



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



# ***CHANGE MAKER IN ACTION SERIES***

**The Role of Recognition & Credentialing Programs  
in advancing an organization's well-being strategy.**

**R**ecognition and credentialing programs are voluntary ways that organizations can signal their commitment and excellence in promoting the well-being of their health workforce. Some programs were designed for subsets of the health workforce, including physicians, nurses, pharmacists, while other programs are dedicated to the entire health workforce. Recipients and awardees claim recognition programs go beyond rewards; they are strategic tools for education, evaluation, and improvement that can have positive impacts not only for the intended health workers but also employees across an organization as they strengthen their overall strategies and processes.

Sign up to be a  
Change Maker to prioritize  
health worker well-being  
at your organization:  
[nam.edu/ChangeMaker](http://nam.edu/ChangeMaker)

## KEY TAKEAWAYS & STRATEGIES

### Deciding Which Recognition & Credentialing Programs To Apply For

As many organizations transition from individual solutions to a systems-based approach for addressing well-being, recognition programs provide a valuable way to assess progress and serve as a roadmap for continuous improvement in programming. When applying for recognition and credentialing programs, organizations take into account the application requirements, such as extensive data reporting, which stretch available time and human resources.

Therefore, not every award is best suited for every organization. According to several well-being leaders, the primary goal of achieving recognition is to underscore the importance of continuing current investments in well-being--but not detract from developing an integrated organizational strategy for fostering positive work and learning environments for health workers.

### Leveraging the Application Process & Recognition



#### COLLABORATION & COMMUNICATIONS

The process of applying for recognition and credentialing programs provides an explicit occasion for collaboration across various departments within an organization. As collaborators work to gather components of the application, this process can increase awareness of well-being initiatives internally and promote lasting relationships and channels of communication. Additionally, it provides an opportunity to engage leaders in conversations about well-being, providing additional motivation for committing to the health and welfare of the workforce.



#### ROADMAP & FRAMEWORK

These programs can foster open and honest dialogue by encouraging organizations to use the award criteria as a tool for self-assessment. Organizations can use these frameworks as a roadmap to track their progress and identify areas for improvement. Though organizations may feel unprepared to apply or may not attain the recognition level they were expecting, these frameworks help identify areas for improvement. In addition, communicating results among team members is crucial for longitudinal progress. It ultimately promotes transparency.



*Recognition programs can serve as a national benchmark and show how we can shape our programs and initiatives to rise to that. There are fantastic, embedded tools in recognition programs.”*

**NADIA CHARGUIA**



*Organizing for the AMA Joy in Medicine roadmap helped our faculty see that these well-being activities existed. It's a good starting point, to look at how you can outwardly express to your staff that this is what we're doing. We hear you, and this is the work we're putting behind that.”*

**KATRINA WRIGHT**



*This helps us recognize where we excel and where we have work to do....For us, it's not about the recognition, although that's nice. We are really in it as a guide for the best practices in the industry, to create a space where our physicians and care teams can be in an environment where they can do their best work for our patients.”*

**DEBBIE NEWMAN**



*No matter what we do, how much you blast messages, there's always someone who will say 'I didn't know.' So we weren't applying only for the merit badge - it was such a great way to get that communication outcome in the local media and create opportunities for possible collaboration.”*

**TOM CAMPBELL**

# EXAMPLES OF RECOGNITION & CREDENTIALING PROGRAMS

Change Makers shared a sample of the many opportunities to consider as part of an overall well-being strategy. An organization's choice of which to pursue will depend on which best matches their current goals and scope.

## **ASHP CERTIFIED CENTER OF EXCELLENCE IN MEDICATION-USE SAFETY AND PHARMACY PRACTICE** (American Society of Health-System Pharmacists)

This certification demonstrates the following criteria of pharmacy practice: reflecting contemporary best practices, a commitment to excellence, continuous quality improvement, high-quality care and improved patient outcomes, validation of pharmacy services, enhances credibility and value of pharmacy services to physicians, nurses, health care leaders, and policymakers.

## **BEACON AWARD** (American Association of Critical-Care Nurses)

This award signifies care in a nursing unit that puts the patient first, often manifesting in better working environments for health care workers with collaboration, high morale, and low turnover.

## **BUILDING HEALTHY ACADEMIC COMMUNITIES DESIGNATION** (National Consortium for Building Healthy Academic Communities)

This distinction recognizes university well-being programs that demonstrate best practices in student, faculty, and staff health management, and well-being in pursuit of a healthy academic community.

