



**National Academy of Medicine**  
Action Collaborative on  
Clinician Well-Being and Resilience

National Plan for Health Workforce Well-Being Public Event:  
Unperfected Transcript

WELCOME

**VICTOR DZAU, MD**, President, National Academy of Medicine (Collaborative Co-Chair)

GOOD MORNING. GOOD MORNING. WONDERFUL TO BE BACK IN A MEETING WITH ALL OF US IN PERSON. I HAVE TO TELL YOU, WHEN I WALKED IN I SAW SO MANY FRIENDLY FACES. THE WARMTH, I CAN FEEL. THE HUGS. IT'S SO WONDERFUL TO BE HERE. THANK YOU. I KNOW A HUGE NUMBER OF PEOPLE CAN BE WITH US ON ZOOM. I GUESS THE NEW NORMAL IS A HYBRID. NOTHING CAN SUBSTITUTE BEING IN PERSON TOGETHER. WE WILL BE SPENDING MORE TIME TOGETHER. IT'S A VERY IMPORTANT DAY FOR US. I WOULD JUST THINK ALL OF YOU WHO ARE HERE AND ON ZOOM. IT'S SO IMPORTANT WE RECOGNIZE THE URGENCY FOR A LONG-TERM PLAN FOR THE NATION TO STEM THE CRISIS OF BURNOUT DISTRESS AND LOSS OF HEALTHCARE WORKERS. THIS PLAN YOU'RE GOING TO REVIEW TODAY IN THE PUBLIC MEETING WILL PROVIDE A ROADMAP FOR THE NATION TO SET FORTH THE PRIORITY AREAS, THE STEPS OF ACTIONS TO BE TAKEN, AND THE ACTORS ALL WORKING TOGETHER COLLECTIVELY TO ACHIEVE A SYSTEM WHERE HEALTHCARE WORKFORCE IS THRIVING. AN ENVIRONMENT THAT FOSTERS WELL-BEING. LET ME BEGIN BY SAYING I'M TRULY GRATEFUL TO ALL OF YOU AND TO THE TEAM THAT HAS WORKED SO HARD. THE COLLABORATIVE, THE COMMITTEE, MY CO-CHAIRS. THANK YOU DARRELL KIRCH AND VIVEK MURTHY. THE TEAM HAS WORKED SO HARD AND DESERVES A REALLY STRONG ROUND OF APPLAUSE.

[ APPLAUSE ]

**VICTOR DZAU**

THIS HAS NOT BEEN AN EASY TASK. WE HAVE WORKED FOR THE PAST FEW MONTHS TO GET TO WHERE WE ARE. I WOULD SAY THAT THE REPORT, WHICH WE WILL HEAR ABOUT TODAY, IS IMPORTANT FOR US TO SAY, LET'S WORK TOGETHER AND TRY TO WORK ON THIS REALLY IMPORTANT PROBLEM THAT WE ALL CARE ABOUT. THE BOTTOM LINE IS WE CARE ABOUT THE PATIENTS, HEALTHCARE WORKERS, OUR COLLEAGUES AND FRIENDS THAT WANT TO DO EVERYTHING RIGHT TO IMPROVE THE CIRCUMSTANCE AND WELL-BEING. I'M REALLY GRATEFUL FOR THE GREAT AMOUNT OF ATTENTION WE HAVE BEEN GETTING FROM THE PUBLIC ON THIS ISSUE. WHEN YOU THINK ABOUT THE PLAN WE HAVE PUT TOGETHER I WILL TELL YOU HOW MUCH INTEREST THERE IS. I WANT TO SAY, THANK YOU. TODAY'S SESSION IS IMPORTANT BECAUSE WE WILL BE ABLE TO MOVE FORWARD TO TALK ABOUT WHAT IS NEEDED. AND LATER ON WE WILL HAVE A CLOSED SESSION OF A SMALLER GROUP TO REALLY MAP OUT THE IMPORTANT STEPS MOVING FORWARD. ALL OF THE SECTORS HAVE BEEN SO INTERESTED IN THIS PARTICULAR PLAN INVESTED. WHEN WE PUT FORWARD THE PLAN WE HAD 1,700 COMMENTS. THERE HAVE BEEN SO MANY AREAS WHERE WE'VE GOTTEN BETTER AND BETTER BY GETTING PEOPLE'S SUGGESTIONS. I THINK THE REFLECTION OF SO MANY COMMENTS IS THE FACT PEOPLE KNOW HOW IMPORTANT THIS IS. THANK YOU VERY MUCH FOR BEING HERE. I'M GOING TO BEGIN. FIRST I WANT TO MAKE A POINT. THIS PLAN IS A STARTING POINT FOR MANY ORGANIZATIONS WHO HAVE MADE



