



JOHNS HOPKINS  
M E D I C I N E

JOHNS HOPKINS MEDICINE OFFICE OF WELL-BEING

# 2023 ANNUAL REPORT

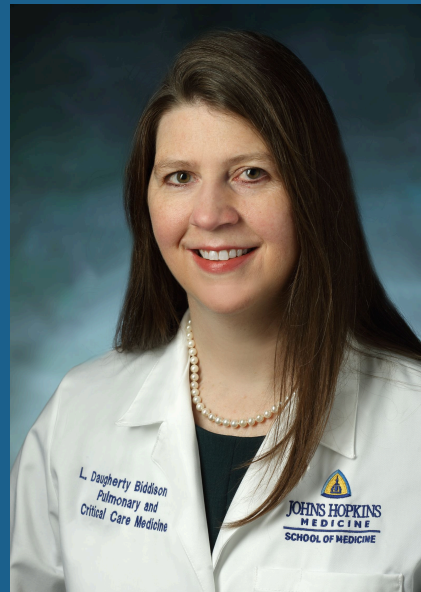
# Greetings from the Office of Well-Being!

We are excited to share the first JHM Office of Well-Being annual report. It has been an honor for our team to support the incredible people who work at Johns Hopkins Medicine over the last year, and we aim to highlight here some of our most recent work in this space. Whether you care for patients in one of our hospitals or clinic sites or you support the mission of Johns Hopkins by ensuring our facilities are safe and operations run smoothly, we recognize that every member of the team matters.

Many factors impact our well-being. At work, our well-being may be influenced by the way our systems are structured, the ways we relate to each other throughout the work day, the ways we support each other in challenging times, and in how we find meaning in our work. Let's face it – working in healthcare can be rewarding, and it can also be stressful.

It is our goal to help make the work we do together easier. We aim to foster a well-being culture so that each of us feels supported on our health and well-being journey wherever we are, throughout the day. We want to help everyone access available resources to support their well-being, especially those from Healthy at Hopkins. And, because working in collaborative and engaged teams is important for our well-being, and foundational to the work we do together, we also provide well-being focused resources and support for leaders and managers.

As always, reach out to us with your ideas and suggestions. Email [owb@jhmi.edu](mailto:owb@jhmi.edu) or contact us directly.



Lee Daugherty Biddison, MD, MPH  
Chief Wellness Officer



Carolyn Cumpsty-Fowler, PhD, MPH  
Senior Director for Nursing Well-Being



Richard Safer, MD  
Chief Medical Director  
Employee Health and Well-Being

# OUR MISSION



To advance the well-being of all who work within Johns Hopkins Medicine.

# OUR VISION



To foster mutually-supportive, healthy, and positive work environments in which all who work at Johns Hopkins Medicine can thrive, grow, achieve, and excel.

# OUR STRATEGIES:

1

Advocate for increased, equitable access to well-being resources for all who work at JHM

2

Promote well-being efforts through multi-level, multi-modal communications

3

Create a well-being culture in the workplace

4

Build capacity of leaders and managers to support the well-being of their people through skills-building and coaching

5

Identify potential barriers to safe, efficient clinical practice and inform efforts to make patient care more meaningful

6

Bring solutions to leadership for improvements, integrations, policies and investments to support well-being

7

Monitor JHM well-being efforts on behalf of JHM clinicians and staff through enterprise-wide assessments

8

Contribute to discovery and dissemination by serving as a center for well-being research for JHM



