



# OHSU Well-Being: Supporting you, your team, and the organization.

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PRESENTED BY:

Dr. Megan Furnari, MD, Associate Chief Wellness Officer

October 14, 2024

# About me.

- Well-Being
- Leadership Development
- Focus on local stability and sustainability



# Objectives:

- OHSU Well-Being Team
- Key well-being resources and programs
- Questions & Answers
- Camaraderie Experience: Reflect on pride/purpose

# OHSU Well-Being Leadership Team



Renee Edwards, MD  
-Chief Medical Officer  
-Chief Wellness Officer



Megan Furnari, MD  
-Assoc Chief Wellness Officer  
-Director, Camaraderie



Abigail Lenhart, MD  
-Lead, Workplace  
Systems Improvement &  
Evaluations  
-Director, THRIVE



Sydney Ey, PhD  
-Medical Director,  
Psychological  
Well-Being  
-Director, Wellness  
Consults Service

**MISSION:** To collaboratively improve the well-being of the OHSU community through the intentional organization, implementation and evaluation of well-being efforts for staff, faculty, and learners.



# OHSU Well-Being

- **We are for ALL** OHSU Missions & Members
- **We are funded** by 2025 Strategic Plan and Healthcare
- **We support** individuals, organization and systems change
- **We work directly** with a Well-Being Collaborative

# Why well-being matters? In 2011...

“What we describe as a “health care system” is no system at all. It’s a collection of fragmented, non-communicating parts, implicitly dangerous in design. During an average four day hospital stay, a patient sees 24 different clinicians and administrators; when a physician places an order for medications in a hospital, there are seventeen steps between when that order is given and when the medication reaches the patient’s bedside – all opportunities for error. And this complexity happens within a single health care delivery organization. When multiple physicians, clinics, hospitals – and insurance companies – are involved in the care of a patient, the complexity can be overwhelming, both for the patient and clinicians.”







# Healthcare Well-Being: Evolving National Trends

- Systems improvement opportunities (EPIC changes, AI for note writing) to ease the workflow and ensure right person, right job. Partnerships with Quality Improvement.
- Crisis response and planning (COVID and beyond)
- Build community and belonging especially post-pandemic, partnership with DEIB related work
- Psychologically safer places, trauma informed care
- Awareness of the need to strengthen and coordinate mental health services

# Mayo Well-Being Index 2023 Results

- **79,022** assessments completed from Jan 1, 2023 to Dec 31, 2023
- 62% female
- 29% physicians
- 26% hospital staff
- 12% nurses
- Other respondents: Resident, Fellows, APPs, dentists, pharmacists, medical students

# Example of Mayo WBI for Physicians


- During the past month...
  - Have you felt burned out from your work?
  - Have you worried that your work is hardening you emotionally?
  - Have you often been bothered by feeling down, depressed, or hopeless?
  - Have you fallen asleep while sitting inactive in a public place?
  - Have you felt that all things you had to do were piling up so high that you could not overcome them?
  - Have you been bothered by emotional problems (such as feeling anxious, depressed, or irritable)?
  - Has your physical health interfered with your ability to do your daily work at home and/or away from home?
- The work I do is meaningful to me.
- My work schedule leaves me enough time for my personal/family life.

# Domains Assessed:

- Quality of Life
- Burnout
- Severe Fatigue
- Medical Error
- Turnover
- Suicidal Ideation

