

# The Science of Health Care Well-Being

*Caring for Nurses.  
Strengthening Health Care.*

Shelly Farnan, Psy.D.  
Chief Wellness Officer

## CARING FOR NURSES. STRENGTHENING HEALTH CARE.

### Objectives

- **Experience** a moment of reflection, connection, and renewal, supporting your well-being as you continue to lead, and care for, others.
- **Describe** the evidence linking workforce well-being to organizational outcomes.
- **Recognize** the critical role of leaders and health systems in creating cultures where health care workers can thrive.
- **Identify** practical opportunities to advance a culture of well-being within your own team and organization.

## What we know

*Tens of thousands of nurses have left the healthcare industry since the pandemic.*

*Fewer people are deciding to enter the profession altogether.*

*"I've never seen a moment in time that is more important for our country and our communities to support the nursing profession.*

*The current stress level among nurses is sustained and concerning."*

*Kate Judge, ED American Nurses Foundation*

*"More than a quarter-million additional nurses will be needed now through 2030." The U.S. Bureau of Labor Statistics*



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## National Nurse Well-Being Data

### Causes

#### Burnout:

- **2023: 56%** of nurses report symptoms of burnout. (Highest among new nurses.)
- **2024: 41%** of nurses report symptoms of burnout.

#### Job Stress:

- **2023: 64%** indicate feeling a great deal of stress because of their jobs.
- **2024: 56%** indicate feeling a great deal of stress because of their jobs.
- Despite levels of burnout and stress - two-thirds of nurses were not receiving any type of mental health support.
  - Reasons: 72% perceived lack of need for professional support, 23% stigma, access issues, lack of time.

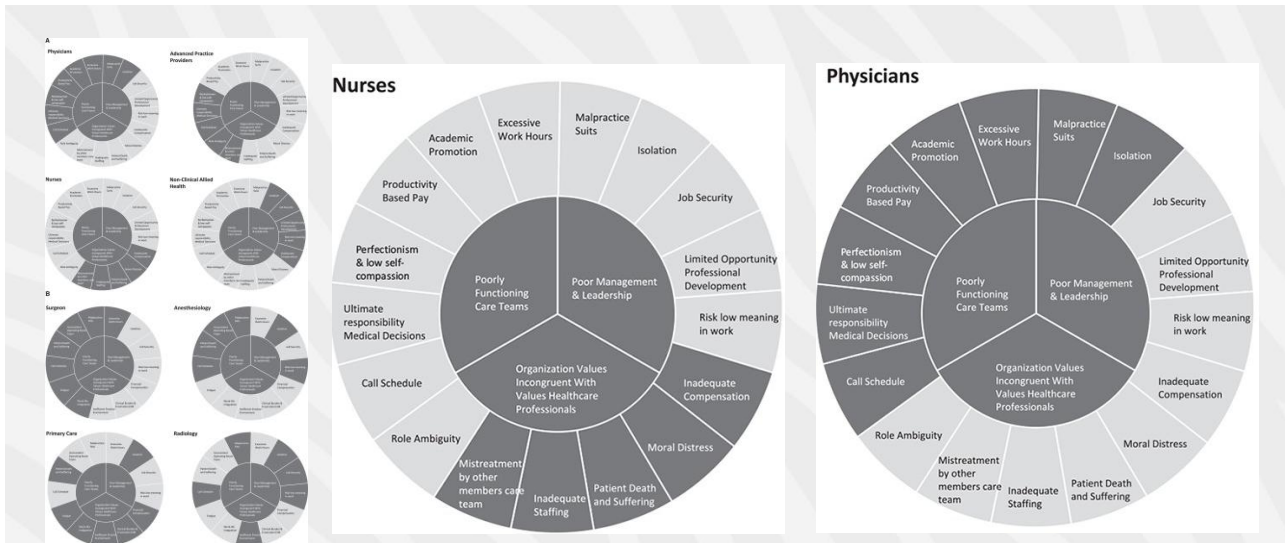
*2023, 2024 American Nurses Foundation Survey*

1. Insufficient staffing
2. High caseloads
3. Leadership behavior
4. Perceived lack of support from leadership and organizational culture regarding health and well-being
5. Overload of administrative tasks
6. Continuing effects of the coronavirus pandemic.
7. Long hours
8. Shift work
9. Intense physical and emotional labor
10. Exposure to human suffering and death
11. Risk of exposure
12. Workplace violence
13. Finances, Compensation concerns



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**Figure 1** An illustration of how relative importance of stressors may differ by occupation and discipline.

