Well-Being by Design: Changing Culture with Intention

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Associate Professor of Pediatric Critical Care

Well-being Medical Director

CENTER FOR WORKPLACE WELL-BEING

MEDICAL UNIVERSITY OF SOUTH CAROLINA

Objectives

- Identify strategies and leadership behaviors that support a culture of well-being in academic health systems

- Recognize resources that promote well-being and learn how to access and leverage them effectively

Leadership behaviors have a strong, measurable impact on physician burnout, professional fulfillment, and retention

- 5.8 times more likely to experience professional fulfillment
- 48% less likely to be burned out
- 66% lower intent to leave their organization

Think about effective partnerships with leaders in the past. What went well?

Well-being: An Evidence-based Approach
Supporting Our People with Best Practices

Personal Well-being | Culture of Well-being | Efficiency of Work

Mattering at Work

Work-Life Harmony

Protection from Harm

Connection & Community

Opportunity for Growth

Job Demands vs. Resources

SURGEON GENERAL'S FRAMEWORK FOR WORKPLACE MENTAL HEALTH & WELL-BEING
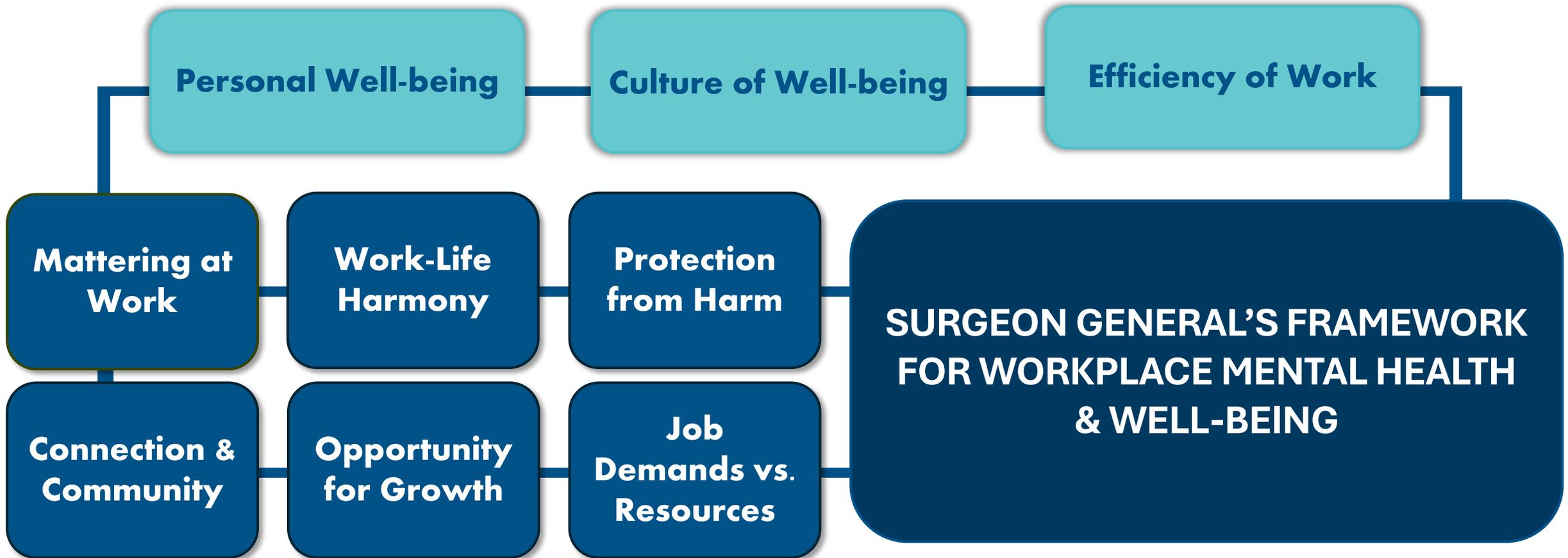
Fostering a [Culture of Well-being](), that focuses on joy in work, work-life harmony, destigmatization of help-seeking, and protection from harm

