienced emotional trauma from an unanticipated clinical event. These team members are "[second victims](#)." As a leader, your role is to identify and support second victims, particularly after potentially traumatizing events in your work setting. This may include setting time aside to debrief the events personally or as a team or referring to additional resources as appropriate.



Build Resiliency

No matter how resolutely we invest in well-being, we still encounter obstacles. Resiliency is the ability to overcome or bounce back from problems, challenges, and crises.

< Well-being and resiliency don't just happen on their own. They need to be protected and encouraged. >

It's important to remember that resiliency is not just our personal ability to cope. It's also a function of the resources we have available to us for coping. The most effective antidote to burnout is building our ability to experience positive emotion, so in this section, you'll find ideas for how to do just that. Remember that as a leader, modeling these behaviors with your team is a strategy in and of itself.

Ideas and strategies

1. Write down 20 adjectives that you would like to describe you in ten years. Narrow that list to your top ten, then your top five. Keep those words in mind as a purpose statement about who you are, who you want to be, and what you value most in life.
2. Keep a journal. Regularly write about your day, your experiences, and your feelings.
3. Identify someone you trust to be your well-being buddy. Share your thoughts and feelings, and encourage each other to take a stand for well-being.
4. Form a well-being team. Create a well-being bulletin board that points people to activities or matches them with partners with whom to take a break.
5. Become more "present." Pause. Take time to reflect on your energy and breathing. Notice the details of the sights and sounds around you. Many smartphone apps, such as Breathe, can help you learn this skill. Duke also has resources for cultivating mindfulness (see resources section at the end of this toolkit).
6. Write down **three good things** that happen each day. Focus on those positive emotions. The best results tend to come after doing this exercise many times in a row (we recommend at least two weeks).
7. Step away when you need to. Temporarily unplug from the work, and set up an out-of-office message to let people know you'll respond when you return.
8. Make time for sleep. If you go 24 hours without sleep, your cognitive performance is equivalent to a blood alcohol level of 0.10, meaning you're impaired! Find tips for better sleep in the resources section of this toolkit.



< When we focus on positive emotions, we put more gas in our tank to deal with the challenges of the day. >

Ideas and strategies, continued

9. Take advantage of flex time to participate in personal or structured well-being activities. Be with friends and family, exercise, or simply go outside.
10. Respect the personal time of your team members. For example, avoid emailing them during time off (nights and weekends) and set clear expectations for response times.
11. Use vacation or [paid time off](#) (PTO) for “resiliency days.”
12. If money is a stressor, take advantage of [financial education webinars](#).
13. Take an [exercise or fitness course](#) through Duke.
14. Show gratitude. Saying thank you or sending a note of appreciation gives you a boost as well.
15. Offer random acts of kindness. Do something nice for no particular reason.
16. Celebrate wins. Acknowledge all accomplishments, big and small.
17. Do something for those in need. Volunteer your time in your community.
18. Rediscover awe. Let yourself be amazed by nature. Look back on a favorite vacation photograph or memory and remember how good that felt.
19. Remember you are not alone. Counselors are always available at the [Duke Personal Assistance Service](#) (PAS). (See section on “What if I have a team member who is struggling”)

Humanize the Work

< **The healthcare industry is changing fast, and our work is changing with it.** >

The rapid pace and frequent changes can tire us out, make our days more challenging, and erode our sense of well-being. One way to stay balanced is by taking a fresh look at the way we do our jobs, and approach them in a more human way. What worked in the past may no longer make sense in a changed environment. In this section, you will find ideas on how to evaluate your workflows and processes. The goal is to identify the “pebbles in people’s shoes” and then remove them, so it’s easier for you and your team members to succeed.

Ideas and strategies

1. Work smarter, not harder. Ask yourself when you’re genuinely working and when you are merely involved with activity.
2. Pause to consider are there activities that you can step back from that free your mental bandwidth for your most prioritized work.
3. Create the space to do the work. Consider establishing email-free and meeting-free zones on the calendar. Try ending meetings at 10 minutes before the hour to allow people time to travel and take breaks.
4. Take breaks. [Studies](#) show that taking regular breaks will improve your workflow and ability to focus on prolonged tasks. Refresh your mind by changing location. Recharge by taking a 20-minute walk or stretching every few hours.
5. Be a human being at work. Allow staff to see your authentic self, including your mistakes and vulnerabilities. Talk about the challenges you face so they know they aren’t alone. Let your team members know you are open to talking with them individually about their states of well-being.
6. Identify and remove small annoyances or daily irritants (the “pebbles in people’s shoes”). Make your progress visible by getting a fishbowl and placing a small stone inside to represent each time you’ve solved a problem as a team.
7. Communicate more. Help your team members understand the why behind all tasks.
8. Create regular forums for your team to openly discuss the challenges you face and to celebrate your successes.
9. Incorporate examples from the [Healthy Duke Series](#) into your monthly meetings for examples of how others are approaching well-being.



