

University Hospitals Health System
Commitment Statement on Clinician Well-Being

University Hospitals is deeply committed to improving the well-being of its clinicians. We have demonstrated this commitment in several ways and at several levels. Most importantly, our organization recognizes the problem of clinician burnout and its adverse impact upon patient care, productivity, and clinician retention. First, our Chief Executive, Thomas Zenty has explicitly prioritized improving clinician well-being, and a motivated physician leader has been appointed to direct the effort. In response, we have formed a system-wide clinician wellness and well-being committee made up of physicians, advanced practice providers (APPs), residents and fellows, and organizational leaders. The committee and its subcommittees meet monthly to discuss and plan activities to improve well-being. Second, rather than a haphazard approach to well-being, we are following established frameworks and pursuing strategies that have been shown to be successful in other organizations. For example, cultivating a sense of community at work has been shown to improve well-being. We have designed and implemented a series of events specifically for this purpose. To better organize all our efforts, we have established an Office of Clinician Wellness and Well-being through which all related activities in our system will be coordinated. We believe this is essential. Our large health system includes many centers, divisions, and departments who have been carrying out successful initiatives. The Office allows everyone to share from these experiences. The third and final major part of our commitment is innovation in promoting well-being. We are implementing a system of weekly electronic well-being monitoring through which a sample of clinicians is asked to report about key drivers of wellness and burnout, including workload, and challenges with our electronic health record system. The monitoring system provides a snapshot of well-being which allows us to monitor the success of our efforts, and also to target activities to specific groups of clinicians. We also recognize that an important driver of burnout is challenges associated with clinical documentation in the electronic health record. University Hospitals is on the cutting edge of developing systems which allow clinicians to complete clinical documentation in a timely, efficient, and accurate manner through voice rather than keyboard inputs. We are pursuing these innovative technological approaches because we believe they will have the greatest impact upon well-being.

We recognize that improving well-being takes time, resources, motivated leadership, careful planning and monitoring, and the willingness to keep trying when specific initiatives are not as successful as we would like. Our commitment is sincere and long-term. We are confident that we will succeed in addressing an issue that affects so many of our clinicians, and so many nationwide.