# WHO WE SERVE:

6 HOSPITALS  
CARE AT HOME  
JH COMMUNITY  
PHYSICIANS

3  
STATES

40K+  
FACULTY/STAFF

YOU

SCHOOL  
OF  
MEDICINE

6 ADDITIONAL  
HEALTH SYSTEM  
ENTITIES



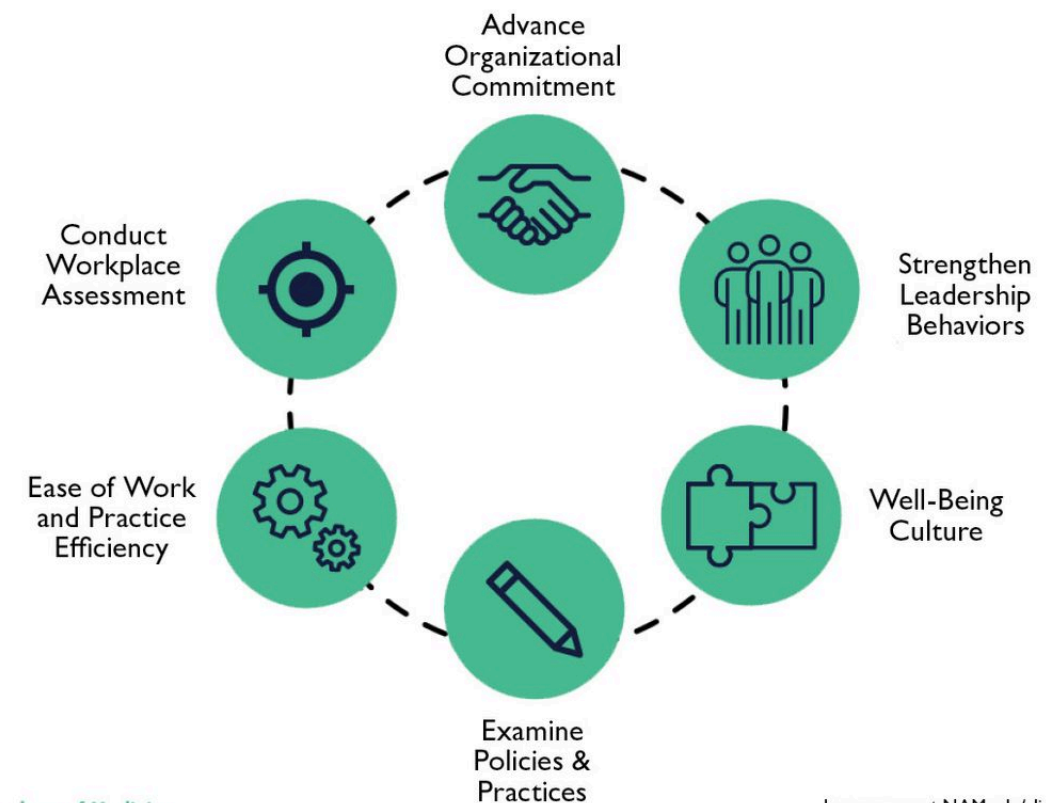
# JHM WELL-BEING MODEL

Johns Hopkins Medicine is committed to supporting the well-being of our healthcare workforce and has adapted a model from the National Academy of Medicine to drive our work.

This model is organized into six essential elements. Click below to learn about our work featured in this report:

- [Strengthen Leadership Behaviors](#)
- [Well-Being Culture](#)
- [Conduct Workplace Assessment](#)
- [Enhance Ease of Work & Practice Efficiency](#)

## Advancing Well-Being for Our Healthcare Workforce





# Strengthen Leadership Behaviors



Whether they realize it or not, leaders have a profound impact on the well-being of their teams. Leaders can advance an organizational culture of well-being through their commitment to:

- Put people first
- Build strong relationships
- Inspire change

We support the development of well-being centered leadership skills by providing opportunities to learn and apply leadership practices that create a work environment in which people can thrive and do their best work. These offerings include:



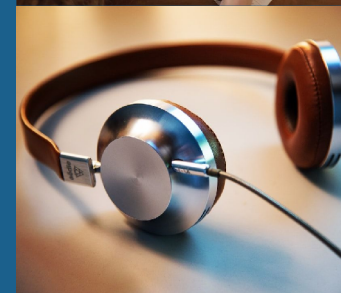
[10-minute well-being tips for managers](#)



Well-being leadership-focused departmental retreats



Skill-building sessions for executive teams



[Facilitated listening sessions](#)

# Strengthen Leadership Behaviors



## 10-Minute Well-Being Tips for Managers



Managers and leaders are time limited and need practical tools to integrate into their daily work. To address this need, the Office of Well-Being produced a well-being video series for our managers and leaders, geared to any discipline or rank.

The series is available on our [website](#) and can be accessed anywhere, anytime!

”  
*I really liked the 10-minute well-being for managers program. It introduced us to the staff so if we had questions or needed to brainstorm we knew who to reach out to.*

-Manager, ACH

10 Minute Well-being Tips for Managers



46

Episodes

15k+

Number of Views

# Strengthen Leadership Behaviors



## Facilitated Listening Sessions

The Office of Well-Being partnered with The Johns Hopkins Hospital to develop a forum in which front line managers can share the "pebbles in their shoes" directly with executive leadership.

