



Billings Clinic

Statement of Commitment to the National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience

Billings Clinic is a progressive, physician-led, multi-specialty group practice with a 304-bed tertiary care Level II trauma hospital. We also manage multiple Critical Access Hospitals across a vast region covering more than 127,000 square miles of geography that represents a predominantly rural setting. Our dedicated staff of over 4,200 includes more than 450 physicians and advance practice providers serving the needs of our patients and communities. We are keenly focused on clinical integration across the miles to deliver and coordinate quality care while being mindful of the professional and psychosocial support needs of our wide-ranging health care teams.

As clinicians, our purpose is to improve health and alleviate suffering. The complex, evolving landscape of health care often makes it difficult to connect with this purpose. Increased time spent on non-clinical activities due to regulatory requirements, documentation, and insurance issues decreases meaning and satisfaction in our work, while simultaneously degrading work-life integration. For staff and clinicians to have meaning and joy in our work, we must nurture and focus on our purpose.

Serving a state that has one of the highest rates per capita of suicide in the nation, Billings Clinic is acutely engaged with issues related to mental health and well-being. The patient and clinician experiences are interdependent. A top priority of our Board of Directors and Leadership is to advance an outstanding patient experience while fostering an organizational culture that delivers an exceptional employee experience rooted in practices of intentional collaboration and well-being.

Billings Clinic serves as a laboratory for learners across the medical education continuum. We are committed to supporting educational structures and programs that also facilitate the development of learner resiliency and well-being. We are exploring innovative ways to develop a wellness curriculum across GME and CME.

To demonstrate our commitment to well-being, the Billings Clinic Board of Directors has changed our organization's Cornerstone Principles document to reflect the addition of the Quadruple Aim. This adds the goal of improving the work-life health of every employee to the existing Triple Aim of patient experience, improving population health, and reducing per capita cost. Billings Clinic is also implementing a validated metric to measure the well-being and satisfaction of our staff. Our initial cohort for the well-being assessment focuses on clinicians in accordance with our statement to the National Academy of Medicine, and it will evolve to incorporate tools that assess every Billings Clinic employee. These metrics will be reviewed regularly by Leadership Council and our Board Quality and Patient Safety Oversight Committee.

Billings Clinic will foster a culture of well-being and seek to understand the root causes that decrease meaning and joy in our work and direct efforts to improve work satisfaction. We recognize that our people are our most precious asset, and having well clinicians and employees is critical to realizing our vision of achieving best in nation clinical quality, patient safety, service, and value.

We are committed to improving the well-being of our staff and everyone we serve.