



MISSOURI WELL-BEING PLAYBOOK



Missouri Department of
MENTAL HEALTH

Introduction

The Missouri Well-Being Playbook was inspired by the American Hospital Association's Clinician Well-Being Playbook and Well-Being Playbook 2.0. These laid groundwork on establishing organizational well-being in hospital systems in response to provider burnout and pre-existing yet exacerbated problems that hit the healthcare industry during the COVID-19 pandemic. Through funding made possible by Federal Emergency Management Administration (FEMA), Substance Abuse and Mental Health Services Administration (SAMHSA) and Missouri's Crisis Counseling Program (CCP), "MO Show Me Hope," the Missouri Well-Being Playbook aims to provide guidance to Missouri Department of Mental Health (DMH) and other hospital systems and spotlight strategies that have worked well to promote and sustain wellness. Though some strategies are specific to healthcare settings, many are general and can be applied to diverse workplace settings.

Eight Dimensions of Wellness

Environmental – Good health by occupying pleasant, stimulating environments that support well-being.

Emotional – Coping effectively with life and creating satisfying relationships.

Financial – Satisfaction with current and future financial situations.

Social – Developing a sense of connection, belonging, and a well-developed support system.

Spiritual – Expanding our sense of purpose and meaning in life.

Occupational – Personal satisfaction and enrichment derived from one's work.

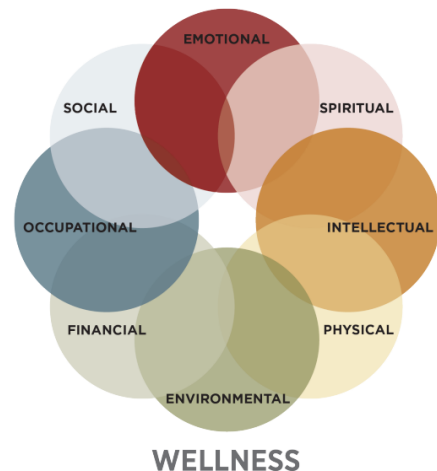
Physical – Recognizing the need for physical activity, diet, sleep and nutrition.

Intellectual – Recognizing creative abilities and finding ways to expand knowledge and skills.

Adapted from Swarbrick, M. (2006) A Wellness Approach. Psychiatric Rehabilitation Journal, 29(4), 311-314.

Well-Being

Well-being is a state of feeling healthy and functioning well. Experiencing health, prosperity, happiness and satisfying quality of life are elements of well-being. The development of the Missouri Well-Being Playbook used the Eight Dimensions of Wellness, from the Substance Abuse and Mental Health Services Administration, as a foundation for understanding wellness and well-being in a comprehensive, holistic and interconnected manner.



Source: Adapted from Swarbrick, M. (2006). A Wellness Approach. Psychiatric Rehabilitation Journal, 29(4), 311-314.

Shifting the perspective away from a "service over self" mentality and toward a more balanced "Self Care – Team Care – Client Care" mindset acknowledges the bidirectional relationship between employee wellness and quality client care. It promotes an integrated approach to well-being that benefits employees and patients. The accountability equally lies with individual employees to practice well-being and workplaces to create and maintain supportive team environments that promote balance and resilience.

How to Use This Playbook

This playbook explains strategies that Missouri DMH implemented in their state operated facilities, hospitals and programs to create organizational well-being. It also includes strategies, resources and programs from other Missouri hospital and healthcare systems. We share actionable steps to bring teams together to address wellness, develop and implement interventions and track progress to create sustainable change.

How to use this playbook

Bring a team together to discuss the steps and how your organization might address each one.