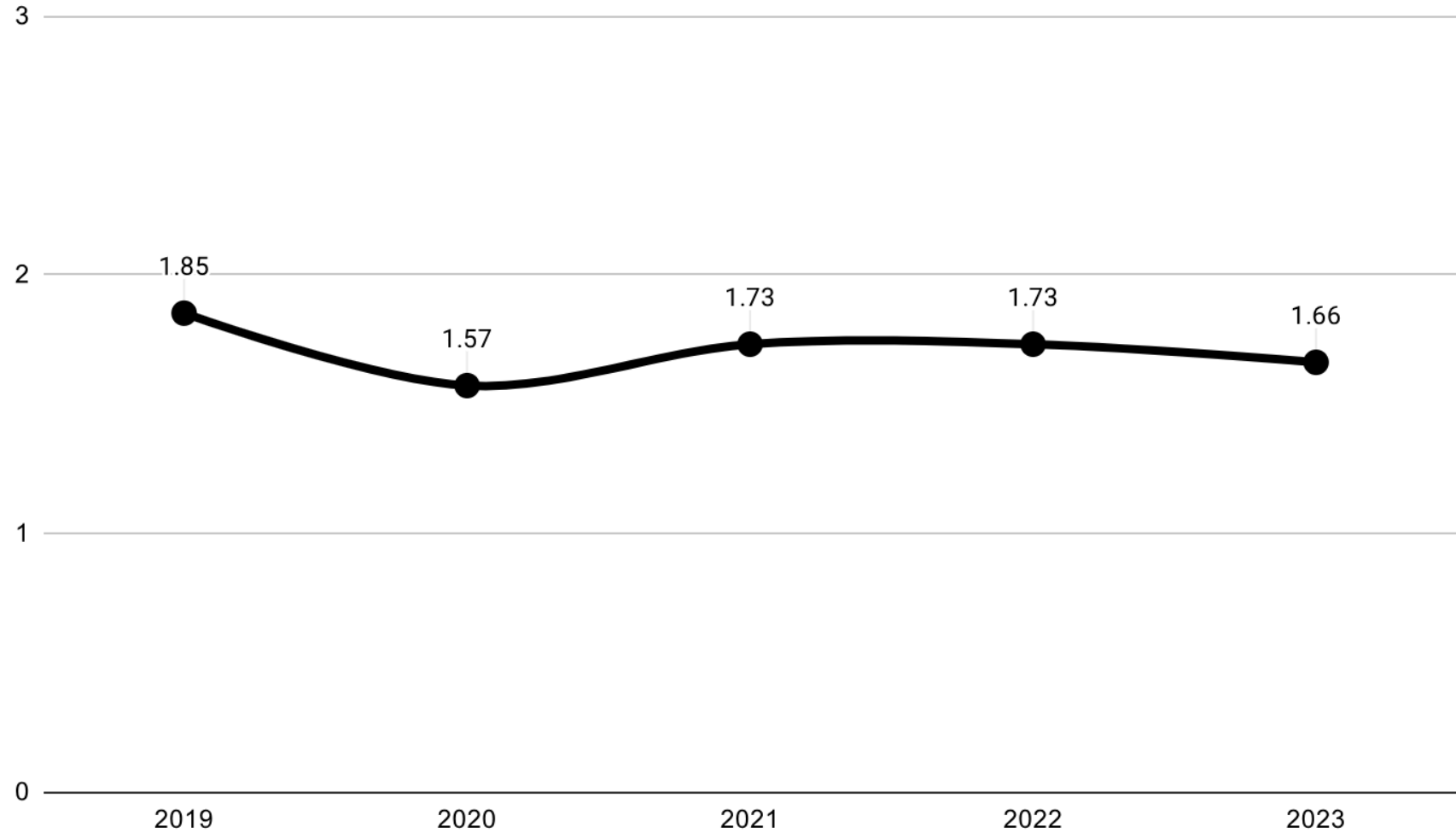


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