Two years into a global pandemic, healthcare team members are in crisis. Leaders are bombarded with competing messages about how to support them and address workforce shortages. A group of experts in collaboration with the National Academy of Medicine identified the top five actions leaders should take to support team members now. These evidence-based actions can be initiated within 3 months and build a foundation for a long-term system well-being strategy.

### Action Item: These are non-normal times: adjust expectations.

Give clinicians more flexibility and autonomy, for example:
- Use crisis documentation protocols.
- Partner with legal, compliance, and IT to identify documentation that can be paused or eliminated.
- Adjust quality and patient experience goals.

### Action Item: Get rid of stupid stuff.

Partner with clinicians to identify and remove low-value work through a rapid improvement process, for example:
- Reduce EHR clicks for common workflows.
- Minimize inbox notifications.
- Eliminate unnecessary mandatory training requirements.

### Action Item: Get radical to shore up staffing.

Get frontline teams the help they need, for example:
- Send executives to the bedside.
- Consider voluntary redeployment for non-clinical staff to the frontlines.
- Create new types of shifts to fit care needs.
- Train and upskill RNs, LPNs, and MAs.

### Action Item: Designate a well-being executive.

Appoint one person with operational authority to oversee and align all clinician well-being efforts, for example:
- Appoint a system chief wellness officer.
- Assign a senior leader on a short-term basis until long-term resources are identified.
- Align well-being work with diversity, equity, and inclusion efforts.

### Action Item: EAP is not enough! Do more.

Ensure adequate mental healthcare by implementing the foundational THREE:
- Provide quality mental health counseling.
- Stand-up a peer-support program.
- Offer psychological first aid training for all people leaders.

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This resource was created through a collaboration of experts in supporting clinician well-being: Elisa Arespacochaga, VP Workforce and Clinical Affairs, American Hospital Association; Robyn Begley, SVP and CNO, American Hospital Association and CEO, American Organization of Nursing Leadership; Liz Boehm, Executive Strategist, Vocera and Learning Community Lead, CEO Coalition; Heather Farley, Chief Wellness Officer, ChristianaCare; member of CHARM Chief Wellness Officer Network; Corey Feist, CEO, Dr. Lorna Breen Heroes Foundation; Jessica Perlo, Senior Director, Institute for Healthcare Improvement; Tina Shah, Principal, TNT Health Enterprises LLC; Christina A. Sinsky, VP Professional Satisfaction, American Medical Association.

IN COLLABORATION WITH
National Academy of Medicine
Action Collaborative on Clinician Well-Being and Resilience
<table>
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<tr>
<th>Action Item</th>
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| These are non-normal times: adjust expectations.                          | HHS Topic Collection: COVID-19 Crisis Standards of Care Resources  
Penn Medicine: Clinical Practice Guideline Manual  
| Get rid of stupid stuff.                                                  | AMA STEPS Forward: Getting Rid of Stupid Stuff  
https://edhub.ama-assn.org/steps-forward/module/2767856  
IHI: Break the Rules for Better Care  
http://www.ihi.org/Engage/collaboratives/LeadershipAlliance/Pages/Breaking-the-Rules.aspx |
| Get radical to shore up staffing.                                         | AMA STEPS Forward: Team-Based Care  
https://edhub.ama-assn.org/steps-forward/module/2702013  
SHRM: Flexible Work Options in Health Care Can Result in a Win–Win  
AHA: Earn While You Learn: Innovation During a Pandemic  
| Designate a well-being executive.                                         | AMA STEPS Forward: Establishing a Chief Wellness Officer Position  
https://edhub.ama-assn.org/steps-forward/module/2767739  
ACP Internist: A call to action: Align well-being and antiracism strategies  
| EAP is not enough! Do more.                                               | AMA STEPS Forward: Peer Support Programs for Physicians  
https://edhub.ama-assn.org/steps-forward/module/2767766  
CSTS: Psychological First Aid: How You Can Support Well-Being in Disaster Victims  
https://www.cstonline.org/assets/media/documents/CSTS_PS_Psychological%20First%20Aid_Support_Well_Being_of_%20Disaster_Victims.pdf |

For more tools & strategies, check out the NAM Well-Being Resource Compendium

https://nam.edu/compendium-of-key-resources-for-improving-clinician-well-being/

An online version of this resource is available at allinforhealthcare.org