The forum is an opportunity to generate sessions, but also to build connection between groups with limited interaction, due to the size of the hospital.

Our goal is to partner with leaders across JHM to spread this strategy.

### **Listening Culture:**

A key strategy for the Office of Well-Being is to create a listening culture at Johns Hopkins. When we prioritize listening to the people around us, we do the following:

- Build a culture of connection and support
- Help people feel they have a voice, they are heard and their ideas are validated
- Contribute to a sense of belonging and engagement

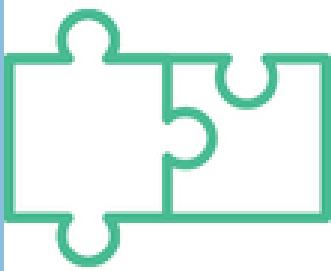
For more information, read this article on:

[Building a Listening Culture to Support Well-Being](#)

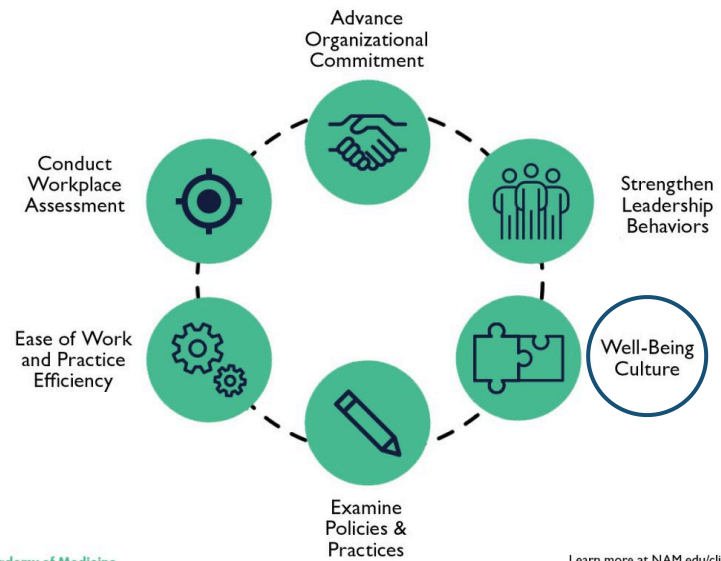


# Well-Being Culture

## A Closer Look into Well-Being Culture



### Advancing Well-Being for Our Healthcare Workforce



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

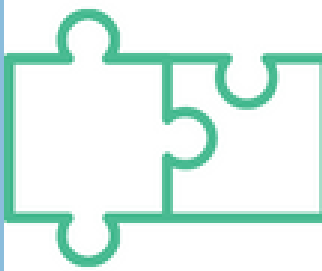
Learn more at [NAM.edu/clinicianwellbeing](https://nam.edu/clinicianwellbeing).  
Used with permission from the National Academy of Medicine.



## Well-Being Culture at Work



# Well-Being Culture



## JHM Framework for Influencing Well-Being Culture at Work

### Well-Being Culture at Work

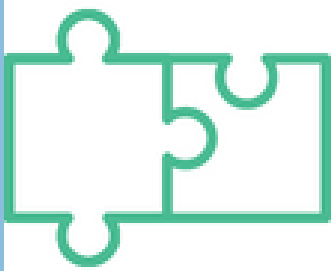


Workplace culture plays a major role in our health and well-being. Johns Hopkins Medicine takes an intentional approach to creating a well-being culture so that every member of our community can feel supported on their well-being journey. Our strategy embraces six well-being culture building blocks:

- Peer Support
- Leadership Engagement
- Norms
- Social Climate
- Culture Connection Points
- Shared Values

Learn more about each building block:  
[Creating a Well-Being Culture at Work](#)

# Well-Being Culture



## Mental Emotional Spiritual Health (MESH) Collaborative

**MESH** is a JHM-wide collaborative, convened by the Office of Well-Being early in the COVID pandemic, to address the need for integrated support that puts the employee at the center. MESH draws on expertise of a multidisciplinary team to:

- Coordinate responses to crises
- Develop thoughtful approaches to support our institution and all its people
- Advocate for employee support with a unified voice
- Refer employees to support within Hopkins with a warm handoff