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SIGNIFICANT CHANGES. WE WANT TO REALLY TAKE A LITTLE MORE TIME TO FINALIZE A FEW DETAILS. THE PRIORITIES, THE DIRECTIONS, THE ACTIONS ARE VERY CLEAR. I THINK TAKING THEM ON WILL BE GREAT. CAN I HAVE THE FIRST SLIDE PLEASE? THESE ARE THE SEVEN PRIORITIES IN THE NATIONAL PLAN. PUBLIC COMMENTS WITH DEEP CONSENSUS. THESE ARE THE AREAS. YOU CAN SEE WHERE THEY ARE. FIRST, CREATE AND SUSTAIN A POSITIVE WORK AND LEARNING ENVIRONMENT, AND CULTURE. THAT IS KEY IN TERMS OF WHAT IS NECESSARY TO ALLOW HEALTHCARE PROVIDERS AND WORKERS TO HAVE THE BEST ENVIRONMENT FOR THEIR WORK. SECOND, INVEST IN MEASUREMENT, ASSESSMENT, STRATEGIES, AND RESEARCH. IN THIS CASE, BECAUSE WE WON'T BE ABLE TO MEASURE WHAT'S GOING ON WITH OUR WORKFORCE, WHAT IS GOING ON IN FACT WITH THEIR LIFE, AND TO LOOK AT STRATEGIES MOVING FORWARD. THE THIRD ONE IS CRITICALLY IMPORTANT. WE RECOGNIZE THAT DURING THIS TIME OF COVID AND EVEN BEFORE THE MANY STRESSES THAT OUR HEALTHCARE WORKERS FIND THEMSELVES CAN LEAD TO MENTAL CHALLENGES. WE NEED TO PROVIDE THEM WITH THE ENVIRONMENT TO SUPPORT THEM. THE ISSUE OF RESUMING STIGMA. ALSO ENABLING THE CIRCUMSTANCE TO SUPPORT IN MANY DIFFERENT WAYS FOR THE MENTAL WELL-BEING. AND OF COURSE ADDRESSING POLICY BARRIERS. WE HAVE ALL HEARD IT REPEATEDLY THESE FACTORS, MANY OF THEM EXTERNAL, SO WE CAN FOCUS ON OUR PATIENT CARE. LET'S MAKE IT SIMPLE. LET'S TRY TO MAKE IT USER FRIENDLY. TECHNOLOGY. WE ALL KNOW THAT ONE OF THE KEY FACTORS IS A HEALTH RECORD. I SPENT THE FIRST THREE DAYS AT THE ASPEN INSTITUTE WITH CEOS AND OTHERS. THEY ARE READY TO SAY THEY CAN DO A LOT MORE WORK WITH US ADDRESSING SOME ISSUES. ULTIMATELY ALL WE DO HAS BEEN SET BY A REPORT. WE NEED TO ADDRESS THE SYSTEMS ISSUE. WE NEED TO INSTITUTIONALIZE THE WELL-BEING'S LONG-TERM VALUE. NOT JUST BECAUSE WE ARE FACING A CRISIS RIGHT NOW. BUT IT HAS BEEN LONG TERM. IT'S SO IMPORTANT TO HAVE A WORKFORCE THAT'S DIVERSE, INCLUSIVE, AND THAT WE RECRUIT AND RETAIN THEM. THOSE OF THE SEVEN FACTORS. YOU WILL HEAR A LOT MORE ABOUT THIS. LET ME NOT SPEND ANY MORE TIME GOING THROUGH ALL OF THEM. NEXT SLIDE. NEXT SLIDE, PLEASE. WE WANT TO USE THIS MOMENT TO SAY WE HAVE A PLAN AND THE ACTORS AND THE ACTIONS. HOW DO YOU MAKE SURE IT WORKS? THIS IS THE BEGINNING OF A JOURNEY. I TOOK A LESSON TO HELP US WITH THE MOVEMENT. THE NEXT STEP IS TO TAKE THIS PLAN AND MOVE IT FORWARD AS A NATIONAL CAMPAIGN AND MOVEMENT IF YOU WILL. WHAT YOU SEE HERE ARE THE 10 ELEMENTS OF A NATIONAL PLAN OF MOVEMENT. FIRST OF ALL, FRAME THE CRISIS. I THINK WE CERTAINLY HAVE, AS ALL OF YOU HAVE. SECOND, STRENGTHEN THE SIGNS. WHICH MANY OF YOU PRESENT HERE HAVE DONE SO. THIRD, BUILD A COALITION. BOY, HAVE WE EVER BUILT ONE. THROUGH THIS INITIATIVE. I THINK ALL OF THE ORGANIZATIONS. ALSO 250 OF THEM ARE INVOLVED IN THIS. AND OF COURSE LOOKING AT POLICY AND ENVIRONMENT, WHICH WE ARE CERTAINLY DOING IN THIS REPORT AND MANY OTHER WORKS. THE COST HAS GONE UP. THEY DON'T HAVE ENOUGH WORKFORCE. I HEARD FROM TOBY AT ONE POINT THEY HAD 250 BETS. NOT BEING ABLE TO HAVE PATIENCE THERE BECAUSE THEY DON'T HAVE ENOUGH WORKFORCE. I HEAR FROM MY COLLEAGUES AT DUKE -- I HEAR THE COSTS WENT UP TREMENDOUSLY. AN ECONOMIC CASE IS EASILY MADE. THEY HAVE BEEN REALLY PART OF THIS JOURNEY. UNIQUELY THIS IS TRULY A PUBLIC PARTNERSHIP AND THE SURGEON GENERAL'S TEAM AND VA HAVE BEEN THERE WITH US IN ADVISING, GUIDING, AND LEADERSHIP. WE HAVE WORKED CLOSELY WITH THIS ADVISORY. CREATE A PLAN. WE HAVE DONE THIS. WHERE DO WE GO FROM THERE? YOU CAN SEE THERE ARE A FEW LINES THERE. CERTAINLY THIS IS JUST THE BEGINNING OF WHAT WE NEED TO DO. ACTIVATE CHANGEMAKERS. THAT'S OUR NEXT STEP. WE