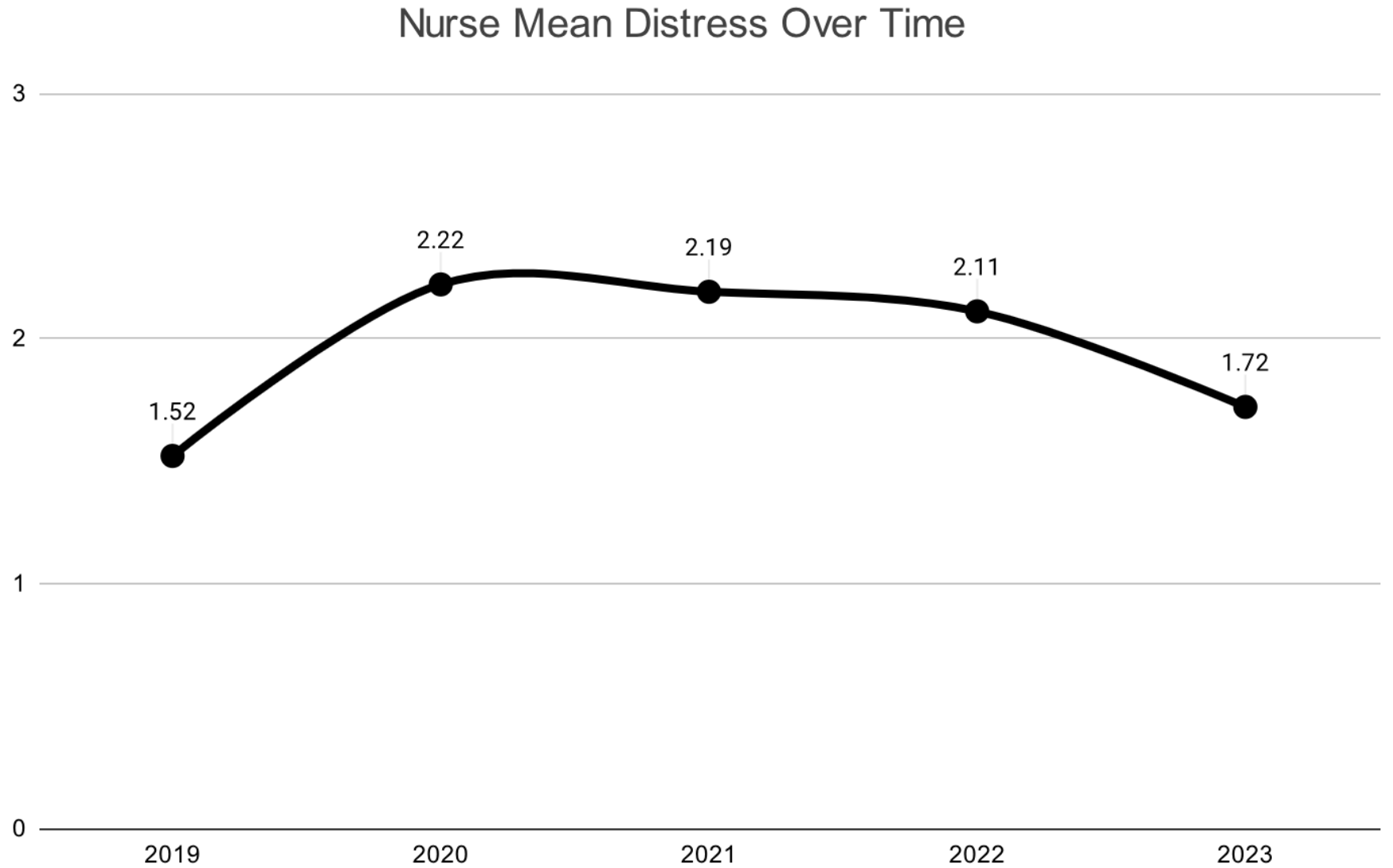
 **Mean Distress Score (lower score is better, <2)**