# The Role of Leadership in Promoting Well-being
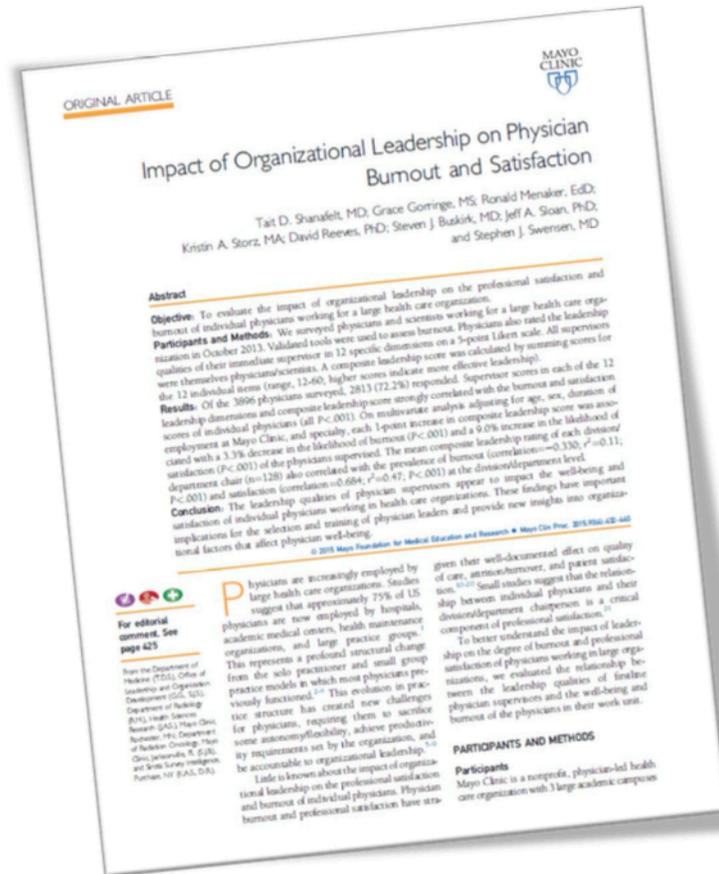
Mayo Clin Proc, 2015

Items Evaluating Physician Opinion of the Leadership Qualities of their Immediate Physician Supervisor
To what extant do you agree or disagree with each of the following statements about (name of immediate supervisor)?
Holds career development conversations with me
Inspires me to do my best
Empowers me to do my job
Is interested in my opinion
Encourages employees to suggest areas for improvement
Treats me with respect and dignity
Provides helpful feedback and coaching on my performance
Recognizes me for a job well done
Keeps my informed about changes taking place at Stanford Medicine
Encourages me to develop my talents and skills
I would recommend working for (name of immediate supervisor)
Overall, how satisfied are you with (name of immediate supervisor)

Leadership qualities of physician supervisors impact well-being and satisfaction of individual physicians

Emotional Exhaustion

Depersonalization

Overall Satisfaction with the Organization
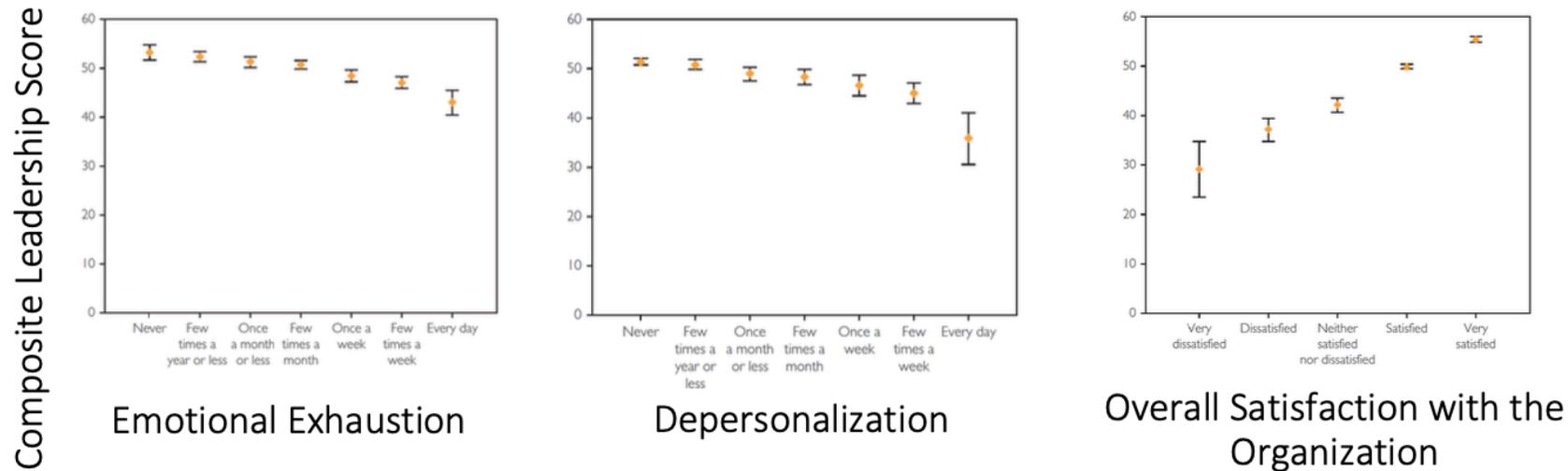
- Supervisor scores in each of the 12 leadership dimensions and the Composite Leadership Score strongly correlated with burnout and satisfaction scores of individual physicians (all $p < 0.001$).
- Each 1-point greater Composite Leadership Score (range 12-60) was associated with:

    3.3% lower likelihood of burnout ($p < 0.001$)

    9.0% greater likelihood of satisfaction ($p < 0.001$)

Divisions and Division Chiefs are the primary unit of interaction and key driver for faculty satisfaction

Wellness-Centered Leadership: Equipping Health Care Leaders to Cultivate Physician Well-Being and Professional Fulfillment

Tait Shanafelt, MD, Mickey Trockel, MD, PhD, Ashleigh Rodriguez, MSN, MMM, APRN, and Dave Logan, PhD

Inspire change

Cultivate relationships

Individuals

Teams

Care about people always

The foundation of Wellness-Centered Leadership

Who is a Leader?