Shanafelt et al, *Acad Med*, Volume 94, Issue 2, February 2019, Pages 156–161, <https://doi.org/10.1097/ACM.0000000000002415>

## WORKPLACE VIOLENCE

### Health Care

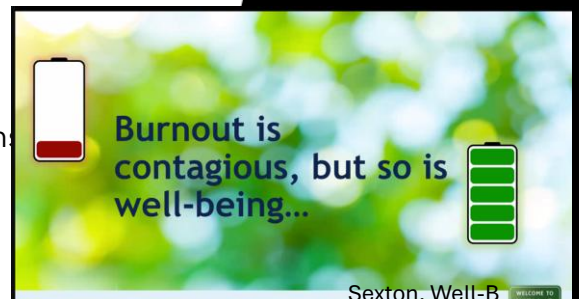
- 5x more likely to experience WPV
- 38% of HCW will experience WPV during our career
- *"One of the best protections healthcare employers can offer their workers is to establish a zero-tolerance policy toward workplace violence. Such workplace violence prevention policies should cover all employees, patients, and visitors, according to the guidance."* OSHA

# Nurse Well-Being Priorities

- Leadership Development.
- Workplace Violence Prevention and Support.
- Better mental health support and resources.
- Create Support Networks.
- Stress and Burnout Prevention Program.
  - Stress First Aid (SFA)

## Why Intentional Well-Being Matters

- Our well-being is impacted by:
  - Environment
    - Each Other: "Social Contagion"
  - Genetics
  - Life
- Our well-being directly affects our actions and emotions
- Intentional well-being promotes:
  - Better outcomes for all
  - Effectiveness
  - Collaboration
  - Empathy
  - Professional Fulfillment



# Prioritize Health Care Well-Being



*"Health care worker (HCW) well-being is one of a small handful of work setting variables that predicts clinical and operational outcomes."* Rehder, Adair, Sexton, 2021



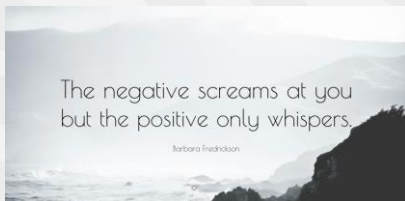
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## INCREASE POSITIVE EMOTIONS



***"We can retrain our brains to notice the good stuff."***



**Mizzou**

Bryan Sexton, Ph.D.  
Duke

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# Health Care Well-Being Foundations



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HEALTH CARE WELL-BEING 2.0 ERA

## Welcome to Health Care Well-Being 2.0

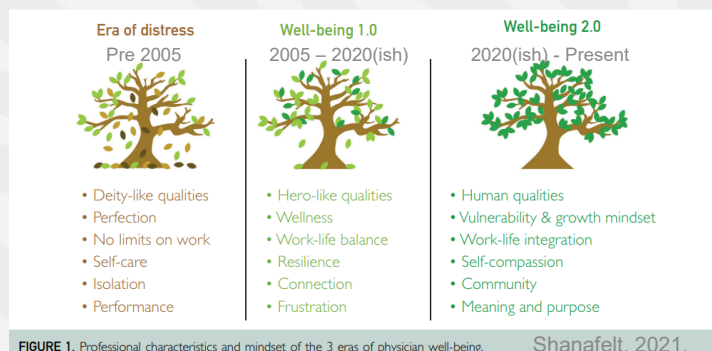


FIGURE 1. Professional characteristics and mindset of the 3 eras of physician well-being. Shanafelt, 2021.