- Identify a champion for the work and a team to carry out the steps.
- Identify and inventory current programs and resources.
- Access the cases and resources as needed to support your work.
- Track your progress and celebrate the successes

Part 1: Creating the Missouri Well-Being Playbook requires collaboration

MO Well-Being Playbook Workgroup

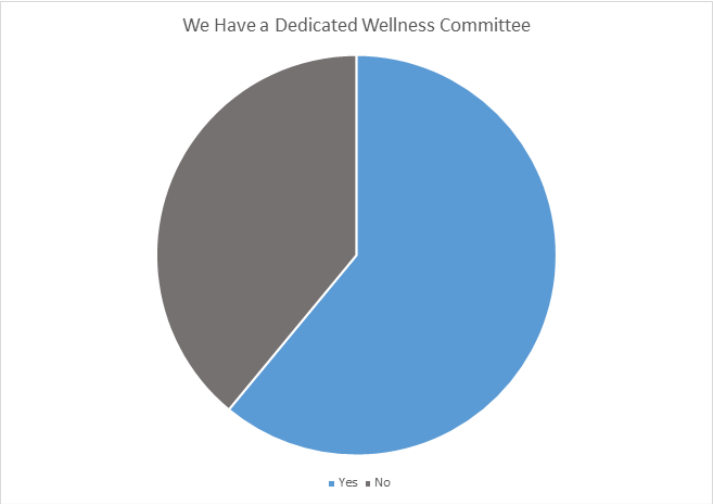
Led by the Missouri DMH Office of Disaster Services and Trauma Services, the Missouri Well-Being Playbook workgroup formed through recruiting voluntary participants with a passion and interest in promoting well-being in hospital and healthcare systems. The workgroup consisted of varying professionals from psychiatric and substance use, intellectual and developmental disabilities, and primary and integrated healthcare, both internal and external to the

DMH. Representatives from Missouri Hospital Association (MHA), Cox Health System, SSM Health, Mid-America Regional Council (MARC), and St. Louis Area Regional Response System (STARRS) also participated. The workgroup met on a monthly basis for six months to develop this guidance document.

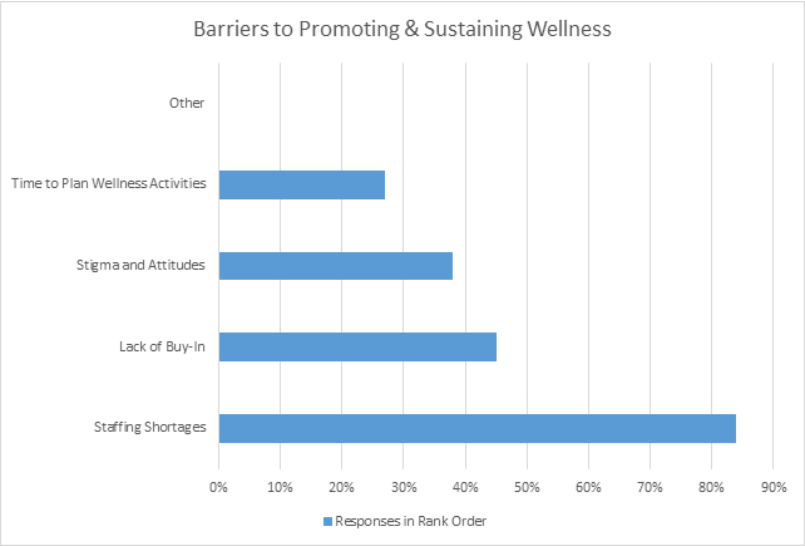
Survey & Results

At the outset, DMH conducted a brief survey for hospital systems to gather information about attitudes toward wellness, barriers to implementing wellness in hospital systems and rank-order the seven areas of focus outlined by AHA Well-Being Playbook. A brief electronic survey was sent to DMH facilities, Missouri Hospital Association, Cox Health System with a request to widely distribute. DMH

received 31 responses to the survey, with 45% being from DMH system, 35% from other hospital systems in the state and 19% did not identify their system.



Responses to question,
“We have a dedicated wellness committee”
61% Yes
39% No



Other survey questions included information about barriers that hospital systems in MO face when promoting and sustaining wellness.

Results were Staffing Shortages 84%
Lack of Buy-In 45%
Stigma or Attitudes 38%
Time to Plan Wellness Activities 27%

“Other” responses included, “Defining Wellness,” “Why Wellness Should Be a Priority,” and “Other Priorities Deemed More Important.”

Survey participants were asked how they wanted to receive Missouri Well-Being Playbook information and responses included (in rank order): printed/electronic, wellness interventions, infographics, animated video series, highlights of MO hospital systems doing this work well and highlights of national and state resources.