- Department Chair
- Medical Director
- Division Chief
- Colleague leading other projects

- YOU
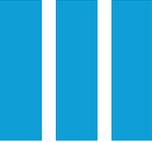
The Power of Shifting Focus

Sphere of concern

Sphere of influence

Sphere of control

© MAYO 2019

Programs → Norms

- **Leaders:**
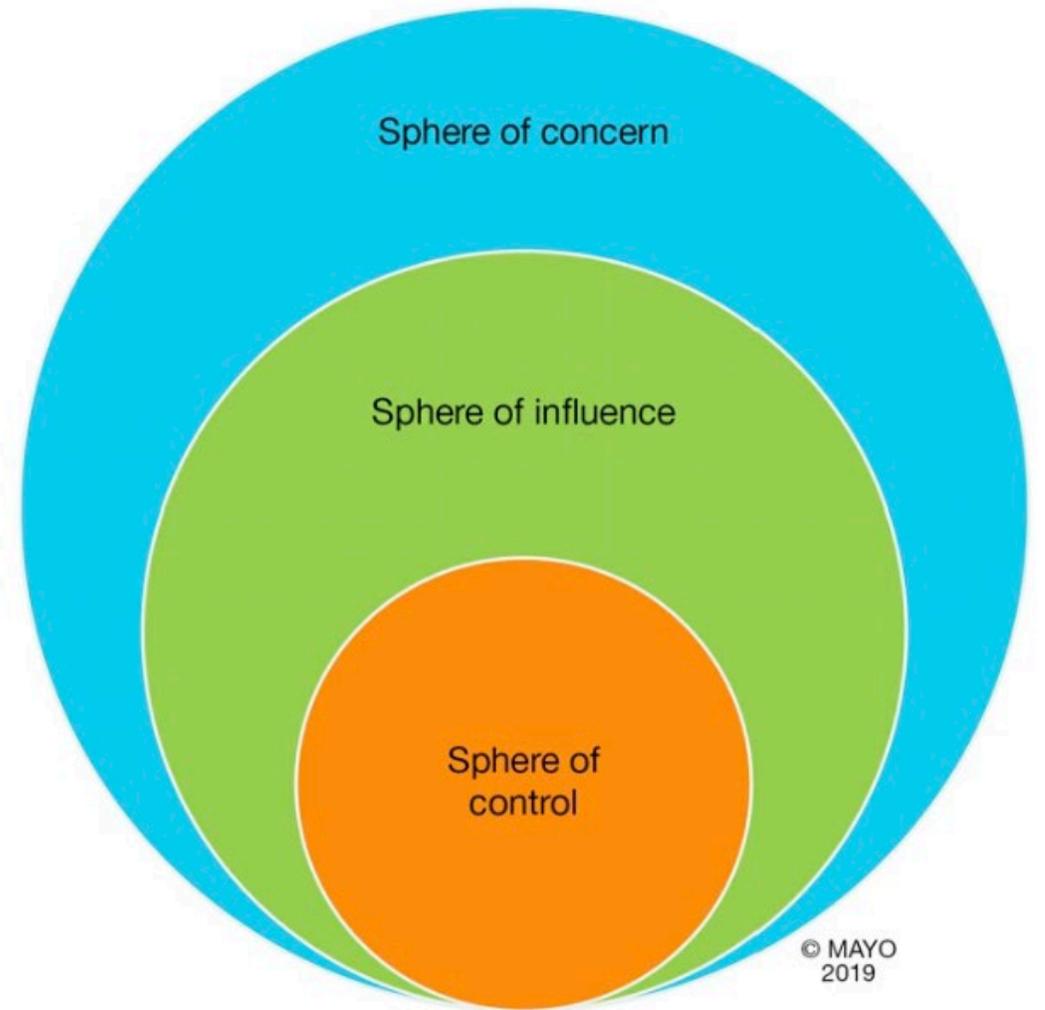 - **Name strain and limits, model boundaries and behaviors, reinforce that well-being is part of professionalism**

Old frame: Add wellness programs
Culture change frame: Redefine what "normal" looks like at work

- **What changes**
  - Speaking up about workload, moral distress, or errors becomes expected, not risky
  - Taking breaks, using PTO, and asking for help are normalized

Individual Fixes → System Accountability

Old frame: Build resilience
Culture change frame: Reduce avoidable harm in the system

- **What changes**
  - Burnout is perceived as an operational risk
  - Inefficiencies, staffing gaps, and EHR burden are treated as fixable problems
  - Moral injury is acknowledged when clinicians are asked to provide care in misaligned systems

Key shift: from *"How do we make clinicians more resilient?"* to *"What is breaking our people?"* and acting on *"pebbles in the shoe"*

Silence → Psychological Safety

- **Leaders:**
  - **Admit uncertainty and mistakes, check in routinely (not annual or crisis based)**

Old frame: "We have an open-door policy"
Culture change frame: People believe it is safe to speak

- **What changes**
  - Teams can raise concerns without fear of retaliation or dismissal
  - Mistakes are discussed for learning, not blame
  - Power gradients are intentionally flattened in conversations

