



# Impact Wellbeing™

How Leaders Can Step Up to Ensure  
Worker Well Being

Leadership Innovation Exchange

September 24, 2024

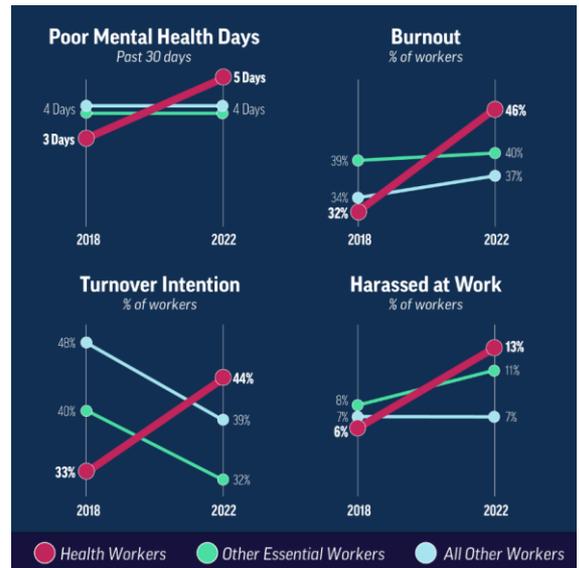
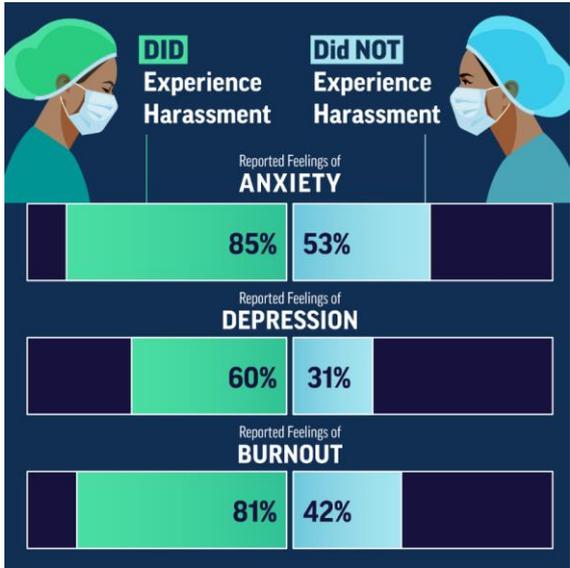


# Health Workers Face a Mental Health Crisis

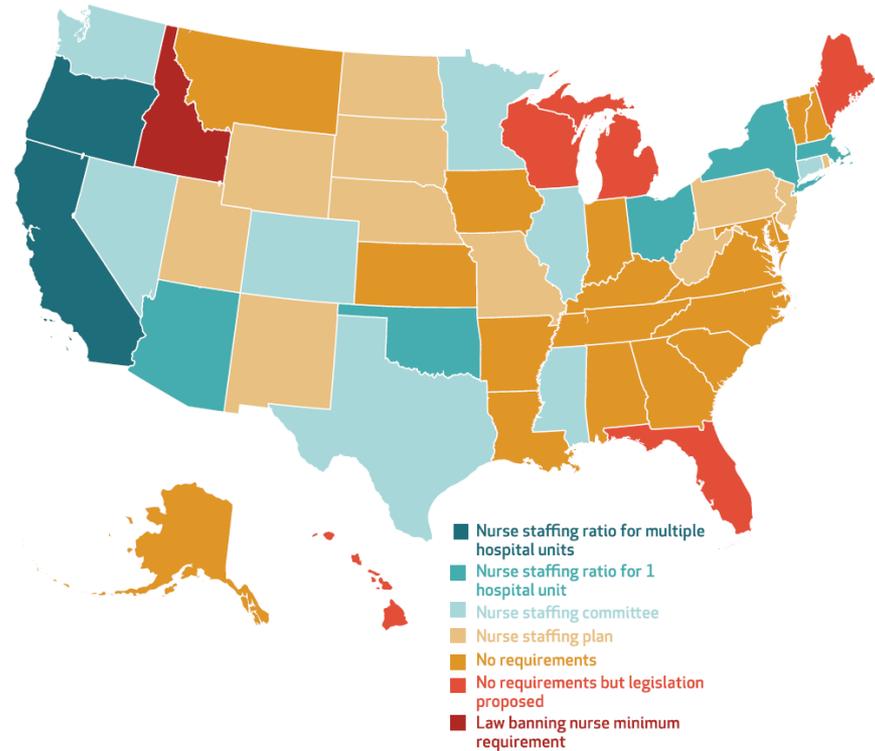
Workers Report Harassment, Burnout, and Poor Mental Health; Supportive Workplaces Can Help



- CDC Quality of Worklife survey, comparing data from 2018 to 2022
- Symptoms of poor mental health and negative workplace conditions increased
- Supportive work environments linked to fewer mental health issues



# Hospital Inpatient Nurse Staffing Legislation, by state, 2004-24



**SOURCES** Data compiled by the authors in January 2024 from Justia, a database containing full-text federal and state statutes and administrative codes; from state government and state nursing board websites; and from information obtained by contacting the state nursing boards. **NOTES** Data collection and compilation are described in the text. Nurse staffing committees and nurse staffing plans are defined in the exhibit 1 notes.