Ideas and strategies, continued

10. Encourage everyone to put their phones and computers away during meetings; eliminating distractions allows everyone to be more present, to connect with each other more meaningfully, and prevents potential communication failures.
11. Design your work environment to help make healthy choices the easy choice (i.e. fresh fruit instead of donuts, start your meeting with a stretch).

Strengthen Your Leadership Style

We all want to make Duke the very best health care system. As leaders, we have at least four levers we can pull to help get us there.

- > **We can deliver outstanding clinical care.**
- > **We can give our patients the best possible experience.**
- > **We can control costs.**
- > **We can ensure the well-being of the people who make our system run.**

Great leadership has been associated with improved well-being, so this section is about harnessing the power of your leadership. Here you'll find tools and strategies to help you engage, set expectations, provide feedback, offer professional development, and inspire your team.

Strengthen Your Leadership Style

Ideas and strategies

1. Be sure to consistently reward and recognize, either by using an existing program, or starting one of your own.
2. Be a role model for well-being. Take a stand by respecting employees' personal time outside of work, and ensure that they know about and appropriately use their sick leave, vacation time, and work/life/health benefits.
3. Find a time during the day to do a "digital detox" (i.e., step away from computers and similar devices). Constant connection is draining.
4. Use walking meetings, i.e., take your team on a walk as you talk.
5. Initiate a "code of healthy conduct" in your workplace, pledge to uphold it, and make that pledge visible to all as a constant reminder of the importance of your team's well-being.
6. Create your own personal health plan. Discuss that vision at the start of 1:1 conversations and staff meetings. Highlight different well-being resources each time.
7. Remember that people learn and grow in different ways. Be mindful of your team's personalities, strengths, needs, and wants when communicating.
8. Joining an organization is an especially stressful time. Pay special attention to helping new employees during their first few weeks and months. Invite them on a walking meeting, inform them of upcoming activities, help them make connections, and check in on their well-being.
9. Be a role model for praise. When you see a behavior you like, comment on it. Incorporate this into staff meetings, evaluations, or just on the fly. Commenting on Inside Duke Health stories is one very effective way to recognize and encourage your colleagues.
10. Solicit feedback from your team about how well information is transmitted in the work setting. And be sure to make a change or respond to the feedback when appropriate.
11. Say "thank you." When people feel valued and appreciated, [they have higher job satisfaction and are more productive](#). Open or close meetings or emails with a positive message or thanks.
12. Celebrate birthdays and service anniversaries. If holding an event is not feasible, write an email to the team acknowledging your team member's unique contributions to Duke.
13. Be an ambassador for the CulturePulse survey. Promote participation, and really listen to what your team members tell you. Review their responses and make changes based on the results. In between surveys, conduct short PulseChecks to see how you are progressing.

Cultivate Community

< We're all in this together. >

Honoring the people around us—our colleagues, patients, loved ones—gives our lives and our work a greater sense of purpose and meaning. When that happens, communication and teamwork improve, groups thrive, and we get better results. Sound good to you? Here are some ideas for cultivating community.

Ideas and strategies

1. Allow time to connect with others. Encourage people to grab coffee or tea with colleagues 1:1, and create opportunities for social gatherings, like potlucks.
2. Encourage your team members to be a part of their larger community by attending All-Staff and Hospital Week events.
3. Delegate a well-being ambassador to attend the [Enhancing Caregiver Resilience](#) course to spread well-being tools and behaviors to your group.
4. Use the [Gratitude Tool](#) as a way to connect with those who are or have been important to you.
5. Create forums and allow time to discuss difficult cases, situations, and stories. Doing so allows sharing of experience and creates empathy.
6. Get involved with a nonprofit organization.
7. Work or meet in a different location (i.e., outside). Visit other entities within DUHS to help people feel connected to a larger whole. Establish a buddy system with colleagues at other locations.
8. Regularly acknowledge major life events occurring among the work group (weddings, births, educational accomplishments, etc.).
9. Offer peer support or well-being mentoring to colleagues to help them reach their well-being goals.
10. Join an affinity group, such as [Duke MINDs](#) or WELEAD.
11. Consider creating a Culture Committee, and ask your staff what they need to improve culture.
12. Create visual reminders for well-being in your work-setting. Take a look at these displays designed by the resilience champions on 7 West and the Pediatric Cardiac Intensive Care Unit (PCICU) at Duke University Hospital, and unleash your own creativity.