# Physician Mean Distress

Physician Mean Distress Over Time

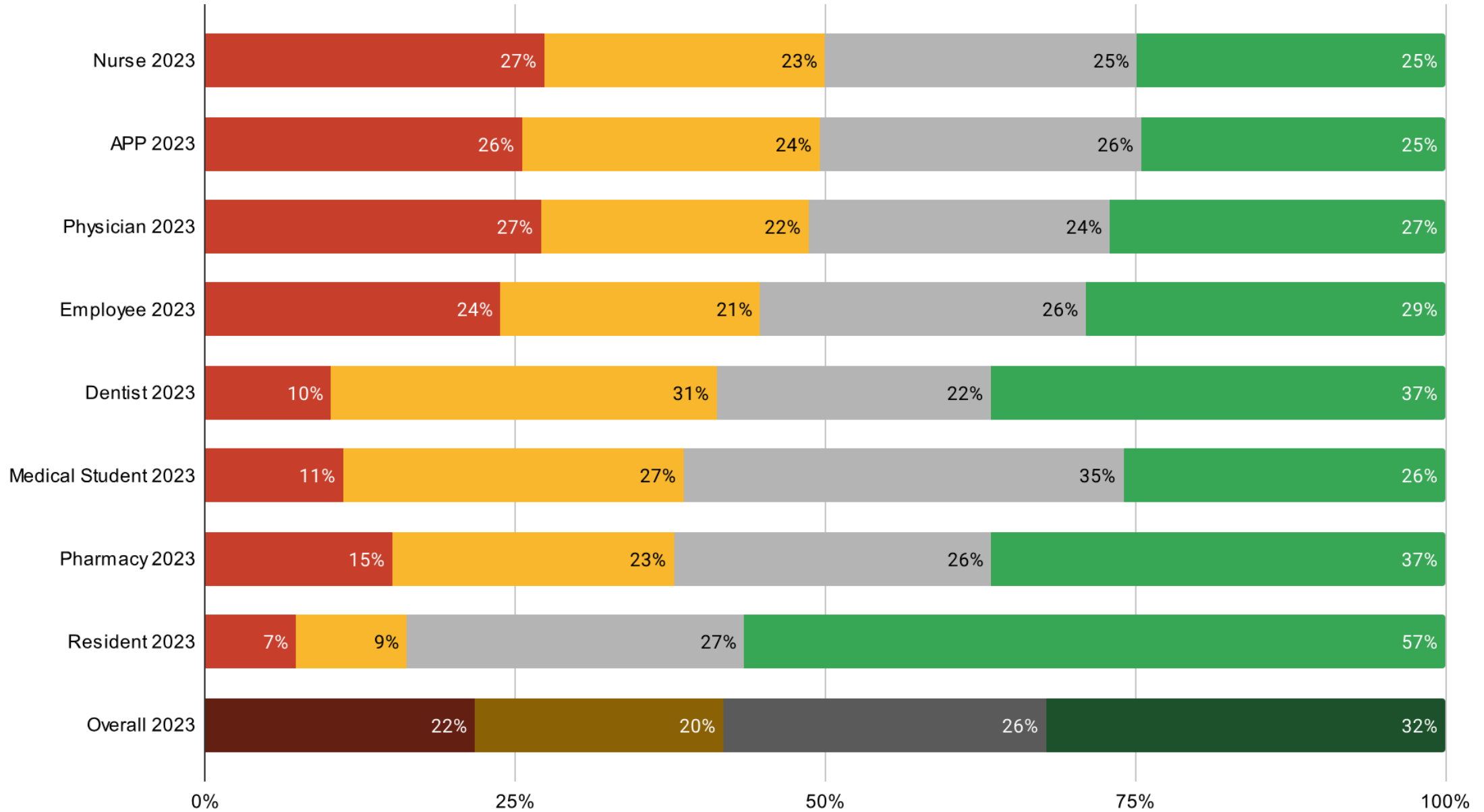


# Nurse Mean Distress



# Well-Being Snapshot By Role (2023)

Distressed %   Struggling %   Okay %   Thriving %



# Why are scores improving?

- COVID pandemic stressors lessening
- Early retirement due to pandemic
- Well-Being Leadership roles emerging and making some impact
- **Mass exodus of those dissatisfied with healthcare**



So, you're a new  
faculty member, great!