# About the *Impact Wellbeing*<sup>™</sup> Campaign

- Developed to improve the mental health and wellbeing of healthcare workers.
- Reaches hospital leaders with tools to improve professional wellbeing and create a safe and supportive work environment.



# Research-Driven Insights for Campaign Development

## Background Research

Compiled research on existing evidence-based interventions and communication campaigns that promote wellbeing among healthcare workers.

## Hearing from the Field

Held two briefing sessions with NIOSH stakeholders and experts in the field to gather input on audience, overall landscape, and employer best practices.

## Testing Materials with Hospital Leaders & Workers

Facilitated 56 In-Depth Interviews (IDIs) to understand knowledge, attitudes, and beliefs and

Conducted Online Bulletin Boards (OBBs) with 132 hospital leaders and healthcare workers to test creative concepts and messages.

# Key Findings



Existing efforts focus on **individual-level interventions**



Both audiences are **burnt out on burnout...**  
**...and are eager for solutions**



Both audiences want **local, hospital-specific solutions**



Both audiences agree that **change starts at the top**

# Campaign Priorities

1

Moving Beyond Resilience to Systems Change

2

Ways to Improve Healthcare Worker Wellbeing/Systems Change Solutions

3

Making it Safe for Healthcare Workers to See Support

4

Improving Culture/Normalizing Help-Seeking





# Impact Wellbeing™

## Overview

The NIOSH *Impact Wellbeing* campaign gives hospital leaders evidence-informed solutions to:

- Reduce healthcare worker burnout.
- Sustain wellbeing, and
- Build a system where healthcare workers thrive.



Impact Wellbeing provides hospital leaders with tools and resources to improve professional wellbeing.

Challenging working conditions, such as staff shortages, harassment, and violence, drive burnout and other poor mental health outcomes. It is critical to address the workplace policies and practices that impact wellbeing to reduce burnout and strengthen professional wellbeing.

## Impact Wellbeing Guide



**Impact Wellbeing™ Guide**  
A step-by-step systems approach to improving healthcare worker wellbeing.  
AUG 5, 2024

## For hospital leaders



**Impact Wellbeing™, Communication Best Practices for Hospital Leaders**  
Discover tips and best practices for hospital leaders to effectively communicate with their staff.  
AUG 5, 2024



**Professional Wellbeing**  
Tips for hospital leaders to promote professional wellbeing in their workforce.  
AUG 5, 2024

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# Guiding Hospital Leaders to Build a System Where Healthcare Workers Thrive



# Key Principles



## Use a systems approach

Go beyond encouraging self-care and individual resilience to focus on operational-level improvements.



## Build trust

Prioritize two-way communication to create transparency and involve staff in decisions around wellbeing efforts.

# Campaign Solutions & Resources

# Impact Wellbeing™ Guide

- The National Institute for Occupational Safety and Health (NIOSH), in partnership with the Dr. Lorna Breen Heroes' Foundation, developed the **Impact Wellbeing Guide** (“the Guide”).
- The Guide provides step-by-step guidance to hospital leaders on how to integrate professional wellbeing into their existing systems and operations.



# Real-World Testing Maximized Usability

- Tested in **six CommonSpirit Health hospitals** across the U.S.
- **Peer and union reviewed** to ensure that the Guide is equitable, high-quality, and evidence-informed.
- Informed by **20+ briefings with organizations** including ANCC, the American Medical Association, and the American Hospital Association.



# The *Impact Wellbeing* Guide Accelerates Wellbeing Work with Six Actions

The Guide provides step-by-step guidance to hospital leaders on how to integrate professional wellbeing into their existing systems and operations with six key Actions.

1 Review Your Hospital's Operations

2 Build Your Professional Wellbeing Team

3 Break Down Barriers for Help-Seeking

4 Communicate Your Commitment to Professional Wellbeing

5 Integrate Professional Wellbeing into Quality Improvement.

6 Develop Your Long-Term Professional Wellbeing Plan

# Creating Content for Hospital Leaders to Effectively Communicate With Their Workforce

Materials for hospital leaders include tips for:

- Having stigma-free conversations about mental health
- Communicating effectively with your staff
- Establishing two-way communication in wellbeing efforts
- Creating inclusive communication

The image shows a screenshot of the Impact Wellbeing website. The top navigation bar includes the NIOSH logo and the tagline 'Promoting productive workplaces through safety and health research'. The main content area is divided into two articles. The first article, 'Impact Wellbeing™: Communication Best Practices for Hospital Leaders', features a photo of three healthcare professionals in a meeting. The second article, 'Hearing Your Healthcare Workers: Tips For Establishing Two-Way Communication in Wellbeing Efforts', features a photo of a healthcare worker in a white coat. Both articles include introductory text and a 'Learn More' button. A sidebar on the left contains a navigation menu with categories like 'Professional Wellbeing', 'Background', 'Campaign Insights', and 'Impact Wellbeing Guide'.