➤ Duke Center for Living Campus

Resources for Well-Being at Duke

If you remember just one thing from this toolkit, let it be this: *You are not alone on the quest for well-being*. The tools and resources you need to support you as a manager of people already exist here at Duke. In fact, we are a nationally recognized center for researching and addressing burnout. Following are some of the people, places, and things that stand ready to support you.

[Duke Integrative Medicine](#) provides a host of [programs and training](#), including [mindfulness-based stress reduction](#), a workshop about [journaling](#), and [customized group programs](#). Visit this team at Duke University's beautiful Center for Living Campus, nestled in the woodlands of Duke Forest and surrounded by serene meditation gardens. You will find easy access to a well-being library, a walking meditation labyrinth, and workshop space for your next team-building activity.

The [Duke Center for Healthcare Safety and Quality](#) is a hub for research and training on quality and safety at DUHS. The Center offers one and two-day retreats and other trainings that highlight best-practice techniques to manage stress, increase resilience, and put the joy back in the work. Resources include:

- The [TeamSTEPPS program](#), which teaches teamwork and communication skills that produce more effective and adaptable medical teams.
- The [Resilience Courses and Resilience Ambassador Program](#). Learn the science of well-being and get proven tools to enhance resiliency through a full course and an essentials course (offered three times yearly).
- The [Patient Safety Leadership Course](#)
- [WISER](#), or Web-based Implementation of the Science to Enhance Resiliency, is a comprehensive program on resiliency. It includes [online modules to teach resiliency](#) and a host of practical tools to help intervene when people are suffering from burnout. Tools include (with links):

[Three Good Things](#)

[Random Acts of Kindness](#)

[Gratitude Letter](#)

[Looking Forward](#)

[Relationship Resilience](#)

[Awe](#)

[Mindfulness](#)

< LIVE FOR LIFE >

LIVE FOR LIFE offers employee wellness programs, including fitness and nutrition activities and consultations, health assessments and education, stress management classes, tobacco cessation programs and more. Take advantage of LIVE FOR LIFE [services and programs](#), with topics like Stress, Sleep, Heart Health, Physical Activity, Healthy Eating, etc. Or opt in to receive the daily [Health Tip of the Day](#).



Miscellaneous resources:

- The Caring for Each Other (CEO) Response Team was put in place by Duke University Hospital leadership, to provide real-time response for teams and individuals who have been exposed to a distressing event in the course of their work. The CEO team can be activated through their pager 919-206-9785, through the SRS system, and through the Mortality Safety Review.
- [Chaplain services](#) provide spiritual care.
- [Compassionate Care Conference \(3C\)](#) (formerly [Schwartz Center Rounds](#)) are monthly gatherings that discuss the human side of delivering care.
- Struggling with technology? The [DHTS Provider Concierge Group](#) is available to help clinical teams optimize Maestro Care workflows.
- Learn something new. The [Duke Learning Management System](#) has numerous courses to help improve the work and the work environment, such as Crucial Conversations.
- Check up on your health. [Visit the LIVE FOR LIFE](#) website to learn more about health screenings and wellness services offered to employees.
- Human Resources is committed to supporting a healthy, inclusive, and productive work environment. [Visit the HR website](#) for access to careers, benefits, wellness activities, training, and policies.
- The Moment of Silence program at Duke University Hospital occurs the second Wednesday of each month from 1:00 p.m. to 1:10 p.m. at the [DMP](#) Interfaith Chapel. This program is an opportunity for staff to take a few minutes from their busy schedule to breathe, reflect, and acknowledge what is impacting them personally. Consider starting a similar program at your entity.
- The Private Diagnostic Clinic (PDC) [Patient Experience Team](#) offers numerous resources for leaders.
- Gratitude matters! Duke has numerous reward and recognition programs, including the [Good Catch Award](#), [High Five Award](#), and [Strength, Hope, and Caring Award](#).
- The [DUH Safe Choices Training](#) improves understanding of human error, at risk and reckless behavior, and the impact of personal choice in preventing patient harm.
- Need to be inspired and feel a sense of community? Voices of Duke Health is a podcast featuring Duke Health providers, staff, students, trainees, patients, and visitors in one-on-one conversations about what is meaningful in their lives, work, and relationships. [Listen here](#), or sign up to record your conversation in the listening booth, at www.listeningbooth.info.
- Give back. In addition to countless options in your local community, each of the three hospitals in our system offers [volunteer opportunities](#).



