## **From Surviving to Thriving: Building Leadership Structures to Support Employee Well-being​**

## Partner Spotlight: Julie Oehlert (CXO), Mark Dunn (CDIO), and Christina Bowen (CWO) from ECU Health

1. At ECU Health, well-being is the mission for team members, patients, and eastern North Carolina.
2. The leadership team developed a “mosh pit mentality” to support well-being, where all senior leaders own and support well-being. This includes the Chief Human Resource Officer, Chief Medical Officer, Chief Quality Officer, Chief Experience Officer, Chief Diversity and Inclusion Officer and a new Chief Well-Being Officer who reports through both the CXO and CDIO.



1. ECU Health refers to experience as the “Big E”. They use a quadruple aim to optimize health system performance and support the “Big E”:
	* Creating exceptional care experiences.
	* Improving the health of people and communities.
	* Making care more affordable.
	* Enhancing team member well-being.
2. The Culture Transformation Theory is at the heart of the “Big E” strategy - everyone’s experience matters, and how employees experience each other is how patients experience us. The goal is to create a “Power With” culture, built on safety, trust, compassion and empathy.



1. ECU Health uses Press Ganey’s Resilience Index to measure well-being. This index consists of 2 subscales:
	* Decompression = the ability to disconnect from work
	* Activation = the degree to which individuals connect to the meaning of their work
2. Why should we take time to decompress?
	* We are all human beings not machines.
	* Our body, mind and spirit need rest.
	* Decompression supports our emotional well-being.
	* Our brains need down time to process our day.
	* We want to be present for our lives and for those we love and serve.
3. We can’t talk about Self-Care without first mentioning resilience. For some, the word “resilient” doesn’t feel right. Maybe the word for you is “thriving” or “flourishing”.
	* Our ability to bounce back, thrive or flourish is enhanced when we care for ourselves.
	* When we are in this state of resilience, we are more likely to focus and prioritize self-care.
4. Prioritizing a healthy life-work balance is the foundation of Self-Care. This self-care will look different for everyone and can be as simple as taking a step back, spending time alone, putting yourself first, asking for help when you need it, setting boundaries, staying at home, saying no, or forgiving yourself.
5. When leaders practice life-work balance that heavily relies on self-care and healthy boundaries, this models those behaviors for team members who will be watching and will follow your lead.
	* With this gentle shift in your leadership philosophy and practices, it will become a part of the culture.
6. Self-care can also be encouraged at all dimensions of employee well-being:



Ask yourself: How will you support your team’s well-being?

1. Additional ECU Health resources and publications:
* [Themes in Health Care Culture: Application of Cultural Transformation Theory](https://health.pressganey.com/hubfs/PDFs/Themes_in_Health_Care_Culture.pdf)
* [What’s Love Got to Do With It?](https://health.pressganey.com/hubfs/PDFs/Whats_Love_Got_to_Do_With_It.pdf)

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| Resources |  |
| Webinar Recording | [Link to Resource](https://pressganey.wistia.com/medias/vveqlgoqra) |
| Presentation Deck | [Link to Resource](https://20208516.fs1.hubspotusercontent-na1.net/hubfs/20208516/PDFs/2022_07_21_Workforce_Well_Being_Collaborative_From_Suriving_to_Thriving.pdf?utm_campaign=Well-Being%20Collaborative&utm_medium=email&_hsmi=2&_hsenc=p2ANqtz-_MgFz525oTR0H04CfAYQHwYlv9clab0hDOHcJt5rgJu3z25K6ZRSQI-5OhJLP_j25gDAHSPa_Dl-dBMQWj5FZRH55L9vyZ1_xH0nr2VL-gBnrkp4Y&utm_content=2&utm_source=hs_email) |
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