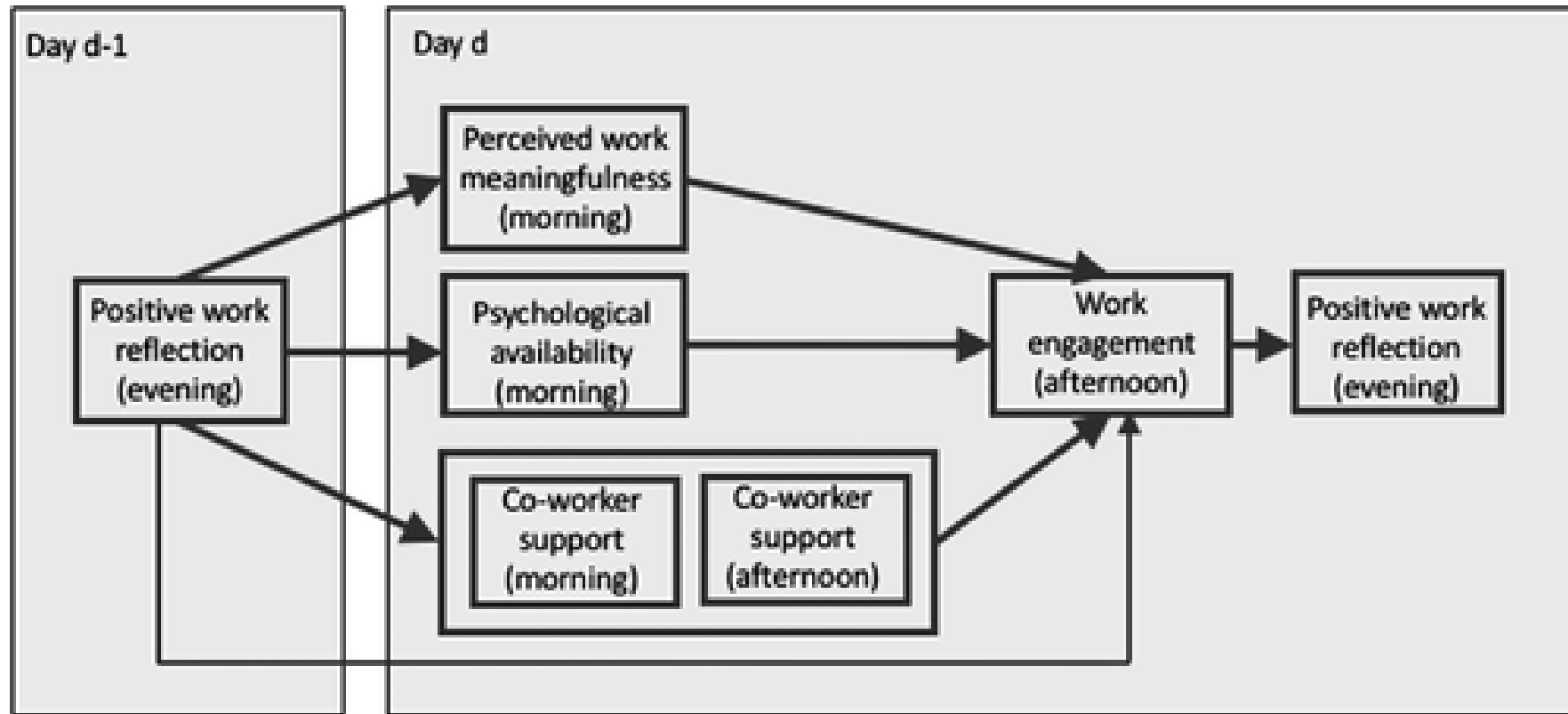


# Rest & Reflect

- At work and at home, how are you spending your mental energy?
- What are your rituals of reflection or meaning making?
- Spending a few moments pausing and thinking positively about what you do every day matters more than you realize.

# Impact of pausing after work.

**Positive work reflection** = greater sense of work meaningfulness, self-confidence, coworker support, and work engagement the next day.



# The Peace of Wild Things by Wendell Berry

*When despair for the world grows in me  
and I wake in the night at the least sound  
in fear of what my life and my children's lives may be,  
I go and lie down where the wood drake  
rests in his beauty on the water, and the great heron feeds.  
I come into the peace of wild things  
who do not tax their lives with forethought  
of grief. I come into the presence of still water.  
And I feel above me the day-blind stars  
waiting with their light. For a time  
**I rest in the grace of the world, and am free.***





**4 Cohorts**  
**25 Small Groups**  
**251 OHSU Participants**

# Camaraderie Groups

Dr. Megan Furnari

# Listen to your body and adjust your routine.

Ron Friedman, PhD Psychologists writes:

*“It’s not about putting in more effort, or trying harder, it’s about being smarter in terms of aligning the way that you work with **the way that your body naturally operates.**”*

- What are you being asked to do? Is it feasible? If not, what is feasible and how can you do it? Can you do it differently? Can you partner? Can you delegate?
- When are you typically the most productive? How is that time being used right now? Does this change in different chapters of your life and have you/can you respond to meet that change?