Best of the rest: Resources and references outside of Duke

Create a healthier work environment

- Read what the Harvard Business Review has to say on [5 ways to boost your resilience at work](#).
- The Academy of Medical-Surgical Nurses has tips on [creating a healthy work environment](#).
- Get advice on how to create a [clinician wellness committee](#).
- Review these [17 tips to get better sleep](#).

Cultivate the positive emotions

- Review these [strategies for happiness](#).
- Learn five surprising benefits of [volunteering](#).
- The [Gratitude Project](#) offers a guide and other resources to help you build your gratitude muscle.
- Get ideas, quotations, videos, and stories to help you spread kindness at [Random Acts of Kindness](#).
- The [Happiness Spells podcast](#) collects thoughts, feelings, and reveries to invoke happiness in five minutes.
- We are all subject to feelings of loneliness. This video helps explain why [we are all lonely together](#), and offers ways to manage these feelings in a healthy way.
- This research study examines the effect of [Meaningful Meals](#), an intervention to promote physician well-being, job satisfaction, and professionalism.
- [Writing to heal](#) and [writing therapy](#) offer explanations of how the act of writing can help you manage and learn from negative experiences.

Work differently

- This two-minute video has tips on how to [manage your energy](#), not your time.
- Leverage your personal strengths and encourage your team to do the same. [StrengthsFinder 2.0 by Tom Rath](#) is a good place to start.
- Are you leading a big change? Learn about four different [modes of change](#).
- Get advice on how to [manage email after hours](#).
- [Meetings](#) can sometimes be a drain of time and energy, so think before you schedule.

Building a Business Case for Employee Well-Being

Even though we know healthcare leaders are particularly [susceptible to burnout](#), some remain skeptical about the business value of fostering well-being. If you need to build a case for why well-being really matters, we've provided some proof points below.

The Problem is Real

- > Across all industries, more and more people are finding their work [less fulfilling](#).
- > Among healthcare leaders, 73 percent feel at least [some degree of burnout](#).
- > The [National Taskforce for Humanity in Healthcare](#) found that physician turnover alone may cost health systems up to \$1.7 billion annually.

Why Engagement Matters

- > When workers feel valued and appreciated, [they have higher job satisfaction and are more productive](#).
- > Creating a culture of engagement can move the needle in [five key areas](#): safety, patient experience/satisfaction, turnover rates, mortality rates, and return on investment.
- > In the United Kingdom, the [National Health Service](#) (NHS) has invested in staff engagement to improve each of those factors.

Well-Being Impacts Safety...

- > A [Gallup study of 200 hospitals](#) found that the engagement level of nurses was the top variable correlating to patient mortality, and had a greater effect than the number of nurses per patient day.
- > When employees are engaged, healthcare providers see a [15% increase in patient safety](#). The workplace also becomes much safer for employees. In fact, a separate Gallup study found a 61% reduction in worker's compensation claims over a three-year period, following the adoption of a comprehensive employment engagement strategy.

... and ROI

- > [Hospitals see a large return on investment](#) when they improve worker well-being and engagement. Returns come through reduced turnover, fewer worker's compensation claims, and increased patient satisfaction, which can result in a 5% increase in overall profit margins.
- > Again at the NHS, research has found that [positive staff engagement is linked to reduced staff turnover](#), fewer absences, reduced presenteeism, and improved patient experience.
- > Outside our industry, [Chick-Fil-A](#) has outpaced the competition simply by creating a culture that says "please" and "thank you."

Additional reading

[Flourish: A Visionary New Understanding of Happiness and Well-being](#)

[The How of Happiness: A New Approach to Getting the Life You Want](#)

[Stumbling on Happiness](#)

[The Happiness Advantage: The Seven Principles That Fuel Success and Performance at Work](#)

[Awakening Compassion at Work: The Quiet Power That Elevates People and Organizations](#)



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HEALTHY DUKE