Missouri's Challenge

The Missouri Hospital Association's 2021 Workforce Report includes data from 131 hospitals and identifies trends among 28 hospital-based positions and four clinic and physician practice positions. Increased vacancy and turnover rates among a majority of the health care positions surveyed were the findings of a state-wide analysis. The data indicate a combined turnover rate among all professions surveyed reached an all-time high at 21.5% statewide. It's important for health care facilities to take a step back, reassess their labor needs, and develop a proactive response to staff

recruitment and retention. COVID-19 surges brought attention to the need for hospital workforce management efforts to take a proactive approach. MHA's report, "The Impact of COVID-19: 5 Ways Workforce Planning Will Never be the Same," examines how the pandemic influenced the hospital workforce and how it will alter workforce planning in the future (Render & Williams, 2021). <https://web.mhanet.com/media-library/the-impact-of-covid-19-5-ways-workforce-planning-will-never-be-the-same/>

Missouri Department of Mental Health Initiatives

A sustainable culture of workplace well-being calls for integrated efforts.

The DMH Strategic Directions is a 3-5 year plan the department utilizes to establish priorities, tasks, responsible parties and outcomes. Wellness has been added to Strategic Directions 2022-2027 to enhance efforts and establish a more sustainable culture that promotes wellness.

Missouri Model: Developmental Framework for Trauma Informed Approaches was created in 2014 in partnership with the Missouri Trauma Roundtable. Exposure to secondary traumatic stress and employee wellness are components of a trauma informed approach. Guidance documents are available for organizations impacted by trauma that seek to shift toward a trauma informed workplace culture. <https://dmh.mo.gov/media/pdf/missouri-model-developmental-framework-trauma-informed-approaches-0>

Mental Health Equity and Inclusion Alliance was formed in 2020 to improve workplace experiences for employees and achieve better client outcomes. An Equity, Diversity and Inclusion Organizational Assessment was conducted consisting of three components 1) Organization-wide workforce surveys. 2) Global Diversity and Inclusion Benchmark for senior executives. 3) Ten employee focus groups. A comprehensive Equity, Diversity and Inclusion Plan was created to build and sustain a more equitable and inclusive organizational culture and diverse workforce and talent pipeline.

Missouri Show Me Hope Crisis Counseling Program (CCP): Through Missouri Department of Mental Health Office of Disaster Services, the Crisis Counseling Program, "Show Me Hope", is funded by FEMA and SAMHSA in response to federally declared disasters. The CCP helps people recover and rebuild their lives after a disaster. During the COVID-19 Pandemic, the CCP focused on providing supports to hospital systems and healthcare workers as a specialized group.

DMH Director's Leadership Academy is a multi-session leadership program designed to educate about state government, foster cross-division, department wide relationships, collaborate and build partnerships and teams and foster leadership. Teams work together to propose creative solutions to problems faced by the department, including employee wellness. <https://dmh.mo.gov/media/pdf/dmh-directors-leadership-academy>

State of Missouri Leadership Academy is a cross-departmental opportunity for emerging state employee leaders to develop skills, network and propose plans to improve state government. Teams work on a capstone project and present to the Governor and Missouri Cabinet Leaders. Three recent capstones addressed wellness in the workplace. <https://dmh.mo.gov/media/pdf/state-missouri-leadership-academy>

Part 2: How Missouri is using the seven steps to organizational well-being

The seven steps to organizational well-being from the American Hospital Association's Clinician Well-Being Playbook Version 2.0 were adopted for the Missouri Well-Being Playbook. This section of the playbook outlines each step with specific information about what is happening in Missouri hospital systems, spotlights innovative and effective efforts to enhance well-being and gives additional resources used by Missouri hospital and healthcare system leaders.

Seven Steps to Organizational Well-Being



Step 1: Create an infrastructure for well-being

To create and sustain a culture of well-being, buy-in and support for wellness initiatives has to occur at all levels of the organization. To prioritize well-being, top-level administration must be willing to allocate adequate resources such as a designated person or team to lead initiatives, employee time to utilize initiatives, and financial resources to fund the initiatives. Top-level administration must also be supportive in the training of supervisors and managers on their role in employee wellness. Employees need to be provided information on the importance of well-being and on the support by administration for these initiatives. Employees must be given a voice in what wellness initiatives would be beneficial to them.

