

Waitemata District Health Board Commitment Statement on Clinician Well-Being and Resilience

Waitemata District Health Board (DHB) serves a population of 630,000 people in North and West Auckland, New Zealand. We provide hospital and community services from two hospital sites and 30 community sites throughout the district.

Our promise is to provide our community with the 'Best care for everyone', and our organisational values are;

- *'Everyone matters'*
patients, family members and staff
- *'With compassion'*
we will strive to do everything we can to relieve suffering and promote wellness
- *'Connected'*
we are connected with our community, but also need to be connected within our organisation to provide seamless and integrated care
- *'Better, best, brilliant'*
we aim for the best possible health outcomes and seek continuous improvement

Internationally, high burnout rates of up to 50% in medical staff have been well documented, and this poses risks for both staff and their patients. Here in New Zealand we also have evidence that about half of the DHB-employed senior doctors and dentists reported symptoms of burnout from a 2016 National survey. This concurs with other data, such as a survey carried out by the New Zealand Association of General Surgeons.

Clinician well-being is crucial for providing the best care. Waitemata DHB is committed to living up to our values and finding ways to address and reduce burnout amongst our medical staff. This also overlaps with work related to enhancing staff morale and wellbeing, and improving culture. There are various streams of work at Waitemata DHB, which have a focus in, but are not limited to, Surgical Services. These include;

Measurement of Wellbeing and Culture

- Surveys of Surgical Safety and Culture in the OR have provided baseline data
- A tool to measure and monitor staff morale/job satisfaction is being developed and will be trialed in the OR

Supporting Effective Clinical Leaders

- A Staff Wellbeing Clinical Advisory Group chaired by the Chief of Surgery has been established. This includes Clinicians with interests in staff morale, burnout, mindfulness, workplace thriving, and communication models
- A programme of Executive Coaching for physician leaders is in development
- A mentoring programme for Clinicians is being explored

Enhancing Culture, Wellness and Staff Morale

- A recent project in the Emergency Department focused on fostering 'thriving at work'. Elements of this may be relevant to other Departments.
- We are promoting the Royal Australasian College of Surgeons 'Operating with Respect' course to our surgeons and anesthetists
- Communication tools to enhance teamwork have been implemented – e.g. ISBAR (Identify, Situation, Background, Assessment and Recommendation), closed loop communication, Surgical Safety Checklist, Surgical Briefings and Debriefings, and 'Speak-up' initiatives
- We are considering developing Cultural Compacts in specific divisions which are explicit on reciprocal obligations and expectations
- We have developed live dashboards to provide visibility of data around workload, performance, and outcomes.
- A new approach to formal mediated, and confidential, conflict resolution has been successfully implemented in the operating rooms

In joining the Collaborative on Clinician Wellbeing and Resilience we hope to share our own experiences, learn from other groups and develop the best practices to 'care for our caregivers' and achieve 'best care for everyone'.