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ARE GOING TO HAVE TO GO FROM ORGANIZATION TO HAVE THEM WORK WITH US AND TO BE THE BEST CHAMPIONS FOR CHANGE. AND OF COURSE INSPIRE ADVOCACY. WE FOUND A NUMBER OF DIFFERENT AREAS. YOU WILL HEAR A LOT MORE ABOUT HOW MOVEMENTS ARE GOING FORWARD. WE HAVE HAD A TOWN HALL WITH VIVEK MURTHY, COREY FEIST, AND OTHERS TO MAKE THE PUBLIC REALIZE HOW BIG THIS ISSUE IS. WE WILL WORK WITH THEM ON WHATEVER MECHANISM. THOSE ARE THE KIND OF AREAS. LOOKING AT POLICY AND OF COURSE MAKING THE ADVOCACY. TODAY YOU WILL HEAR THE DETAILED PLAN. JUST TO PUT INTO PERSPECTIVE THE SURGEON GENERAL'S ADVISORY, WHICH IS FANTASTIC, WHAT THEY HAVE DONE SO WELL, AND WE HAVE COORDINATED WITH THEM. WE CALL THIS THE 12 PUNCH. FRAMING THE CORE ISSUE. THIS COMES UP WITH SOME DETAILS OF WHAT NEEDS TO BE DONE. SO WITH THAT I WOULD SAY, THANK YOU VERY MUCH FOR BEING HERE TODAY. I'M SO EXCITED FOR THE REST OF THIS MORNING, FOR US TO TAKE IT TO THE NEXT STEP. WE NOW MOVE TOWARD OUR KEYNOTES. I WANT TO THANK ALL OF YOU. A ROUND OF APPLAUSE.

[ APPLAUSE ]

WE HAVE TWO KEYNOTES. IT'S MY GREAT PLEASURE TO INTRODUCE THE FIRST ONE, DR. COREY FEIST. LET ME TELL YOU WHO HE IS. YOU ALL KNOW THIS. HE IS PRESIDENT AND COFOUNDER OF THE DR. LORNA BREEN HEROES' FOUNDATION . THIS FAMILY HAS CERTAINLY DONE MUCH. THEY HAVE GONE INTO ACTION. THAT'S WHAT WE NEED. WE NEED PEOPLE TO BE ADVOCATES TO ACTION AND MAKE A DIFFERENCE. I WOULD SAY THEY HAVE NOT ONLY INSPIRED ALL OF US, TOLD THE STORY, BROKE THE CULTURE OF SILENCE, BUT ALSO WENT ON TO CREATE THIS FOUNDATION AND A MOVEMENT, WHEREBY AS YOU KNOW AND YOU HEAR THE CONGRESS HAVE MOVED FORWARD WITH THE BILL TO ENABLE FUNDING. COREY FEIST, THANK YOU SO MUCH FOR BEING HERE. WE LOOK FORWARD TO HEARING FROM YOU.