Resource Highlights

WorkWell Missouri Toolkit – developed by the Missouri Department of Health and Senior Services and University of Missouri Extension, the toolkit focuses specifically on the current health needs of Missouri’s workforce that can be addressed through updates and alterations to worksite policy, culture and environment.

<https://extension.missouri.edu/media/wysiwyg/Extensiondata/Pub/pdf/miscpubs/mp0912.pdf>

SAMHSA TIP 57 – Trauma Informed Care in Behavioral Health Services, Chapter 2 “Building a Trauma Informed Workforce,” provides guidance on recruiting, hiring and training staff on trauma-informed care, identifying trauma champions, preventing turnover and increasing retention, preventing secondary traumatic stress and building organizational protective factors against staff burnout and turnover due to the nature of workplace trauma exposure.

<https://store.samhsa.gov/product/TIP-57-Trauma-Informed-Care-in-Behavioral-Health-Services/SMA14-4816>

Webinars: The Department of Mental Health (DMH) launched a free Trauma Informed Care E-Learning Courses, funded by the Substance Abuse and Mental Health Services Administration (SAMSHA) through the Disaster Response State Grant. The 60 minute self-paced course for helping professionals was designed to raise awareness and literacy around trauma prevention and response, and highlights ways workplaces can shift policies, procedures and practices to offer more trauma sensitive services and support to their workforce and individuals served. A certificate of completion is available to those who complete the course.

<https://modmh.thinkific.com/>

Articles of Interest: *The Evolving Role of the Chief Wellness Officer in the Management of Crisis by Health Care Systems: Lessons from COVID-19 Pandemic.* New England Journal of Medicine (2021)

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8046263/>

Spotlight

The Department of Mental Health (DMH) created a position, Director of Trauma Services-Statewide. This position serves as the DMH leader responsible for the development, implementation and management of DMH’s state-wide trauma and wellness vision, strategies and programs. This DMH leader assisted with the creation of this Missouri Well-Being Playbook and will establish a state-wide team to carry out steps. Additional steps will include site visits to facilities, identify and inventory current programs, assess resources, track progress and celebrate successes.



Step 2: Engage your team

Successful wellness programs involve the entire team. Making wellness conversations the cultural norm is important and begins with fostering safety and cohesion within your team. Set team expectations for a warm and supportive environment that values vulnerability and authenticity. Leaders should model these behaviors. When leaders in your organization embrace the utility of a wellness program, they will champion it and weave it into the day-to-day culture of the organization. Wellness committees can offer group listening sessions, conduct organization-wide surveys and use feedback to guide the wellness committee's strategic priorities.

Resource Highlights

Centers for Disease Control and Prevention's Workplace Health

Resource Center offers guidance Engaging Employee's in Their Health and Wellness

<https://www.cdc.gov/workplacehealthpromotion/initiatives/resource-center/case-studies/engage-employees-health-wellness.html>

Trauma Informed Care Implementation Resource Center is a Center for Healthcare Strategies website supported by the Robert Wood Johnson Foundation that provides suggestions to healthcare systems to adopt clinical and organizational-level changes to create safe and supportive workplace environments.

<https://www.traumainformedcare.chcs.org/>

Webinars: "Five Evidence-Based Actions Leaders can Take to Support Healthcare Workforce"

<https://www.allinforhealthcare.org/articles/86-five-evidence-based-actions-leaders-take-support-healthcare-workforce>

Podcasts & Apps: DMH CARES (Communicating and Reaching Employees Supportively) text-based micro-learning lessons is a workplace wellness program for busy employees. Short, mobile-friendly lessons teach mental wellness tips, stress management exercises, resilience education and resources on twenty-five different wellness topics.