### Things we are working on in FY24:

- Institutional guidance when there is the unexpected death of an employee
- Changes to credentialing for physicians that removes mental health questions known to be a barrier to care
- Dedicated mental health appointments for clinicians working in East Baltimore

### Members of the MESH Collaborative:



Department of Spiritual Care & Chaplaincy



Department of Psychiatry and Behavioral Sciences



Johns Hopkins Employee Assistance Program (JHEAP)



Resilience in Stressful Events (RISE)

### WHAT YOU ARE DOING IS HARD. HOW ARE YOU HOLDING UP?

- I need healthy ways to cope.
- I cannot stop thinking about a particular patient.
- I have trouble sleeping.
- I worry about not being able to support my family.
- I am doing things at work I never expected to do.
- I feel lonely.
- I want to tap into the resilience I've shown in the past.
- I am more irritable than usual.
- I am trying to make meaning out of the pandemic.

**We invite you to reach out for support**

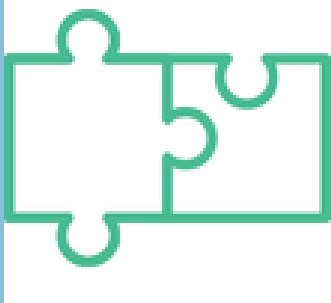
\*Turn card over for help, support or resources



# Well-Being Culture

## Arts & Health

We partner with arts programs to support connection and healing. Learn more [here](#).



### H.O.P.E Program

Honoring Our Pandemic Experiences (H.O.P.E) was a collaboration across Hopkins to create opportunities for staff to join together and process the Covid-19 pandemic. Program highlights include:

- Songs shared by staff and curated into a JHM Pandemic Playlist
- Storytelling workshops hosted for teams
- Photo contest to share meaningful images

Watch videos and read stories submitted by Hopkins staff [here](#).

### Peabody Music

Programs for staff to experience the healing gift of music at work. New this year:

- Expanded hours and locations at The Johns Hopkins Hospital
- Launch at Sibley Memorial Hospital and Suburban Hospital
- Diverse genres and instruments added

Read a story about bringing music to our staff working on the Towline at The Johns Hopkins Hospital [here](#).

### Restorative & Recharge Spaces

Clinical environments can be stressful and our staff need dedicated spaces to take a break in a calming environment. OWB has supported this across JHM:

- RISE Restorative Center opened at The Johns Hopkins Hospital
- Supported enhancement of spaces at each hospital
- Partnered with JHU International Arts+Mind Lab to incorporate neuro-aesthetic design

Read a story about RISE Restorative Center [here](#).

### Traveling Art Exhibit

OWB hosted the National Academy of Medicine *Expressions of Well-Being* art exhibit to bring awareness to clinician burnout.

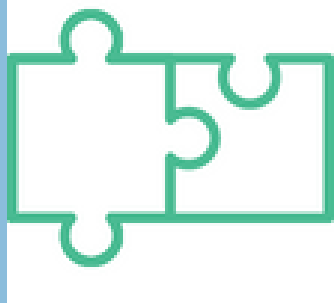
- Shown at School of Medicine, Bloomberg School of Public Health, School of Nursing, and the Levi Watkins, Jr. M.D., Outpatient Center
- Created an interactive program for nursing students
- Hosted event for reflection around shared experiences

Read the story about the exhibit [here](#).





# Well-Being Culture



## Well-being Culture at Work

### Healthy at Hopkins Portal

- An accessible resource available for all benefit-eligible JHM employees
- Provides on-the-go resources that cover the spectrum of healthy lifestyle offerings specific to sleep, nutrition, physical activity, and relaxation techniques
- Highlights employee success stories and a calendar of events for upcoming programs across the enterprise

**24k+**  
Registered

### Champion Network

In 2023, an improvement strategy was launched to bolster the well-being culture at Johns Hopkins Medicine through peer support and social climate concepts. Volunteers:

- Lead efforts by bringing education, resources, and activities directly to their department or unit
- Act as ambassadors for Office of Well-Being initiatives
- Become trusted peers for our workforce to seek help

**54%**  
Employees able to identify nearby Champion

### Worksite Wellness Offerings

- Programs are offered daily, weekly, monthly, quarterly, and by request through a range of modalities, including in-person and virtual options
- Resources to implement these offerings include staffing support with onsite coordinators for each affiliate, a wellness menu to request activities, and an event calendar
- 19% increase in programs delivered over the previous year

**120k+**  
Employee Engagements

### Night Shift

In 2023, strategies were developed, leveraging available resources and initiatives, to support special worker populations such as night shift employees.