## **JOY IN MEDICINE HEALTH SYSTEM RECOGNITION PROGRAM** (American Medical Association)

This program is designed to empower health systems to reduce burnout and build well-being so that physicians and their patients can thrive. Meeting the program's guidelines involves completing an assessment of physician well-being using a validated tool and demonstrating organizational commitment, among other criteria.

## **PATHWAY TO EXCELLENCE PROGRAM AND THE MAGNET RECOGNITION PROGRAM** (American Nurses Credentialing Center)

The Pathway to Excellence Program recognizes health care organizations that demonstrate a commitment to creating optimal practice environments for nurses that have enculturated Pathway Standards. To qualify, nurses at the organization must complete an independent and confidential survey to validate the application and meet survey thresholds.

The Magnet Recognition Program designates organizations worldwide where nursing leaders successfully align their nursing strategic goals to improve the organization's patient outcomes. Pathway and Magnet designations are separate and can be held simultaneously.

## **WELLBEING FIRST CHAMPIONS FOR CREDENTIALING** (Lorna Breen Heroes Foundation)

The Wellbeing First Champion Badge can serve as a standardized way for organizations in all states to communicate to health workers that their organization will not require health workers to answer intrusive mental health questions.

## **WELL-BEING WORKS BETTER SCORECARD** (American Heart Association)

This scorecard presents users with a questionnaire to help evaluate an organization's culture of health, visualize scores across different well-being dimensions, and change applications, forms, and addendums to be free of intrusive mental health questions and stigmatizing language.

*Disclaimer: The external resources on this page do not necessarily represent the views of any one organization, the Clinician Well-Being Collaborative, or the National Academies of Sciences, Engineering, and Medicine, and have not been subjected to the review procedures of, nor are they a product of, the National Academies. We are sharing this curated list based on the expert guidance of Collaborative members to serve as resources.*

# ABOUT THE CHANGE MAKER IN ACTION SERIES



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

The National Academy of Medicine's (NAM) Change Maker in Action Series is designed to foster dynamic information-sharing and collaboration, highlight the impact of ongoing initiatives, and elevate effective solutions to shared challenges. Each webinar focuses on a specific topic relevant to the NAM Change Maker community, promoting ongoing efforts to embed well-being as a long-term value. Through this series, the NAM aims to inspire continued progress and drive the national movement to support the well-being of the health workforce.

**Learn more at [nam.edu/ChangeMaker](https://nam.edu/ChangeMaker).**

## WEBINAR SPEAKERS:



**MODERATOR:**

**Thomas Campbell, MD, MPH**

Emergency Medicine Physician  
and Chief Wellness Officer



**Nadia Chargaia, MD**

Executive Medical Director of  
Health & Well-Being Program



**Debbie Newman, MA, LMFT**

Senior Consultant, Physician  
Wellness and Peer Support



**Katrina Wright, MBA**

Administrative Director,  
Faculty & Academic Wellness

### **Alleghany Health Network (AHN)**

AHN has 14 hospitals and more than 200 primary- and specialty-care practices in more than 300 clinical locations and offices. In addition, AHN has approximately 2,600 physicians in every clinical specialty, 21,000 employees, and thousands of volunteers. Together, they provide world-class medicine to patients in communities across the country and around the world.

### **University of North Carolina (UNC)**

The UNC School of Medicine at Chapel Hill and UNC Health is North Carolina's largest academic healthcare system. UNC Health provides care to patients across 100 counties, comprising 16 hospitals, 20 hospital campuses, and hundreds of clinical practices. UNC Health has approximately 4,500 physicians and over 40,000 employees. The UNC Health Well-Being Program's primary goal is to engage and empower their teammates, optimizing the ability for each teammate to experience the deepest level of fulfillment, meaning and satisfaction in their work as they care for the people of North Carolina.

### **Southern California Permanente Medical Group (SCPMG)**

Nearly 5 million Kaiser Permanente members rely on SCPMG's 8,000+ physicians in their 16 hospitals and 197 medical offices for high-quality innovative health care. The Physician Wellness and Peer Support teams work to advance a culture of physician health, well-being, and professional fulfillment so their physicians remain in the best possible position to enhance the care experience for their patients.

### **University of Texas MD Anderson Cancer Center**

As one of the world's foremost recognized institutions in cancer care and research, MD Anderson hopes to inspire and guide other health care institutions in cultivating a supportive environment that prioritizes the health and happiness of their physicians and staff. The aim is to contribute to a national conversation on physician well-being and drive meaningful change throughout the health care industry.