<https://dmh.mo.gov/wellness/dmh-cares>

Articles of Interest: *Creating Wellness in a Pandemic: A Practical Framework for Health Systems Responding to COVID-19.*

New England Journal of Medicine (2020)

<https://catalyst.nejm.org/doi/full/10.1056/CAT.20.0218>

Spotlight

At Northwest Missouri Psychiatric Rehabilitation Center, the leadership team begins every meeting with a brief self-care, brain health, and/or connecting activity. The team recognizes that in order to be able to give their best to those around them, time must be taken to improve themselves. The leadership team is encouraged to foster similar activities within their own discipline specific teams. This shift in how meetings begin positively impacted the culture of the leadership team and led to increased team cohesion. When The Joint Commission did a site survey in 2021, they noted that the leadership team seemed to have found the "secret sauce to culture," as they were impressed to see a group of individuals who obviously enjoyed working together.

<https://dmh.mo.gov/media/pdf/communicating-messaging-wellness-staff>



Step 3: Measure well-being

The well-being of staff directly impacts their ability to care for patients. It is essential to sustaining hospitals, providing quality patient care and maintaining a resilient workforce. Measure well-being on an ongoing basis to benchmark, obtain valuable feedback and evaluate the effectiveness of initiatives. Several survey tools for hospitals and healthcare systems are available. Clearly communicate the reason for measuring well-being and encourage honest responses. Utilize the information obtained in the surveys to drive decisions. Respond to employee concerns in ways that promote safety, trust and collaboration. This can be done even in situations that cannot be easily resolved. Create a plan for sharing helpful resources to staff after evaluations in response to patterns or emerging trends.

Resource Highlights

The National Institute for Occupational Safety and Health (NIOSH)

Worker Well-Being Questionnaire (WellBQ) provides an integrated assessment of worker well-being across multiple spheres, including individuals' quality of working life, circumstances outside of work, and physical and mental health status. <https://www.cdc.gov/niosh/docs/2021-110/default.html>

The Professional Quality of Life (ProQOL) measure is intended for helping professionals to understand the positive and negative aspects of helping those who experience trauma to improve ability to help others and maintain personal balance. <https://proqol.org/>

Spotlight

Anthropedia's "Take the Time" Initiative highlights innovative solutions to the diverse wellness needs of frontline health care workers. Anthropedia offered wellness workshops which served more than 200 crisis counselors, social workers, nurses, and other helping professionals with Well-Being Coaching. Anthropedia's integrative biopsychosocial approach draws on decades of evidence-based methods from psychiatry, psychology, nutrition, contemporary dance, and other health-related fields. Those served reported strong gains in subjective well-being, reduction in depression and anxiety, and a renewed sense of meaning and purpose, a marked contrast to the burnout they experienced during the COVID-19 pandemic.

<https://dmh.mo.gov/media/pdf/anthropedias-take-time-initiative>

Five Areas Where Healthcare Professionals Expected Support During COVID-19 (American Hospital Association)

Hear Me – Listen to and act on my concerns.

Protect Me – Reduce my risk of acquiring and transmitting COVID-19.

Prepare Me – Provide necessary training and support.

Support Me – Acknowledge and support my human limitations.

Care for Me – Provide holistic support for my family and me.

Webinars: Total Worker Health Webinar Series, National Institute for Occupational Safety and Health

<https://www.youtube.com/watch?v=MPvVIQdnr4I>

Podcasts & Apps: MyStrength is a flexible and comprehensive digital program with proven tools and evidence-based support for stress, depression, anxiety, sleep, chronic pain, relationships and physical challenges. MyStrength is offered by employers, health plans, health providers and more. <https://mystrength.com/>

The Well-Being Index is an online self-assessment tool invented and validated by Mayo Clinic that measures six dimensions of distress and well-being with nine questions. The State of Well-Being application anonymously measures well-being in less than one minute, predicts risks of distress in six dimensions, provides immediate resources to participants, delivers comprehensive reporting to wellness leaders and tracks individual and organizational progress. <https://www.mywellbeingindex.org/>

Articles of Interest: "A Qualitative Analysis of Three Good Things intervention in healthcare workers, The British Medical Journal (BMJ) Open (2017) https://www.researchgate.net/publication/317579669_A_qualitative_analysis_of_the_Three_Good_Things_intervention_in_healthcare_workers

Step 4: Design interventions

Hearing directly from staff about drivers of stress, burnout and turnover can lead to innovative change. Promote an inclusive process that encourages staff to take ownership of solving problems and co-design interventions. Consult with experts and examine existing interventions to gauge opportunities for redesign that meet your hospital or healthcare system needs. If developing new interventions is required, utilize a multi-disciplinary approach to gain robust perspectives and share responsibilities for design and development. Consistent with guidance from the AHA Clinician Well-Being Playbook, interventions may fall into any of the following six categories: Improving Input, Increasing Recognition, Improving Quality, Improving Efficiency, Increasing Resiliency and Cultivating Community.

