

## Humana Commitment to Clinician Well-being

For more than 50 years, Humana has operated on a simple premise: *people before paper*. This idea guides any transformation of purpose or strategy, most notably our dream of helping people achieve lifelong well-being. It's always influencing the care we extend to the people we serve. That includes thousands of physicians, nurses and pharmacists who, as a critical part of our associate community, are helping people improve and maintain their health and well-being through clinical excellence and integrated care.

As a leader in care delivery and health plan administration, we're committed to a world class experience for clinicians. We want them to thrive and help their patients, our members, do the same. Increasingly however, a myriad of demands is affecting these caregivers' quality of life as they deliver the right care, in the right place and in the right way. We recognize how their roles often take a toll on their physical, emotional, spiritual and financial well-being. Besides the magnitude of their life-changing work, burdens and limitations on time, control, administration and other aspects affect their livelihood and sometimes quality of care. This results in less than optimal impact for individuals, organizations and society as a whole.

We're focused on ensuring our clinicians feel valued and supported, ultimately being happier, healthier and more engaged in roles that bring purpose to their lives. Our approach centers on whole person care across four dimensions of well-being: purpose, health, belonging and security. In line with our people centric belief, we start with understanding the needs of the individual, particularly the emotional, and then bring to life a caring environment with abundant, well-rounded support.

This commitment to a "care for care" approach to clinician well-being has several strategic aims and practices:

- **Attend to the emotional needs of personal well-being:** leverage the power in positive emotional experiences to increase resilience, energy and strength.
  - Cultural and developmental experiences focused on optimism, self-awareness, openness, speaking up, courage, mutual support, and a sense of purpose
  - Take10 for Yourself: Daily resource modules devoted to self-care. Reminds clinicians to take 10 minutes to move their bodies, refresh their minds, and reset their intentions
  - Weekly Well-being Time and annual Volunteer Time Off provide added attention to personal needs and interests
  - Enhanced financial well-being services from Charles Schwab and other partners
  - EAP & Work-Life support including convenience services for physicians
- **Foster a deeper sense of community:** encourage and enable connections within and across clinician teams
  - Mentoring and buddy programs including Nightingale Outreach which supports newly hired nurses through a match with experienced nurses
  - Well-being Champions, Advocates and Council Members inspire and support holistic well-being within clinician communities
  - Inter-professional clinical collaboration that encourages more holistic team-based care

- **Promote personally-fulfilling growth, development and advancement:** help clinicians practice at the top of their license to impact people's lives in a way that's meaningful for all.
  - CME and educational partnerships for career enrichment
  - The Humana Excellence and Leadership Award (HEAL) recognizes clinicians dedicated to improving patient outcomes and overall well-being
  - The Inspire Well-being Award recognizes a nurse who has achieved a personal milestone for her/his well-being
- **Monitor & advance individual and community journeys:** transparently track, report and take action on significant measures across all four dimensions of well-being
  - Monthly pulse survey measures the key indicators of clinician resilience and emotional health
  - A quarterly Total Well-being Snapshot provides a look at 60 well-being measures across the dimensions of purpose, health, belonging and security. Leadership and teams get a snapshot for the clinician community as a whole, as well as our specific physician, nurse and pharmacist communities. These enable continual goal setting and action plans that fuel team discussion, prioritization and progress over time.

Over the years, our clinicians have seen measurable improvement in their well-being, including a reduction in perceived elevated stress from 45% in 2017 to 33% in 2019. This progress reiterates the importance of our commitment to clinician well-being. Beyond the very personal difference our commitment has on our clinicians, we've found it's also highly correlated to engagement in their work. Our research indicates that teams in a caring environment perform better and have a more positive effect on those they serve. For example, nurses that were thriving in their well-being were able to achieve better clinical outcomes with their patients through deeper relationships, influence and experience, highlighting how our collective commitment extends well beyond individual clinicians.