# Think differently and invoke creativity!

- We are all surrounded by complex problems as we navigate the world around us and the healthcare environment
- Can we get out of our usual thought patterns, beliefs, and judgements?
- Increase belonging in our community by taking time to really hear what we are missing from our own body or from those around us
- Take a course: IDEO U to learn new ways to solve old problems, online courses on how to think creatively using human centered design strategies. How do we access our creative flow again?

# Human Centered Design



## 1. Empathy

What are the perspectives of those involved?



## 2. Define

Can you clearly articulate the goal?



## 3. Ideate

How many ideas can you create to achieve this goal?



## 4. Prototype

Can you build something to test a solution?



## 5. Test

Can you test it with a person who needs the solution?



## 6. Iterate

How can you improve the design based on feedback?





Vibrancy & Vitality  
Cetas Rounds

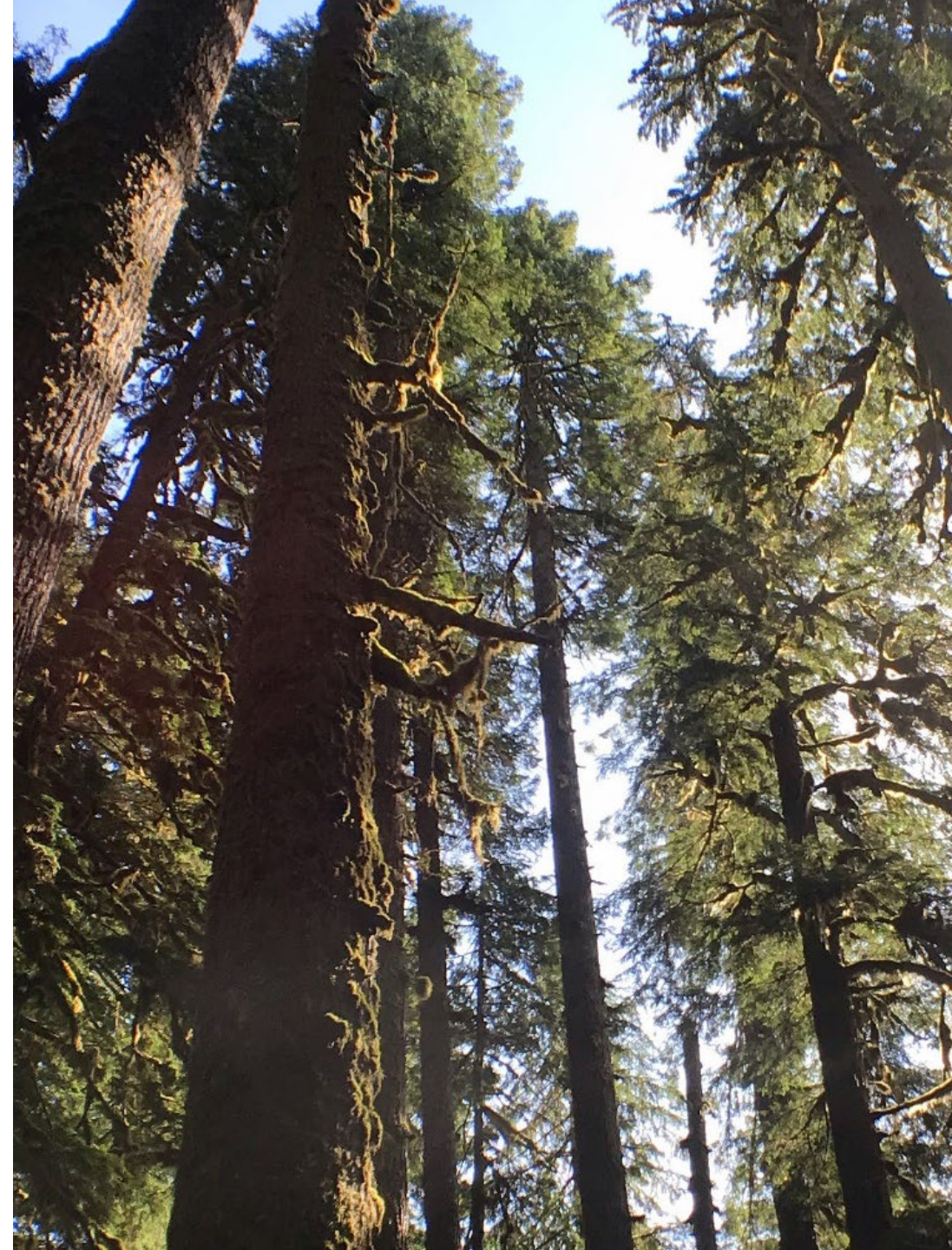
DECEMBER 9TH, 2024 | 7-8AM | RJH 4340

BREAKFAST WILL BE PROVIDED.



**We are all leaders,  
regardless of title.**

People look to you for direction,  
norms, psychological safety.



# Re-center your why AND your how

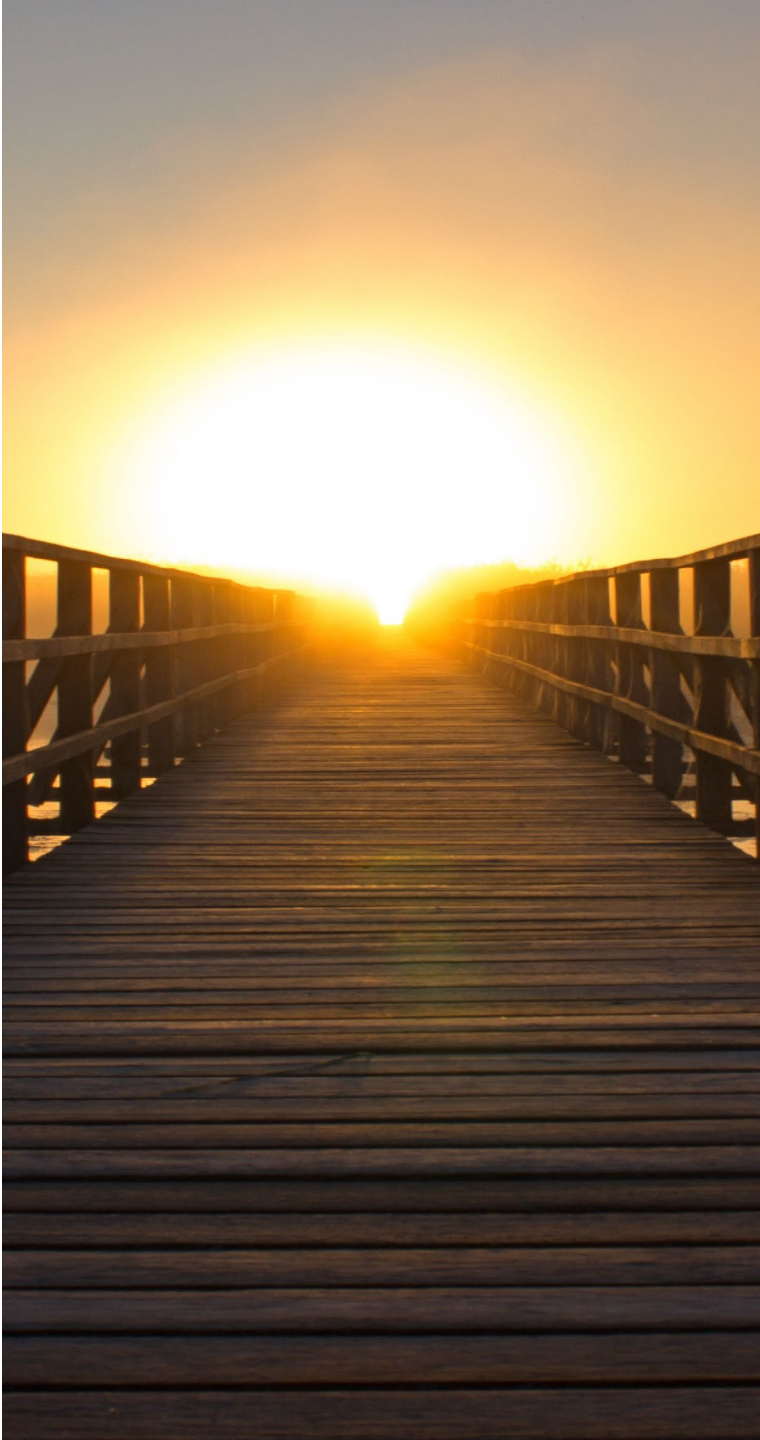
- What got you here?
- Are you still aligned with your values?
- Do you feel valued?
- Are you passionate about what you do?
- What is your process to get to your what(outcome)?
- Do you need to slow down?
- Repeat with your team members.