Isolation → Community and Peer Support

- **Leaders:**
  - **Create time for connection, model vulnerability and help-seeking appropriately**

Old frame: Self-care
Culture change frame: Collective care and shared responsibility

- **What changes**
  - Peer support is embedded after adverse events and moral distress
  - Interdisciplinary relationships are valued and protected
  - People are known as humans, not just roles

Values on the Wall → Values in Action

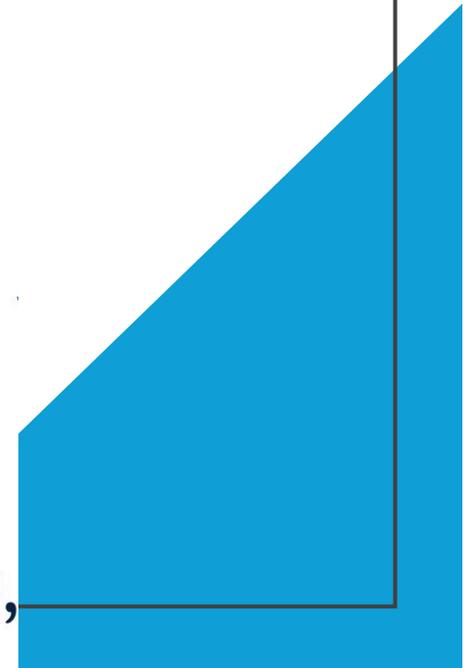**Old frame:** Mission statements
Culture change frame: Values are enforced through decisions

- **What changes**
  - Promotions, rewards, and recognition align
  - Embed well-being goals into institutional strategy, quality, and safety plans
  - Assign accountable leaders

Megan Hays, PhD, ABPP, FAACVPR

Our Strategy for the Future

ONEMUSC

INNOVATION | IMPACT | INFLUENCE

Empower Healthy Communities

Drive Innovation and Health Transformation

Reshape the Future Workforce

- Cultivate a culture of engagement and exemplary experience
- Adopt a wellbeing plan that helps us thrive
- Enable our people to develop and grow professionally
- Anticipate and meet workforce demands

Talk about well-being as essential to excellence and patient safety

Review workload, staffing, and outcomes, not just productivity

Ask "What is the human cost of this decision?"

One-Size Careers → Sustainable Career Paths

Old frame: "This is just how academic medicine is"

Culture change frame: Careers evolve across seasons of life

- **What changes**
  - Flexible roles without stigma
  - Support during predictable stress points (training, parenthood, caregiving)
  - Retention is prioritized over replacement

- **Leaders:**
  - **Ask about long-term sustainability and goals, Normalize changing roles over time, Value longevity**

Wellness Champions → Well-Being Leaders

Old frame: Passionate volunteers
Culture change frame: Trained, accountable leadership

- **What changes**
  - Leaders are selected and evaluated for relational skill
  - Well-being outcomes matter in leadership assessments
  - Leaders are trained in trauma-informed, human-centered leadership

- **Leaders:**
  - **Lead change WITH not TO teams**
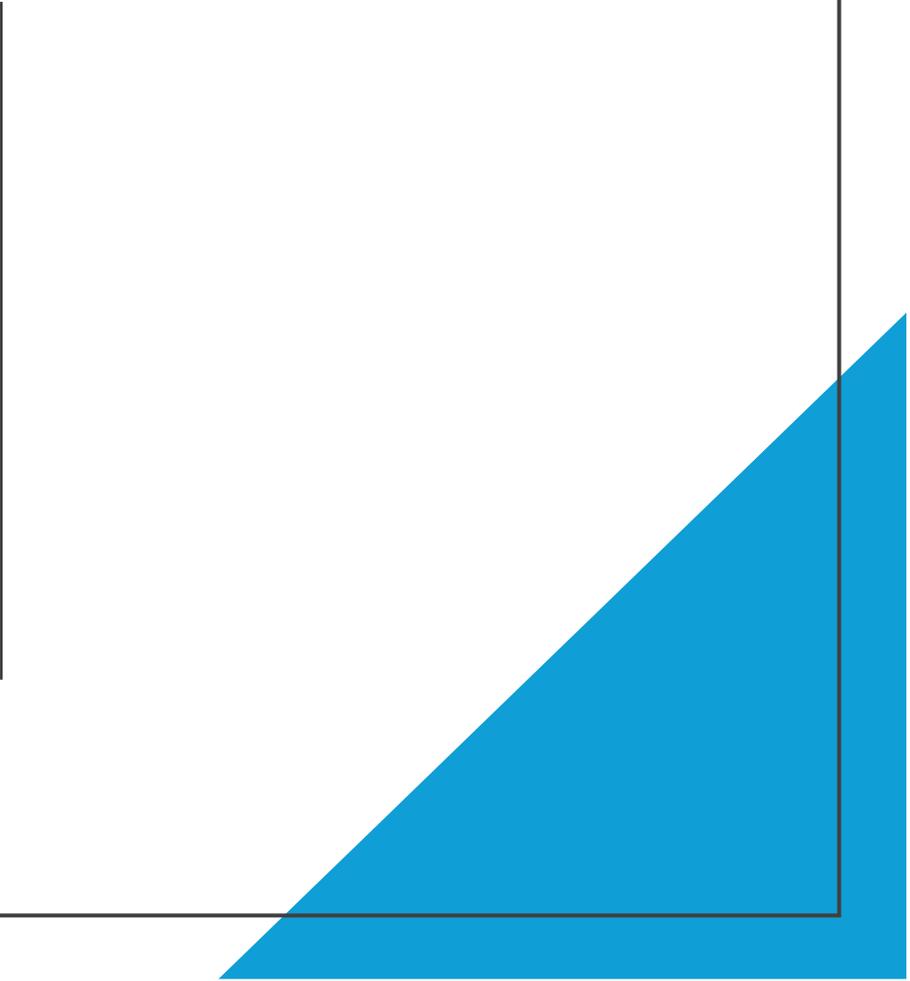 - **Measure and close the loop**

