

# Vancouver Acute / Vancouver Community wellness strategy

## Addressing organizational drivers of burnout\*



### 1 Engage leaders, site, health authority to establish leadership, structure, and process

- Leverage engagement structures to bring together a leadership group
- Commit to proactively promoting wellness as an organizational priority
- Agree on an actionable strategy

### 2 Assess burnout and wellness across your local organization and teams

**Ask: How are you doing?**

- Surveys, meetings: collect data / establish benchmarks for organizational and department-level wellness
- Discover your own local drivers of burnout and needs
- Move on to further localize the strategy, recognizing that workflows, teamwork, experiences and burdens are distinct among different specialities and disciplines



### 3 Break down findings by department / division / teams

- Identify local leaders close to the work environment who can empower teams to make changes (e.g. Department/Division Heads)
- Further assess the current state at the department level: review data, additional surveys, discussions
- Identify and prioritize the local areas of greatest need that impede wellness

**Ask: What is unique to us?**

### 4 Plan focused, manageable interventions within your control (Emergency Department example)



- Identify physician peer champions
- Engage unit teams and colleagues
- Focus on 2 or 3 high impact opportunities / organizational barriers that are within your control to change and will improve the work environment
- Develop tactics to advance those changes and commit to making them

**Ask: what do we have the power to change?**

*A more streamlined process for...*

*Changing shifts for...*

*Improving relationships with...*



### 5 Measure and build

- Commit to a small group of changes
- Measure progress and communicate
- Build on the momentum to address further changes to improve the work environment
- Engage organizational leaders in broader discussions about systemic challenges that are not within your control to change

#### Learn more

\* This strategy draws on Dr. Stephen Swensen and Dr. Tait Shanafelt's work: **Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace**

Borrow an e-book version for up to one week through the College of Physicians and Surgeons of BC (you will need your login details).