



Commitment Statement on Improving Provider Well-Being & Fulfillment

The vision of Children's National is to lead the future of pediatric health through its clinical excellence, transformative research, innovation and service to the community.

Children's National is a leading pediatric health system with regional, national and international scope. Our people are central to this vision, and Children's National is deeply committed to optimizing the well-being and fulfillment of our health care professionals.

PRIORITIZATION AND ORGANIZATIONAL ALIGNMENT

Children's National prioritizes the well-being and engagement of its health care professionals. We understand that professional fulfillment includes physical, mental and social well-being, and want our providers to feel challenged, find purpose in their work, and achieve success, personally and professionally.

Organizational and local efforts are aligned to better understand and optimize the clinician experience. Approaches to enhance provider well-being are contextualized within a framework of overall organizational well-being.

UNDERSTANDING THE PROBLEM

We formally assess our provider's well-being and engagement using validated tools, which allow for national benchmarking. Qualitative feedback obtained through these measures and local open forums help identify themes to guide and prioritize our efforts.

AREAS OF FOCUS

Efficiencies of Practice:

- Improve clinicians' satisfaction and experience with IT platforms:
 - Utilize behavioral science principles to align IT leadership and front-line clinician experience
 - Optimize EMR experience in inpatient and ambulatory settings
 - Assess and reduce "work after work"
 - Set norms for patient portal communication
- Improve team functioning in ambulatory and inpatient clinical settings
- Utilize LEAN-informed enhancement to clinical operations

Culture:

- *Organizational Commitment*
 - Incorporate provider well-being as a key metric of success that is routinely measured and benchmarked as a top institutional priority
 - Inclusion and diversity efforts to educate on implicit bias and encourage conscious inclusion of all providers



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- *Demonstrating Value & Appreciation*
 - Recognize and celebrate each other's successes through career development and recognition awards: recognition portal, newsletter awards, Doctors' Week celebration
 - Express appreciation by providing mechanisms to support and develop clinicians in ways that are meaningful and personally relevant
- *Connection & Community*
 - Create tangible opportunities for community with colleagues to connect and promote sharing of ideas and experiences: new Provider Connection Center (lounge), social events and faculty development programming bridging across departments and locations, deliberate integration of off-site clinic locations in programming
- *Transparency & Trust*
 - Encourage open communication about well-being and sharing of ideas through in-person and digital methods of communication: leadership town halls and newsletters, provider experience improvement portal
 - Empower clinician supervisors with skills to build trust and transparency through professional coaching

Personal Well Being:

- Implement and evaluate formal personal resilience programming for providers: resilience skills courses, CME-accredited meditation training specific for health care professionals, Schwartz rounds
- Educate on signs of distress to watch for in ourselves and our colleagues and provide accessible mechanisms for immediate help
- Development of a robust peer support program