How Culture Change Actually Happens

- **Shifts happen when:**

- **Leaders behave differently in moments of pressure**

- **Systems reinforce what they say they value**

- **People see action after they speak up**

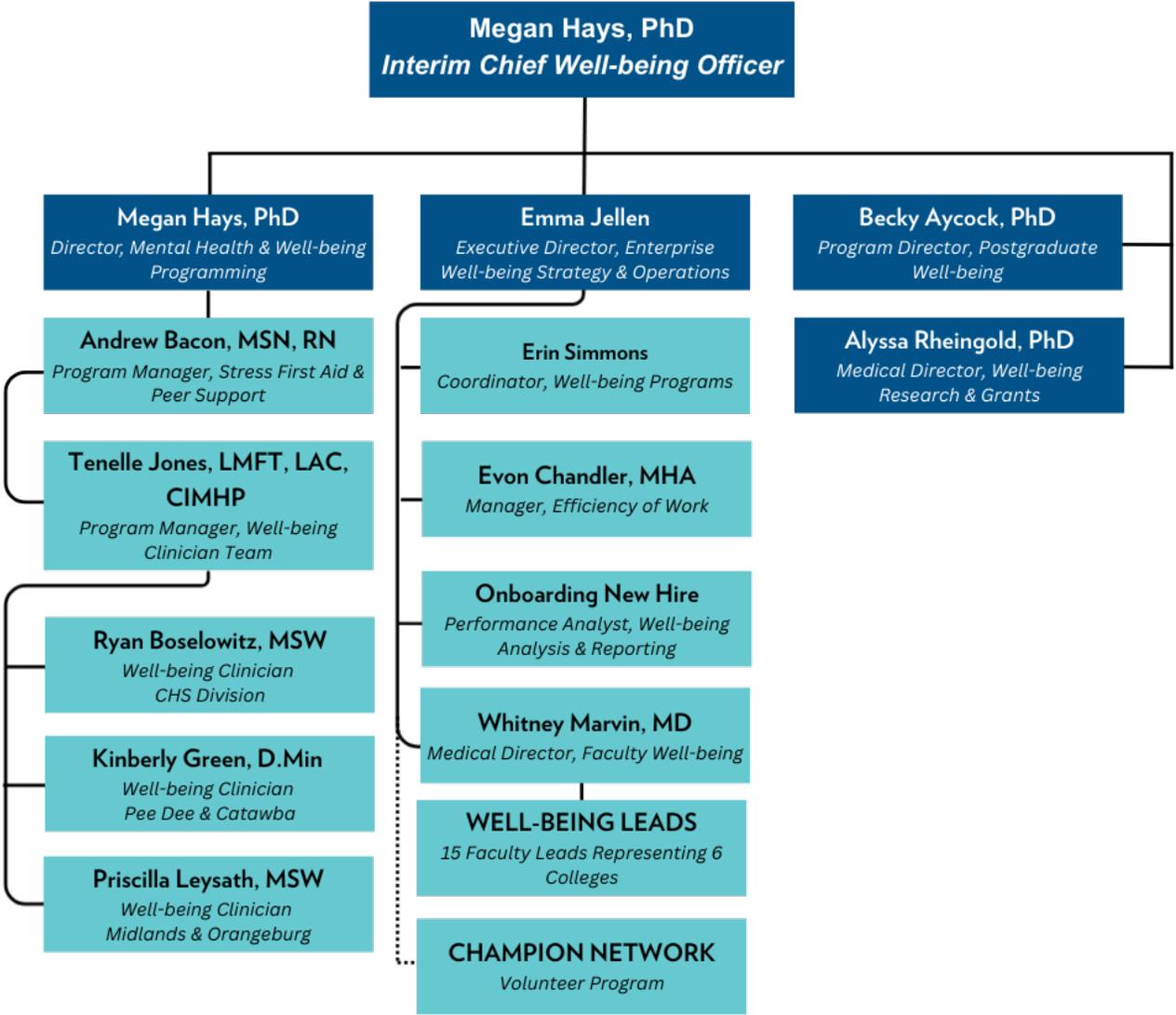- **Well-being is treated as essential to safety, quality, and excellence**

"Culture is what happens when no one is watching and well-being improves when leadership behaviors change what happens in those moments."