A culture of wellness is essential for achieving the Quadruple Aim of health care, which includes improving patient care, reducing costs, improving population health outcomes, and improving clinician well-being (Figure 1).<sup>3</sup>

Figure 1. The Quadruple Aim



AMA, 2023



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## STANFORD MODEL OF OCCUPATIONAL WELL-BEING



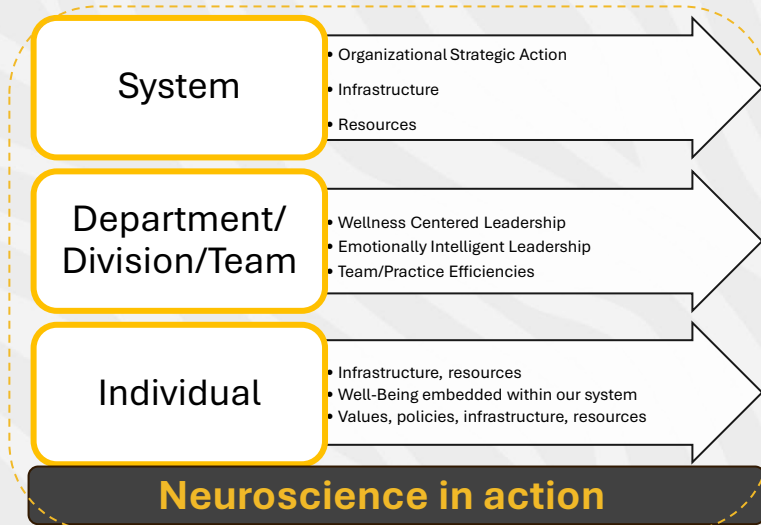
## HEALTH CARE WELL-BEING

### Driver Dimensions



Shanafelt and Noseworthy, Mayo Clinic Proceedings, 91-422

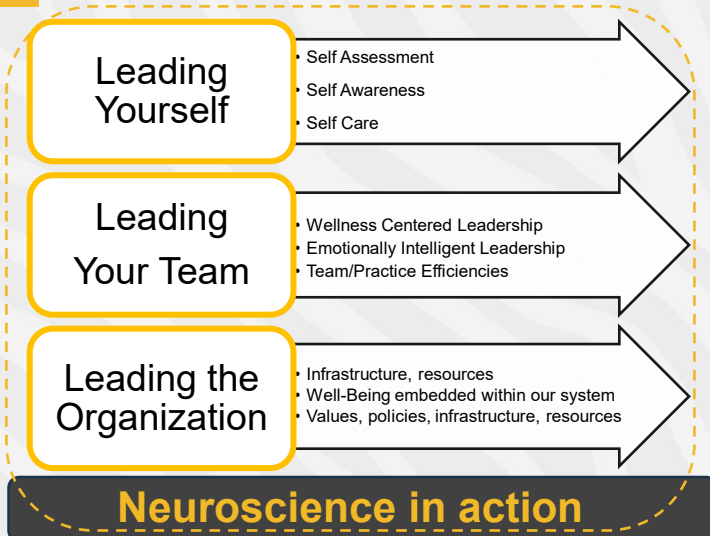
## Levels of Well-Being Intervention



*A Culture of Well-Being*  
 "A work environment that embraces a set of values, attitudes, and behaviors that promote self-care, professional satisfaction and growth, and compassion for colleagues, clients **and self.**"