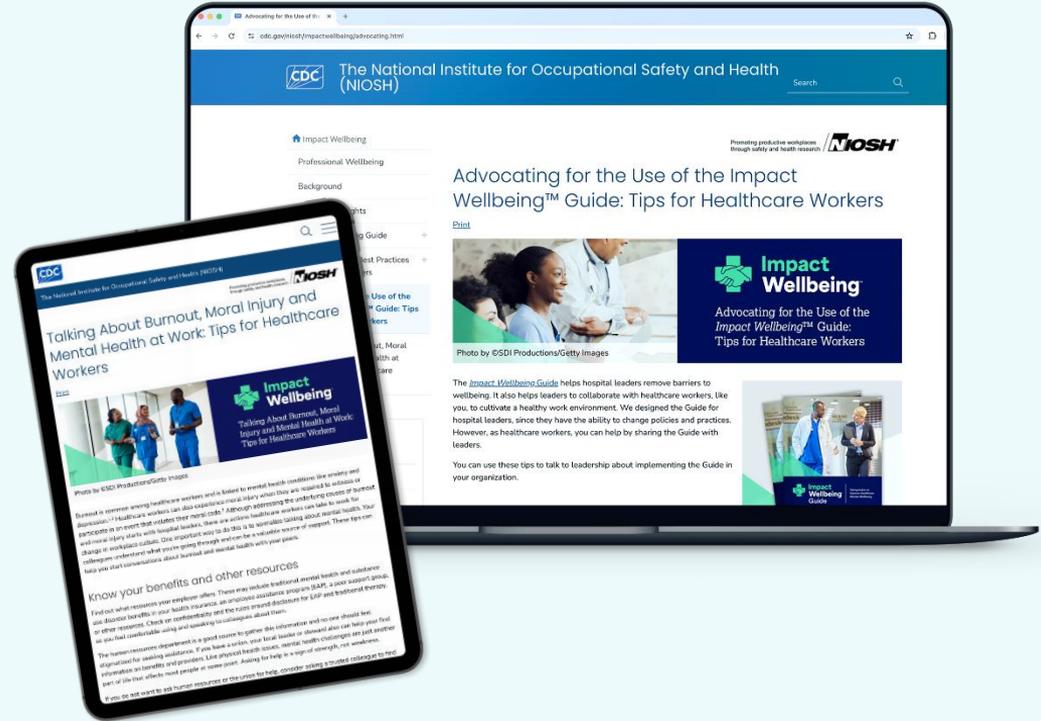
# Healthcare Worker Materials

1

Advocating for the Use of the *Impact Wellbeing™* Guide: Tips for Healthcare Workers

2

Talking About Burnout, Moral Injury, and Mental Health at Work: Tips for Healthcare Workers



# Health Worker Mental Health and Wellbeing

## *Science Update*

# American Journal of Public Health Special Supplement

## *Health Worker Mental Health: Addressing the Current Crisis and Building a Sustainable Future*

- Call to Action – Dr. Howard and Dr. Houry
- Changes in licensing and credentialing in Virginia
- Analysis across recipients of grants from Health Resources and Services Administration (HRSA) related to the Dr. Lorna Breen Act.
- Digital mental health solutions
- Survey on nurses' well-being
- Mental health outcomes of US-born and immigrant caregivers
- Systematic review: evidence of effectiveness for support and treatment of mental health within the healthcare workforce

VIEW  
HERE



# Urgent Call to Address Psychosocial Hazards

## Commentary in the American Journal of Industrial Medicine

Identifies six crucial societal actions:

1. Increase awareness through a comprehensive public campaign;
2. Increase etiologic, intervention, and implementation research;
3. Initiate or augment surveillance efforts;
4. Increase translation of research findings into guidance for employers and workers;
5. Increase the number and diversity of professionals skilled in preventing and addressing psychosocial hazards; and
6. Develop a national regulatory or consensus standard to prevent and control work-related psychosocial hazards.

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# Understanding & Preventing Burnout among Public Health Workers Training

In this online training, public health supervisors can learn strategies to prioritize employee health and well-being and prevent burnout.

- The training is modular, so public health supervisors can fit it into their busy schedules.
- Each module takes about 15-30 minutes.
- Modules are organized into three units, for a total of 3.5 hours. Continuing education credit is available at no cost.

This training is for:

- Managers and supervisors in state, tribal, local, and territorial health departments
- Senior leaders, managers, and supervisors in public health-serving organizations





Thank  
you!