Well-being Resources

CENTER FOR WORKPLACE WELL-BEING

Megan Hays, PhD
Interim Chief Well-being Officer

Megan Hays, PhD
Director, Mental Health & Well-being Programming

Emma Jellen
Executive Director, Enterprise Well-being Strategy & Operations

Becky Aycock, PhD
Program Director, Postgraduate Well-being

Andrew Bacon, MSN, RN
Program Manager, Stress First Aid & Peer Support

Erin Simmons
Coordinator, Well-being Programs

Alyssa Rheingold, PhD
Medical Director, Well-being Research & Grants

Tenelle Jones, LMFT, LAC, CIMHP
Program Manager, Well-being Clinician Team

Evon Chandler, MHA
Manager, Efficiency of Work

Ryan Boselowitz, MSW
Well-being Clinician CHS Division

Onboarding New Hire
Performance Analyst, Well-being Analysis & Reporting

Kinberly Green, D.Min
Well-being Clinician Pee Dee & Catawba

Whitney Marvin, MD
Medical Director, Faculty Well-being

Priscilla Leysath, MSW
Well-being Clinician Midlands & Orangeburg

WELL-BEING LEADS
15 Faculty Leads Representing 6 Colleges

CHAMPION NETWORK
Volunteer Program

Search this site

HI-Annual People Survey Toolkit for Leaders

Home   Action Planning   ···   ☆ Not following   ☒ Share ∨   ···

Well-being Leader Standard Work Guide

The mental health and well-being of our people is a top priority for MUSC and MUSC Health. To ensure that we're fostering an environment where our employees, care team members, and learners can thrive, MUSC and MUSC Health have adopted a 3-pronged approach to workplace well-being. This new framework, including **Personal Well-being**, **Culture of Well-being**, and **Efficiency of Work**, allows for strategic alignment of initiatives and strategies with the real needs of our people.

As a leader, attending to the well-being of your team is incredibly important. Knowing the available mental health and well-being resources is a great first step in creating a more supportive work environment for your team. In need of a refresh? Visit, <u>MUSC's Well-being Collective</u> to see a comprehensive list of MUSC's services and supports.

📄 Well-being Leader Standard Work Guide

📊 Measuring & Assessing Well-Being

👤 Using the Well-being Leader SWG

⌃ Work-Life Harmony

People Survey Item Associated with Well-Being	Tactic(s) for Improvement	Supportive Tools and Resources
• This organization supports me in balancing my work life and personal life. • I can enjoy my personal time without focusing on work matters. (**resilience item**) • I am able to disconnect from work communications (email/phone, etc.) during my free time. (**resilience item**)	**BREAKS & PTO** • Model and encourage taking breaks and utilizing PTO. • Ensure coverage systems that allow employees and care team members to take time away from work. **SCHEDULING FLEXIBILITY**	**MICROBREAKS** Integrating **microbreaks** into a daily routine can reduce stress, improve mental well-being, physical health, and job satisfaction. Microbreaks are generally unscheduled and informal, taking place in-between work tasks to maintain productivity and rhythm. These reprieves can last anywhere from a few seconds to several minutes, and ideally involve healthy relaxing activities, like listening to a song, chatting with a co-worker, looking out the window, stretching, or going for a walk. **Rejuvenation Stations** are designated spaces for employees, care team members, and students to recuperate and recharge during the workday. Consider sharing the location of your local <u>Rejuvenation Station</u> with your team so they're aware of the opportunity. If your worksite does not currently have a Rejuvenation Station, consider working with the Well-being team to create one.

Centralizing Access through
ORANGE HUDDLE

Orange Huddle is LIVE

ORANGE HUDDLE

EAP

Well-being Clinicians

Peer Support

Stress First Aid

Orange Huddle *is MUSC's centralized activation process for employees experiencing distress or a potential mental health concern. Once the intake is received by CWW, employees will be connected with appropriate well-being resources and services.*

Stress First Aid

Identify stress reactions in themselves, team members, and colleagues.

Provides practical actions to help reduce the likelihood that a stress reaction develops into a more persistent, or severe challenge.

Get Trained, It's a Goal!
Email: bacona@musc.edu for team scheduling

| VIRTUAL | IN-PERSON | Schedule for your TEAMS |

STRESS FIRST AID FOR LEADERS NOW AVAILABLE!

MUSC
Medical University
of South Carolina

Stress First Aid

848
Employees have taken the General SFA since July 2025

38%
of Enterprise Leaders have taken SFA for Leaders
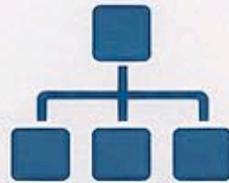
More than **40+**
teams trained since July 2025

Peer Support

A systemwide program available for **all MUSC employees** to receive **emotional support** and guidance from trained peers to reduce the initial distress of **stressful and/or traumatic events** experienced in the workplace.

- Ethical Dilemma, Moral Injury
- Unanticipated Patient Death
- Workplace Violence
- Abuse
- Unexpected Patient Outcomes
- Subpoenaed to Testify
- Death of a Colleague
- Burnout
- Cumulative Trauma

Request Support

To request Peer Support for yourself or team member, SCAN the QR code and fill out the brief intake form.