AMA, 2023

## OFFICE OF WELL-BEING

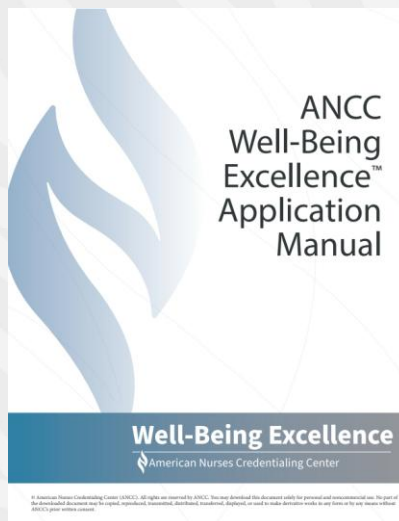
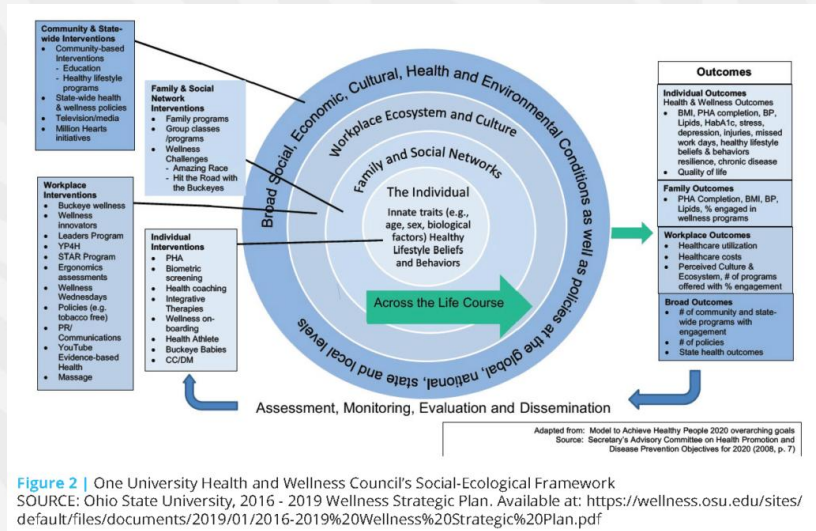
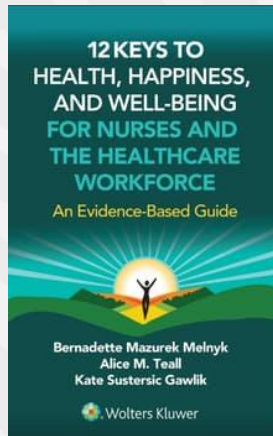


## A Culture of Well-Being

"A work environment that embraces a set of values, attitudes, and behaviors that promote self-care, professional satisfaction and growth, and compassion for colleagues, clients and self."

AMA, 2023





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# Leadership



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***"We experience the  
organization through the prism  
of our leader."***

*Dr. Tait Shanafelt*



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## Special Consideration

### Leadership Effectiveness improves as

1. Leader Professional Fulfillment Increased
2. Leader Self-Valuation/Self-Compassion Increased

Shanafelt et al, JAMA Open 2:e207961

## Wellness Centered Leadership LEADING YOUR TEAM

“

Amidst all the qualities of a health care organization—its culture, high-level organizational strategy, compensation models, benefits, efficiency of the practice environment, and the impact of the electronic health record—the single biggest driver of professional satisfaction is the behavior of an individual's immediate leader.

”

—excerpt from the STEPS Forward® Cultivating Leadership Toolkit by Stephen Swensen, MD and Tait D Shanafelt, MD

“Behaviors of health care leaders influence the organizational culture, which is a powerful driver of well-being for health care professionals.”

“Leaders are responsible for generating trust in their organizations...  
Trust fosters clinician well-being and is critical for good patient care.”

Jin, Jill MD, MH and Hopkins, Kevin, MD. (2023). Wellness-Centered Leadership Playbook. AMA STEPS Forward Playbook Series.

## Wellness Centered Leadership

1. Care Always
  1. Recognize critical role leader behaviors play in the well-being of team members
  2. Understand multi-faceted needs of individuals
2. Cultivate Relationships
  1. Develop relationships with individuals
  2. Nurture interrelationships of the team – build community
  3. Cultivate a collective vision and shared sense of purpose
3. Inspire Change
  1. Help team think beyond current state
  2. Provide team members the opportunity to make suggestions for improvement.
  3. Empower team to drive change.