Resource Highlights

Trauma-Focused Therapy for Healthcare Staff – Northwest Missouri Psychiatric Rehabilitation Center began offering free confidential Eye Movement Desensitization and Reprocessing (EMDR) treatment to employees affected by traumatic events in the workplace. Services are contracted with a community-based mental health provider in a discreet location. Employees submit a self-referral and facility covers the cost of up to 6 sessions of EMDR. SSM Health, a large Missouri hospital system, uses local-based EMDRIA Trauma Recovery Network providers who offer EMDR G-TEP (Group Traumatic Event Protocol) in the event of staff exposure to a traumatic event.

<https://stlemdr.com/hap-trn/>

<https://dmh.mo.gov/media/pdf/managing-critical-incidents>

Online Scheduling Software: In an effort to reduce redundancies and improve efficiency, Northwest Missouri Psychiatric Rehabilitation Center adopted a new scheduling software for the nursing department. This reduced scheduler workload, decreased errors, increased the number of full and partial shifts filled and empowered individual team members to manage their schedules more independently.

<https://dmh.mo.gov/media/pdf/shift-changes-improve-wellness>

Webinars: American Medical Association Steps Forward Webinar Series is designed to help physicians, care teams and healthcare leaders implement time-saving practice innovation strategies to promote wellness, efficiency, quality and sustainability.

<https://www.ama-assn.org/practice-management/sustainability/ama-steps-forward-webinar-series-recorded-events>

Podcasts & Apps: Mental Health Works Podcast, American Psychiatric Association Foundation's Center for Workplace Mental Health podcast series seeks to inspire employers at all levels to create a culture of mental health and well-being. By providing practical guidance and strategies, workforce leaders will be prepared to make a positive difference in their organizations.

<https://workplacentalhealth.org/employer-resources/mental-health-works-podcast>

Articles of Interest: National Plan for Health Workforce Well-Being. The National Plan calls on multiple actors – including health care and public health leaders, government, payers, industry, educators, and leaders in other sectors – to help drive policy and systems change.

<https://nam.edu/initiatives/clinician-resilience-and-well-being/national-plan-for-health-workforce-well-being/>

Spotlight

DMH CARES (Communicating and Responding to Employees Supportively) was an intervention designed by Missouri Crisis Counseling Program and DMH Manager of Trauma Informed Care in response to COVID-19 to support staff during the pandemic. In June, 2020 it began as 30 minute virtual wellness webinars hosted twice per week for any employee of the DMH system. Based on participant feedback, the frequency was adjusted and it became available to any state of Missouri employee or resident. DMH CARES ran consistently for one and a half years then was re-launched for an additional 6 months by request of participants. DMH CARES is also offered in a text-based micro-learning format specifically for employees in state operated facilities, hospitals and healthcare systems.

<https://dmh.mo.gov/wellness/dmh-cares>



Step 5: Implement programs

Innovative solutions to improve well-being can be found when testing their effectiveness on a small scale. Pilot programs give an opportunity to explore a new solution to address team challenges while minimizing risk. This allows stakeholders a way to implement an intervention and demonstrate if there is value in the outcome before investing a lot of time, energy, or funding in the process to be changed. By creating a pilot program, a targeted and engaged participant group can offer real-time feedback to find issues and make adjustments. Once a solution has been successfully tested, it will allow for quicker implementation when it is rolled out company-wide.

Resource Highlights

Flexible Scheduling at Northwest Missouri Psychiatric Rehabilitation Center (NMPRC); A variety of flexible and creative scheduling options have been utilized in recent years by several departments. The flexible self-scheduling option allows team members the opportunity to schedule what works for them, meets the needs of the patients, decreases the need for mandated overtime of staff, and increases efficiency in scheduling.