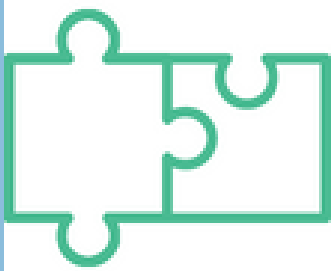
**2k+**  
Employees Reached

**259**  
Hours of Programming





# Well-Being Culture



## Race the Globe Steps Challenge (RTGSC)

 The Race the Globe Steps Challenge is a four-week steps challenge available to all benefit-eligible JHM employees. This challenge is offered in spring and fall, and provides employees the opportunity to connect and embrace the “We in Well-being.”

RTGSC supports work-life balance by encouraging regular breaks and movement. The top-performing teams and entities are recognized for their achievements at the end of each challenge.

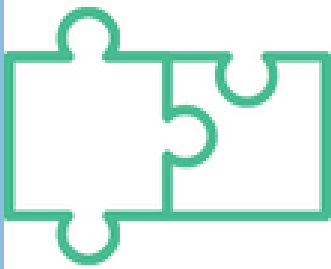
### Race the Globe Steps Challenge<sup>^</sup>



 2023 RTG Golden Apple Winner



# Well-Being Culture



## Mindfulness

### Mindful Monday

A 15-minute mindfulness practice offered on Mondays.

### Live & Work Mindfully

In this four-week series, employees learn how to move away from the stress response using mindfulness.

### From Overwhelm to Ease

A workshop focused on teaching the science of the stress response and how to use mindfulness as a tool to create greater ease.


### Self-Compassion in Action

This offering explores the concepts of self-compassion and self-care. A guided self-compassion practice is included.

### Meditation Workshop

This offering teaches the basics of meditation and includes a guided practice.

In response to JHM employees' interest, a mindfulness program is now offered:

- To all JHM staff across the health system 
- Through a variety of modalities: online & in person

In 2023, **more than 2,000 mindfulness sessions** from the worksite wellness menu were attended by JHM staff.

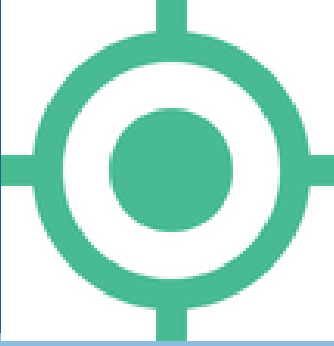
## Stress Less Video Series

### Arrival Practice

Presented by: Jennifer Salaverri, LCSW-C

**7k+**  
Number of Views

# Conduct Workplace Assessment



## Interprofessional Well-Being Survey (IPWS)

Johns Hopkins Medicine is part of the Healthcare Professional Well-Being Academic Consortium (HPWAC) which enables us to collaborate, share interventions and benchmark data with peer institutions across the country who share a commitment to healthcare professional well-being.



Benchmarking across other peer institutions across disciplines.

