

VIRGINIA MASON HEALTH SYSTEM COMMITMENT STATEMENT: COMBATING CLINICIAN BURNOUT AND IMPROVING WELL-BEING

Virginia Mason Health System is an integrated system of hospitals and multidisciplinary clinics, including graduate medical education residency and fellowship programs. Our health care team includes providers, staff, residents and fellows, patients and families. To provide the highest quality, safest care, every team member must be engaged, healthy and well. The complexity and pressures of care delivery have steadily increased over the last 20 years. We are committed to better understanding, improving and measuring our efforts to enhance well-being and resilience, and prevent burnout. We are committed to creating an environment where every team member finds joy and meaning in work.

Current areas of focus include:

- *Alliance of Independent Academic Medical Centers National Initiative VI: Stimulating a Culture of Well-Being in the Clinical Learning Environment.* A Virginia Mason resident and staff team is developing specific projects to: 1) create systems that allow enhanced self-determination and control through removing waste and creating efficiency 2) enable clinicians to ask for help without guilt and 3) create community and a learning environment that enhances support and collaboration. The team interacts with teams across the country to learn best practices. By building a system that promotes well-being and arming our learners with awareness of and tools for self-care, we are investing in the future of our clinicians and respecting and valuing their needs.
- *Respect for People.* Beginning In 2011, Virginia Mason’s “Respect for People” initiative focused on enhancing the culture of respect and communication of our team. We identified 10 specific respectful behaviors and trained our entire workforce, creating an indelible positive effect on our culture. In 2017-2018, we are redoubling our efforts, and will train our entire team to improve our awareness of behaviors of respect, open communication and a spirit of teamwork. Respect for People is also a pillar of the Virginia Mason Production System (VMPS), our management method through which we continuously improve, drive value and remove waste. VMPS is aligned with the fundamental questions of our delivery of care: What do our patients need? How best can we provide for these needs? How can we be sure our solutions are what patients want and value? Our efforts promote meaning in our work, with relentless focus on creating the perfect patient experience.
- *Physician “Recruit to Retirement” Initiative.* We are building social community, improving practice efficiency, developing front line leaders and improving individual wellness. We will build on our learnings from our physician-focused improvement efforts, to spread improvements to our entire team.
- *Measurement.* We will measure our success by various methods including our Team Member Experience Surveys. Our learnings will be incorporated into the

daily management of our leaders and foster future strategic well-being initiatives. We are encouraged by the attention clinical well-being and prevention of burnout are garnering across the nation. We firmly believe that these efforts will be successful and will enhance quality of care delivered by engaged, healthy invigorated clinicians.