<https://dmh.mo.gov/media/pdf/shift-changes-improve-wellness>

Spotlight

Hawthorn Children's Psychiatric Hospital began a pilot with WeeCare to address employee's need for early childcare services to help decrease stress, improve wellness and quality of life and make shift work more manageable by meeting essential needs of their family. During new hire orientation, human resources shares information about WeeCare and a list of newly hired employees is sent to WeeCare. Employees receive email invitations directly from WeeCare, with opt-out option available. In the initial stages of the pilot, WeeCare has been sent to 172 employees and 6 have signed up for services for their infants, toddlers and preschool-aged children. The top three types of care needed are preschool, daycare and babysitter. In 56% of the time, care is needed immediately, next month or in a few months. Efforts are underway to promote WeeCare to other facility staff system-wide.

<https://dmh.mo.gov/media/pdf/weecare-employee-benefit-options-pilot>

Digital Engagement PRECISion Digital Engagement for healthcare worker mental health. This project aims to engage internal stakeholders and external Human Resources Service Administration-funded experts to implement a "Precision Engagement Platform" (PEP) to promote Healthcare Worker resilience and drive organizational culture change in a large and diverse health system.

<https://dmh.mo.gov/media/pdf/hrsa-funded-pilot-digital-engagement-healthcare-worker-mental-health>

Podcasts & Apps: Inspiring Healthy Workplaces Podcast Total Wellness Founder and President Alan Kohll - talks with Human Resources and wellness leaders from across the country to share what leading companies are doing to create healthy workplaces in 15-30 minute podcast episodes.

<https://www.totalwellnesshealth.com/resources/podcast/>

Articles of Interest: Results from the National Taskforce for Humanity in Healthcare's Integrated, Organizational Pilot Program to Improve Well-Being – The Joint Commission Journal on Quality and Patient Safety (2021)

[https://www.jointcommissionjournal.com/article/S1553-7250\(21\)00133-1/fulltext](https://www.jointcommissionjournal.com/article/S1553-7250(21)00133-1/fulltext)

Step 6: Evaluate impact

As various pilot programs or initiatives are implemented across the system, intentional efforts to monitor impact should be taken. Making a plan for evaluating program impact should occur and be revisited regularly. Consider problem areas that are expected to change as a result of the effort. Identify existing or new reports, surveys or reviews that may include the data. Examine data and look for other areas that have been impacted, even if unexpected or seemingly unrelated to the initial intent of the pilot program. Share results of impact across the organization to highlight opportunities for improvement or system-wide expansion.

Spotlight

Fulton State Hospital (FSH) took a multi-prong approach to addressing the safety and security of staff and clients. Two important components of that effort were developing a system of responding to behavioral health crises with clients, Situation Management and Response Techniques (SMART) and implementing crisis response for our staff via the Assaulted Staff Action Program (ASAP) for individual responses following an assault and the Crisis Intervention and Situation Management (CISM) techniques for group responses. Together, these programs (SMART, ASAP, CISM) have contributed to a safer environment for staff and clients. Since 2010, FSH has seen a 51.5% reduction in aggressive incidents in the facility and a corresponding 62.2% reduction in employee injuries.

<https://dmh.mo.gov/media/pdf/fulton-state-hospitals-smart-transformation>

Resource Highlights

Framework for Program Evaluation in Public Health, through the Workplace Health Promotion and Workplace Health Model from Centers of Disease Control and Prevention, provides guidance on monitoring and evaluating impact of program implementation.

<https://www.cdc.gov/workplacehealthpromotion/model/evaluation/index.html>

Critical Incident Stress Management (CISM) is a method of helping first responders and others who have been involved in critical incidents that leave them emotionally and/or physically affected by those incidents. CISM is a process that enables peers to help their peers understand problems that might occur after an event. This process also helps people prepare to continue to perform their services or in some cases return to a normal lifestyle.

<https://dmh.mo.gov/media/pdf/managing-critical-incidents>

Podcasts & Apps: The International Critical Incident Stress Foundation, Inc. (ICISF) Podcast Series produces monthly content on a variety of topics surrounding wellness, resiliency and critical incident stress management.

<https://icisf.org/podcasts/>

Articles of Interest: The Assaulted Staff Action Program (ASAP): Psychological Counseling for Victims of Violence | American Mental Health Foundation provides a review of employee victim's psychological trauma and a detailed discussion of a psychological counseling program for victims of violence in the workplace.