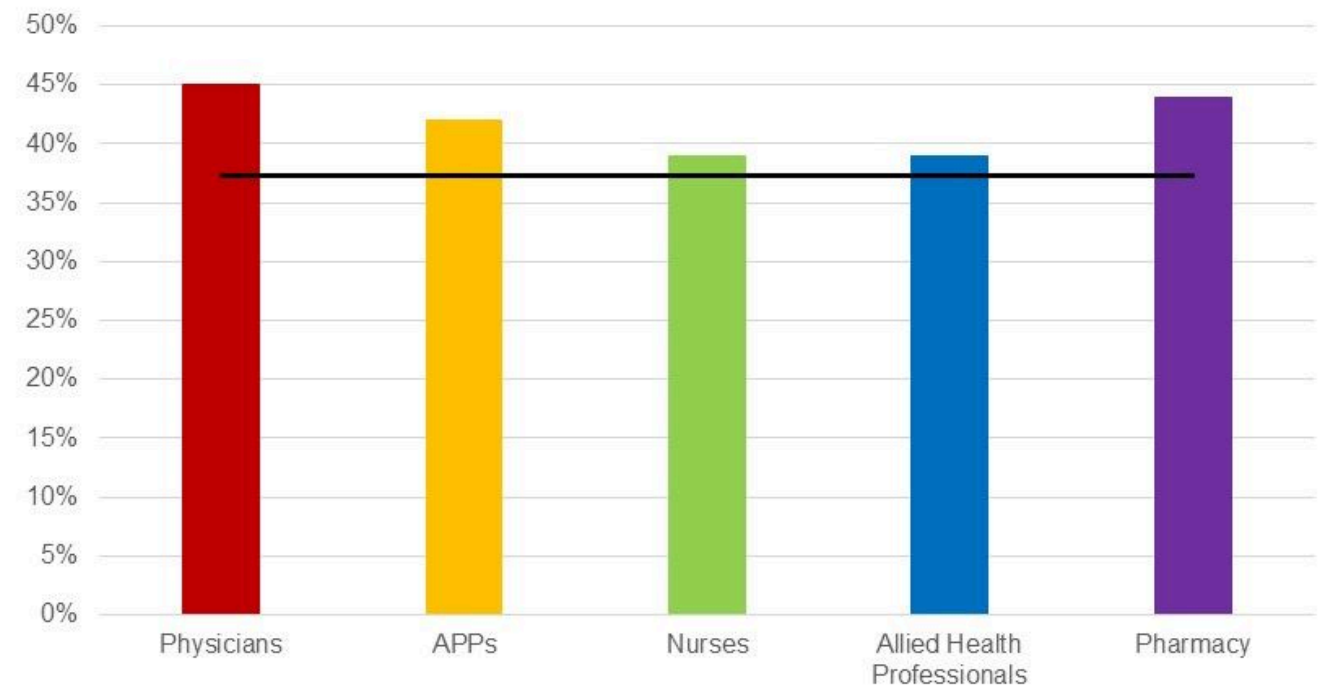


Supporting data-informed action planning.



Closing the loop by scheduling proactive and collaborative conversations with accountable leaders to discuss data and hear insights.

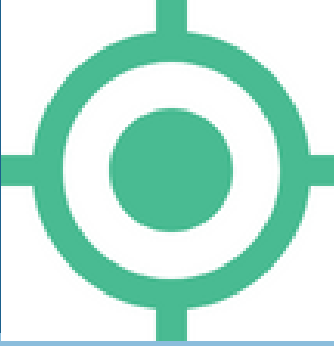
## 2023 Burnout Percent Above Cutpoint for All JH Sites by Role



In 2023, all Johns Hopkins role types across the health system screened **positive** for burnout based on the HPWAC benchmark of 37.3%.



# Conduct Workplace Assessment



## CDC Worksite Health ScoreCard



Integrated annually into the JHM Strategic Plan as a critical area of focus for the institution's success and sustainability.



63% of points are contributed from a centralized approach to include; systemwide benefits, policies, programs, and resources.



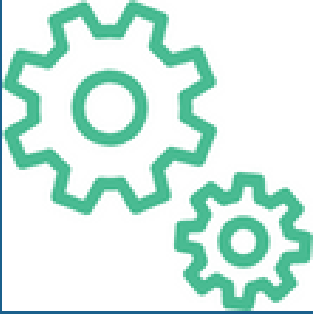
Centralized strategy allows JHM to outperform other large and industry-specific employer national benchmarks.



Implementing the CDC Worksite Health Scorecard (ScoreCard) has contributed to the creation, enhancement, or harmonization of policies, benefits, and resources to support employees.

These efforts include a Tobacco Free Policy, Healthy Food and Beverage Policy, and, most recently, the Hopkins Lactation Accommodations Policy for which the University and System leveraged an evidence-based approach outlined in the ScoreCard to enhance Maternal Health and Lactation Support across the institution.