# Schwartz Rounds

- 5 virtual sessions and 1 in-person in 2024-2025
- Based out of the Schwartz Center in Boston
- Opportunity to connect with each other around shared purpose and think about your why/how
- Reflect on a case together with interprofessional perspectives
- Think about the emotional pieces that came up

# Team Alignment Matters

- Leadership behaviors have the most direct impact on team well-being
- Embrace wellness centered leadership: care about **people** always, cultivate **relationships**, inspire **change**
- Thought exercise: Are you the boss? Are you on a team with a burned out boss? What is within your sphere of influence, what can you do to change things? Strategic planning time? Bring more calm to the chaos?



**Wellness Consult Service for Leaders & Teams:  
Dr. Sydney Ey & Dr. Sara Walker**



# Support for Leaders

- Agile, responsive, in-house guidance helping leaders talk through how to support their teams through difficult situations
- Example: Wellness Consults were offered by HR to leaders conducting layoffs. In July 2024, our volume of 1:1 leader consults nearly doubled compared to the previous year's average.
- Applying best practices for leading through a crisis with a focus on well-being:
  - Recognizing one's own reaction, ways of coping, strengths
  - Using effective crisis leadership principles with team
    - Social cohesion
    - Information
    - Action plan
  - Attending to members most affected, linking with resources
  - Still noticing collective efficacy



# Key Takeaways

- You matter
- We are all leaders (lead from where you are at)
- Use the well-being programs to create intentional space for yourself/your team
- Build community, move outside silos



“I no longer feel that life is ordinary. Everyday life is filled with mystery. The things we know are only a small part of the things we cannot know but can only glimpse. Yet even the smallest of glimpses can sustain us.”

*~Dr. Rachel Naomi Remen (Kitchen Table Wisdom)*

# Your ideas/voice/brilliance matters to me.

- Well-being is about community and relationships.
- Email me and let's have a coffee.
- [Furnari@ohsu.edu](mailto:Furnari@ohsu.edu)

Questions?



# Camaraderie Groups

Dr. Megan Furnari

The structure of belonging is simply about getting the room right, forming small groups, getting the questions right, and putting a lid on our desire to rescue, fix and train.

**-Peter Block**, from his book “Community”

# Pride & Purpose (Session 2 Camaraderie)

- Get into small groups
- **Prompts to discuss:**
  - What are you proud of from the last year? Last week?
  - How does that impact your sense of purpose? What is your sense of purpose in healthcare?
- Large group debrief



Faculty panels: “Wish I knew then what I know now”

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# Panelists

- **Scientist/Researcher Panel**

- [Monica Hinds, Ph.D.](#), Professor of Biomedical Engineering
- [Allison Lindauer, Ph.D., N.P.](#), Associate Professor of Neurology
- [Anna Wilson, Ph.D.](#), Professor of Pediatrics
- [Shelley Tworoger, Ph.D.](#), Division Head, Oncological Sciences, OHSU Knight Cancer Institute

- **Clinician/Educator Panel**

- [Shannon Anderson, M.P.A.S., PA-C](#), Associate Professor of Neurology
- [Kristian Enestvedt, M.D., FACS](#), Associate Professor of Surgery, Division of Abdominal Organ Transplantation
- [Patricio Riquelme, M.D., Ph.D.](#), Associate Professor of Medicine
- [Benjamin Schneider, M.D.](#), Associate Professor of Family Medicine