<https://americanmentalhealthfoundation.org/2012/04/the-assaulted-staff-action-program-asap-psychological-counseling-for->

Step 7: Create a sustainable culture

Ongoing efforts to review the effectiveness and impact of well-being programs and initiatives must occur to create culture shift and lasting change. Periodic reviews and re-assessment are necessary to account for new challenges, workforce turnover or internal and external threats to well-being. Project dashboards, implementation plans, leadership retreats and other strategies can be utilized to continue focus on organizational well-being.

Resource Highlights

National Plan for Health Workforce Well-Being The National Plan calls on multiple actors – including health care and public health leaders, government, payers, industry, educators, and leaders in other sectors – to help drive policy and systems change.

<https://nam.edu/initiatives/clinician-resilience-and-well-being/national-plan-for-health-workforce-well-being/>

Missouri Model: Developmental Framework for Trauma Informed Approaches is a resource created by the Missouri Trauma Roundtable to address the ongoing organizational change toward a trauma informed approach that shifts attitudes, knowledge, perspective and skills to improve workplace settings and service delivery.

<https://dmh.mo.gov/media/pdf/missouri-model-developmental-framework-trauma-informed-approaches-0>

Webinars: Creating a Culture of Wellness, Substance Abuse and Mental Health Services Administration (2017)

<https://www.youtube.com/watch?v=QS04UZ9TLmk>

Articles of Interest: A Call to Action: Improving Clinician Well-Being and Patient Care and Safety – Clinician Well-Being Knowledge Hub (nam.edu) outlines the bi-directional relationship between clinician well-being and patient care and offers an approach that involves implementing evidence-informed policies and practices advancing positive organizational culture, promoting wellness programs, reducing stigma toward seeking mental health treatment, increasing access to mental health services, and monitoring the data on clinician wellness.

<https://nam.edu/clinicianwellbeing/resources/a-call-to-action-improving-clinician-well-being-and-patient-care-and-safety/>

Spotlight

Hawthorn Children's Psychiatric Hospital implemented The Sanctuary Model in 2007 and it has shifted their culture and has been sustained for more than fifteen years. The Sanctuary Model recognizes that trauma not only impacts the people who seek treatment but also the people and systems that provide treatment. The model encourages organizations to look inward and create an environment that recognizes the inherent vulnerability of all human beings to the effects of trauma. Through Sanctuary we were able to implement interventions geared toward mitigating the negative effects of stress and adversity, not only for the clients being served but for the organization as a whole.

<https://dmh.mo.gov/media/pdf/hcphs-15-year-journey-using-sanctuary-model>

Summary

The Missouri Department of Mental Health has recognized burnout and employee well-being as critical factors impacting healthcare settings. As the commitment to high quality care of patients continues, there is renewed focus on staff well-being and trauma informed workplace cultures. This playbook can provide you with examples of how state operated programs, hospital and healthcare systems have begun implementing changes to promote well-being. Some strategies and resources can be broadly applied to other workplace settings. While transformational process takes time and sustainability efforts require constant and long-term commitment, the work toward well-being starts with the next small step forward. This playbook can help you take that step.

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MO Well-Being Playbook Workgroup Members

Alana Boyles
Alyssa Backes
Amber Setzer
Beckie Gierer
Brad Zoref
Brooke Mayfield
Diana Jones
Eejuan Riddle
Elizabeth Schulte
Heather Hardinger
Heather Osborne
Heather Schmidt
Heidi Cruise
Holly Coil

Jenn Sovanski
Jennifer Sutherlin
Jennifer Taylor
Kara Amann-Kale
Kerri Tesreau
Kimberly Bye
Mat Reidhead
Melissa Sutherland
Rachel Jones
Rachel Plaggenberg
Stacey Williams
Stacie Adrian
Tara Tubbesing
Thomas Ahr

Contributing Organizations

Anthropedia
Hawthorn Children's Psychiatric Hospital
Mid-America Regional Council (MARC)
Missouri Hospital Association
St. Louis Area Regional Response System (STARRS)
Washington University School of Medicine/BJC Healthcare



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