Andrew Bacon, MSN, RN, Program Manager, Stress First Aid & Peer Support @ BaconA@musc.edu

MUSC Medical University of South Carolina

Stress First Aid Training
OURDAY Learning

Peer Support Program
ACTIVATION

Interested in Stress First Aid?
E-mail Andrew Bacon

Peer Support
Training Modules

Decompression Programming

These Learning Opportunities are available to Individuals & Teams
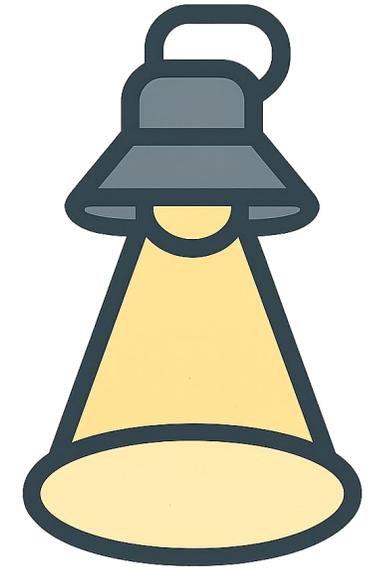
LYBWL Programming

- **Work-Life Integration Activity for Teams**
- **Clinical Self-Care & Decompression**
- **Self-Care; It's not Just a Theory**
- **Understanding Stress and Active Stress Management**
- **Building Professional Resiliency**
- **Being Grounded and Mindful**
- **Intro into MBSR for Teams**

- SELF-CARE -
- STRESS MANAGEMENT -
- WORK-LIFE HARMONY -
- HEALTHY BOUNDARIES -
- MINDFULNESS -

Offered by the Center's Well-being Clinician Team, to schedule contact Tenelle Jones Anderson
jonesten@musc.edu

Living Your Best Work-Life Programming

CENTER FOR
WORKPLACE
WELL-BEING
MEDICAL UNIVERSITY OF SOUTH CAROLINA

LIVING YOUR BEST WORK LIFE™ PROGRAMMING
Created by Tenelle Jones Anderson, LMFT, LAC, CIMHP
Prevention, Recovery, Restoration

Personal	Culture	Efficiency
1. Clinical Self-Care & Decompression 2. Self-Care; It's not Just a Theory 3. Understanding Stress and Active Stress Management 4. Building Professional Resiliency 5. Work-Life Integration 6. Being Grounded and Mindful 7. Self-Compassion 8. Getting Restful Sleep 9. Values at Work 10. I Am Not an Imposter-Building Self-Confidence 11. Joy and Meaning at Work 12. Radical Acceptance and Intentional Learning	**Protection from Harm** 1. Reducing the Emotional Toll of Trauma Work-Changing Your Experience in Real Time 2. Creating a Psychologically Safe Space for Everyone 3. Building a Resilient Team 4. Courageous Conversations & Conflict Resolution Skill Building **Opportunity for Growth** 1. Grit & Resilience 2. How to Own Your Greatness 3. Leading with the C's **Mattering at Work** 1. Giving & Receiving Compassionate Feedback 2. Compassionate Communication & Teamwork 3. Character is Destiny-You at Your Best **Work-Life Harmony** 1. Being Grounded & Mindful 2. Intro to MBSR for teams 3. Cultivating Joy, Compassion & Gratitude at Work 4. Work Life Integration Activity for Teams **Connection & Community** 1. Intro Into Workplace Well-being 2. Dealing with Death & Dying 3. Dealing with Professional Losses & Challenges 4. Building Professional Relationships	1. Patient-Centered Compassionate Communication 2. Infusing Joy within Our Team 3. Navigating Transitions- Managing Change & Uncertainty 4. Sticking Together Activity **Ongoing Support for Culture Rebuilding- Usually 4 Sessions or More** 1. Our Team at Its Best-Using Values In Action Character Strengths Profile 2. Team Resets 3. Healing Sessions and Agreements with David Howell 4. Mindfulness Based Stress-Reduction at Work **Retreats- Minimum of 3 hours** 1. Compassion, Purpose, Resilience: Set New Intentions to Serve 2. Mindfulness 3. VIA Character Strengths Profile -Our Team at Its Best

Timeline for Implementation of GROSS at MUSC

We've LAUNCHED *Phase 1*

🚀 **First Access to GROSS Program Available to University Faculty & Staff**

FULL Enterprise Integration in FY27

Phase 1	Phase 2
October – January	**February – May**
University	**Shared Services**
Utilizes Well-being Leads to provide awareness and education about the GROSS Program, identify opportunities, and shepherd submissions through the process.	*Access expands to Human Resources, Finance, Accounting, Information Solutions/ Technology, and Legal to begin stressing GROSS with enterprise-wide initiatives.*

MOUNTAINS

BOULDERS

PEBBLES

Enterprise GROSS
Steering Committee
Workgroup

MUSC-P   MUHA   MUSC

Local GROSS
Leaders

Location   Specialty   Service   Region   Hospital   Department   College

Leadership Institute

About Us	▶
In the News	
Leadership Programs	▶
Leadership Resources	▶

Leadership Institute

Welcome to the MUSC Leadership Institute!