Shanafelt et al. Academic Medicine 96:641

## Redesign the work, not the species

- Standardize
- Consolidate
- Remove Redundancy

*"If we forget to remember...we likely do not have a good system in place."*

*"Our brains and bodies are limited."*

Dr. Elizabeth Harry

## MISSION

To save and improve the lives of employees throughout our academic health system.



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## SCOPE

Every member of our MU Health / Mizzou School of Medicine workforce deserves our care.

| 2018                                                                                                                          | 2023                                                   | 2024 - Present                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Physicians</li><li>APPs</li><li>Residents</li><li>Fellows</li><li>Researchers</li></ul> | <ul style="list-style-type: none"><li>Nurses</li></ul> | <ul style="list-style-type: none"><li>Clinical and Technical Support Staff</li><li>Business, Facilities, Nutrition, Environmental, Transportation, and Security Staff</li><li>Education, Training, Communications, Marketing, and HR Staff</li><li>Executives and Administrators</li></ul> |

Who do we serve? We serve YOU.

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## SERVICES



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| Individuals                                                                                                                                                                                                                                                                                                                            | Departments, Units, and Teams                                                                                                                                                                                                                                                                                                                 | MUHC/SOM System                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Consultation</li><li>Short-term counseling</li><li>Referral</li><li>Resources</li><li>forYOU</li><li>Critical incident response</li><li>Healium VR/AR stress reduction</li><li>Personal well-being plan</li><li>forYOU Peer Support</li><li>MUSIC in Medicine</li><li>Yoga in Medicine</li></ul> | <ul style="list-style-type: none"><li>Practitioner Leadership Development Academy</li><li>Well-being survey results and action planning</li><li>Training and presentations: Stress First Aid, Well-Being Fundamentals, Grief and Loss, and more</li><li>Team consultation and listening sessions</li><li>Critical incident response</li></ul> | <ul style="list-style-type: none"><li>Enterprise Strategic Plan</li><li>Well-Being Survey</li><li>Culture Renovation</li><li>Nurse Retention</li><li>Workplace Violence Prevention</li><li>PX 101 Training</li><li>EHR Efficiency</li><li>Communication tools</li></ul> |

Our care begins with YOU.

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# MU Health Well-Being Continuum of Care

## M-I-Z YOU

### Prevent

Build a Trauma-Informed Culture of Well-Being

Universal Support

### Detect

Care for early signs of distress

Targeted Support

### Support

Focused Support

Assess needs

### Treat

Clinical Support

Licensed Mental Health Professional

### Restore

Successful Return

#### Thriving

Ready to go, in control, motivated

Leadership  
Stress First Aid  
Self-Care Strategies  
Well-Being Plan  
Calm App (UM System)  
Healium  
Presentations/Trainings  
Join forYOU  
Coaching  
Lavendar Cart  
Wellness Rooms

#### Reacting

Mild distress, sad, distracted

Leader Check-Ins  
forYOU Individual Check-in  
forYOU Group Check-in  
Stress First Aid  
Coaching  
Spiritual Care



#### Struggling

Lack of control, intense negative emotions, substance use

Office of Well-Being Consultation  
Employee Assistance Program  
Crisis Response  
Security  
WPV Response  
Occupational Health  
Human Resources  
MO PHP



#### Unwell

Unable to do my job or interact with friends, family, panic

Office of Well-Being  
Employee Assistance Program  
MO PHP  
988  
Emergency Department  
Burrell, Compass



HOPE

Plan  
Check-Ins  
Leader  
Human Resources  
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MO PHP

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## Key Take Aways

- When health care workers thrive, patient experience, organizational and community outcomes improve.
- Health Care Well-Being is:
  - A health system priority.
  - A strategic advantage.
  - Improvement work.
- Work to get upstream – focus on drivers of well-being.
  - Start with Leadership
- Your well-being directly influences the well-being of those you lead and serve.
- Make mental health and well-being resources readily available.
- **When we care for nurses, we strengthen health care.**

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**"Our Care Begins with You."**  
**Thank you!**  
**Questions?**  
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