# Enhance Ease of Work & Practice Efficiency



## Small Grants for Ease of Work & Practice Efficiency



Over \$50,000 awarded to interprofessional teams across the health system



Radiation Oncology Physics Team at Johns Hopkins Hospital

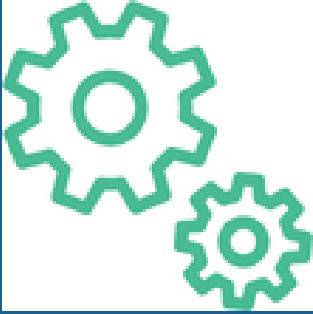
The Johns Hopkins Medicine Office of Well-Being offered small grants to redesign systems to help decrease the burdens that get in the way of joy in healthcare. Grant winners are addressing burdensome workflows, low value tasks, and redundant efforts in daily work to advance inter-professional well-being and the well-being of the organization.

### Grant Winners:

Title of Grant	Department	Location
Strategies to Reduce Clinical Appointment Time Lost through Prioritizing Patient Outreach, Team-based Rounding and Pre-Visit Planning	GIM- MESH Clinic	Bayview
Enhance and Spread SPRINT (Succinct Practice-based Intensive Training) Training Program across Multiple Clinic Sites	Medicine	JHCP/DOM Ambulatory
Increasing Efficiency of Palliative Medicine Consults to improve employee productivity and wellness/satisfaction	Family Medicine/Palliative Medicine	Suburban
Using Gaming Keyboards and Mice to Increase Documentation Efficiency	JHCP- DPC	JHCP
Develop a provider-directed EHR improvement process to increase efficiency and satisfaction with the EHR	Hospitalists and IT	Sibley
Implementing two changes in our current IMRT QA workflow	Radiation Oncology & Molecular Radiation Sciences	JHH



# Enhance Ease of Work & Practice Efficiency



## Prior Authorization Project

Prior authorization for prescription medications is an insurance-driven process and a known contributor to healthcare worker burnout. With support from the Dr. Lorna Breen Heroes' Foundation, we set out to relieve this major pain point for our providers, nurses and staff, focusing our pilot on adult primary care practices.

### We partnered with the Medication Access Pharmacy team to:

- Hire a specially trained medication access pharmacy technician.
- Create new workflows that allow dedicated, high-touch reviews to help patients and clinical teams.

### Impact/Results of Prior Authorization Support:

- Reduced wait times
- Reduced denials
- Quicker turnaround of medications to patients

**February 2023 to January 2024**

The medication access pharmacy technician completed:

**2,723**

**prior authorization requests**



Average turnaround time from initiation to completion:

**3 days**



*I wasn't sure this new prior authorization support was going to be felt by anyone but the staff. Turns out it has been a **game changer** - not only are our staff less burdened, the PA pharmacists are teaching all of us how to do this work better while getting it done more efficiently! When learning and efficiency combine to get patients what they need more quickly, that is the sweet spot called the **joy of medicine!***

*-Dr. Heather Agee*



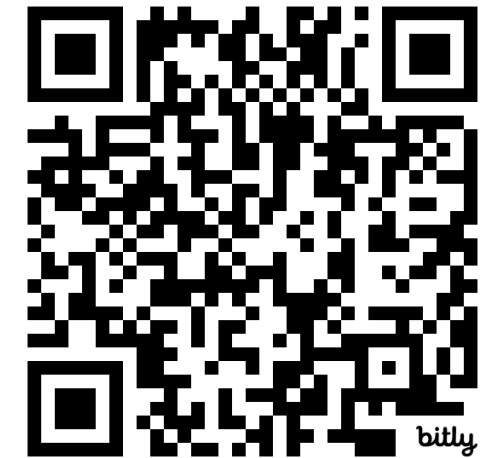
# How to connect with us:

There are many ways to stay in touch with the Office of Well-Being:

- [OWB website](#)
- [Healthy at Hopkins portal](#)
- Wellness Weekly Newsletter
- SOM Monthly Newsletter
- Wellness Cart Rounding



Scan to visit the OWB website



Scan to visit the Healthy at Hopkins portal

# Acknowledgements:

Thank you to our oversight committee.

- Deborah Baker, Senior Vice President for Nursing, Johns Hopkins Health System
- Maria Oliva-Hemker, Vice Dean for Faculty, Johns Hopkins University School of Medicine
- Inez Stewart, Senior Vice President, Chief Human Resources Officer, Johns Hopkins Medicine



*This is a **shining star** for Hopkins. I have been very impressed with how much the organization is focusing on well-being. Great work on bringing these topics to the forefront. Thank you for all of the hard work you are doing. This is the **most effective** office of well-being I have ever experienced at any organization.*



-Manager, Johns Hopkins Health System