The MUSC Leadership Institute was developed as a strategic initiative to serve as a central resource for leadership development opportunities at MUSC. In this capacity, and under the leadership of **Elisha L Brownfield, M.D.** and a Curriculum Committee, the Institute has five strategic goals:

Elisha L. Brownfield, M.D., Director of Strategic Leadership Development

- Provide high-level leadership development for different levels of leaders

- Provide coaching for individuals and groups

- Communicate a standard competency model for leadership at MUSC guided by existing and predicted needs for the institution

Well-being Champion Network

Driving Change, Creating Impact

Actively Recruiting, On Track to Surpass Goal!

Champions in Aug	Champions To-Date
20	**74**

Why Become a Well-being Champion?

Make a meaningful impact on your team, department, and the broader MUSC community. Champions help advance a culture of care, connection, and collective well-being across the enterprise.

Advocate & Connect – Represent your area and link teams to well-being resources.

Bridge Efforts – Align local initiatives with MUSC's enterprise strategy.

Grow & Learn – Access exclusive training and development opportunities.

Build Community – Collaborate with peers to foster a culture of care.

MUSC Champions:

✓ **Connect** with like-minded colleagues through monthly (virtual) meetings.

✓ **Learn** about institutional well-being programs, initiatives, and resources to share within their areas.

✓ **Grow** through access to specialized training opportunities, including *Stress First Aid, Peer Support,* and the *Living Your Best Work-Life* programming.

✓ **Lead** by example, encouraging engagement, access, and awareness of well-being supports across the enterprise.

Know someone who should participate?
Erin Simmons, Well-being Program Coordinator simmoeri@musc.edu

WELL-BEING LEADS LAUNCHED *in July*

To foster a culture of well-being at MUSC through incorporating it in all aspects of daily life by supporting faculty and staff through evidence-informed, collaborative, and sustainable initiatives that promote well-being culture, efficiency of work, and personal well-being

CENTER FOR
**WORKPLACE
WELL-BEING**
MEDICAL UNIVERSITY OF SOUTH CAROLINA

Well-being Leads Program

Preparing and empowering faculty and staff to serve as local ambassadors and change agents for workplace well-being across **MUSC. The Well-being Leads Program** equips participants with **evidence-informed, collaborative, and sustainable tools, resources, and practices** that:

- Promote a culture of well-being, psychological safety, and belonging within their respective departments and colleges.

- Advance **efficiency of work** efforts through first access to the **GROSS Program**. WBL work to identify inefficiency in workstreams and address barriers that contribute diminished professional satisfaction.

- Support **personal well-being** through awareness, education, and connection to Center for Workplace Well-being and Enterprise resources and services.

- Strengthen alignment between individual well-being efforts and **institutional strategic priorities** to create lasting, systemic impact.

CENTER FOR
**WORKPLACE
WELL-BEING**
MEDICAL UNIVERSITY OF SOUTH CAROLINA

Team Success Looks like

- SFA and Peer support engagement
- Chair/Dean partnership
- Information dissemination
- GROSS submissions
- Local Project

Well-being Collective

Check out the ***Well-being Collective*** for a comprehensive list of the mental health and well-being resources available to MUSC Employees and Students.

Changing Minds and Culture Can Take Years

Burnout is not a failure of individual resilience
It is a predictable outcome of organizational culture.

Improving well-being requires changing **what is rewarded, tolerated, modeled, and resourced**.

Culture change happens when *systems and leaders behave differently*, consistently, over time.

"UNLESS SOMEONE LIKE YOU CARES A WHOLE AWFUL LOT, NOTHING IS GOING TO GET BETTER. IT'S NOT."

- DR. SEUSS

marvin@musc.edu

Key Resources on Leadership and Physician Well-Being

- Mete M, Goldman C, Shanafelt T, Marchalik D. Impact of leadership behaviour on physician well-being, burnout, professional fulfilment and intent to leave: a multicentre cross-sectional survey study. *BMJ Open*. 2022;12:e055838.

- Hu JS, Phillips J, Wee CP, Pangaro LN. Physician burnout—evidence that leadership behaviors make a difference: a cross-sectional survey of an academic medical center. *Mil Med*. 2023;188(5–6):e1345–e1351.

- Shanafelt T, Trockel M, Rodriguez A, Logan D. Wellness-centered leadership: equipping health care leaders to cultivate physician well-being and professional fulfillment. *Acad Med*. 2021;96(5):641–651.

- Shanafelt T, Goh J, Sinsky C. The business case for investing in physician well-being. *JAMA Intern Med*. 2017;177(12):1826–1832.

- Shanafelt TD, Noseworthy JH. Executive leadership and physician well-being: nine organizational strategies to promote engagement and reduce burnout. *Mayo Clin Proc*. 2017;92(1):129–146.

- McClafferty HH, Hubbard DK, Foradori D, et al. Physician health and wellness. *Pediatrics*. 2022;150(3):e2022058864. Guideline.