

Title: Fostering Staff Wellness and Resilience at the Laguna Honda Campus

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Background: For the past 4 years, there has been grassroots activities within the campus in addition to highlighting wellness as a strategic initiative in 2013 and performance appraisal objective in 2014. A hospital-wide policy on employee wellness was approved by the Joint Conference Committee in May 2017. The policy is in alignment with DHR's, the City's Health Service System's and DPH's support of employee health and wellness. Concurrently, there are several strategic, programmatic and tactical initiatives that DPH, the SFHN and Laguna Honda have embarked upon through the past couple of years. They include: 1) cultural humility, continuous improvement (Lean transformation), collective impact, trauma informed systems (TIS), communication, center of excellence, philanthropy, technology and True North goals (encompassing care experience, workforce, equity, quality, safety and fiscal stewardship). All these initiatives cannot be successful without the engagement of our workforce, who are our assets in providing quality care. TIS stresses the importance of creating a healing environment and public health system of care, becoming a learning organization, fostering wellness and resilience for everyone in the system.

II. Current Conditions

TIS at LHH	LHH Strategic Goals	Collaboration and Empowerment
<ul style="list-style-type: none"> •95% LHH/DPH/SFHN campus staff have attended the 4 hour TIS training •There are 3 TIS instructors at LHH who provide training for new and current staff. •There were 6 designated LHH TIS Champions that are invited to attend the DPH TIS Champions meetings but over time and through attrition, currently only 3 are active. • The Executive Administrator, TIS Instructors and Champions attend the DPH TIS Leadership meetings •Quarterly meetings are held at LHH with Instructors, Champions and Executive Administrator 	<ul style="list-style-type: none"> •The LHH Strategic Goals workgroups have incorporated the TIS principles of Trauma Understanding, Safety and Stability, Cultural Humility and Responsiveness, Collaboration and Empowerment, and Compassion and Dependability in their analysis and action planning efforts. •Specifically, the Cultural Humility Workgroup has worked to embrace differences in cultures and recruitment of diverse employees, the Communications Workgroup has identified preferred communication methods from a community survey, the Center of Excellence Workgroup has focused on enhancing quality in the various clinical programs at LHH. 	<ul style="list-style-type: none"> •A Transforming Trauma Informed Life (TTIL) Survey was conducted in 2016 and LHH's results showed that it can improve on collaboration and empowerment. •At the quarterly meeting with TIS Champions and Instructors, the recommendations for creating a healing environment, improve collaboration and empowerment include: <ul style="list-style-type: none"> •1) Co-workers need to develop a sense of awareness about different languages spoken at the workplace •2) Employees do not have a dedicated space for wellness activities •3) Employees do not have a dedicated space to take a break from the worksite

Problem Statement
On the Laguna Honda Campus, we are in need of creating a healing organization, become a learning organization, fostering wellness and resilience for our staff, who are our most important assets in the delivery of quality care and services.

- ## III. Goals & Targets
- 1) By August 2017, designate other staff as TIS Champions (just do it).
 - 2) By Fall of 2017, designate a location for employees on campus to participate in a wellness activity.
 - 3) By end of CY 2017, pilot communications workshops and create a plan for training in CY 2018.
 - 4) By end of FY 17-18, complete a survey measuring employees' engagement in wellness activities.

IV. Analysis NEED STANDARDS IN COMMUNICATIONS WHILE EMBRACING LANGUAGE DIVERSITY
 NEED CURRICULUM DEVELOPMENT AND TRAINING OPPORTUNITIES ON WORKPLACE COMMUNICATIONS
 NEED TO IMPLEMENT AND ACTUALIZE WELLNESS P&P PRIORITIZE INTERVENTIONS AIMED AT CREATING A HEALING ENVIRONMENT

IF WE...	THEN WE...	EXPECTED RESULT(S)
1) If we dedicate a space for LHH campus staff as a place to take a break from the worksite,	Then we show that we care for our employees and build on becoming a healing environment.	Employee morale is boosted: a trauma-informed system takes care of its caregivers.
2) If we strengthen our wellness program and empower our wellness champions to create a wellness hub,	Then we have engaged employees and can provide access to wellness activities.	TIS Principles of Collaboration and Empowerment are addressed. Trauma involves a loss of power and control that makes us feel helpless. However, when we are prepared for and given real opportunities to make choices for ourselves and our care, we feel empowered and can promote our own wellness and the wellness of others
3) If we provide training opportunities on workplace communications and/or intercultural communications,	Then we can promote a learning environment that embraces cultural and language diversity.	When we are open to understanding differences and respond to to each other sensitively we make each other feel understood and wellness is enhanced.
4) If we ask HRS to develop a department-specific language training tool(s) to be used in facilitating staff meetings,	Then we create a learning opportunity and can build resilience for both leadership and staff.	

VI

PLAN	DO	STUDY/CHECK	ACT
1) Designate a location for employee wellness	Mivic Hirose to find and designate space.	3/31/17 - H Building, 3 rd Floor,	Completed
2) Stand up "wellness hub"	Jennifer Carton-Wade will coordinate wellness hub set up with Facility Services, EVS, TIS and Wellness Champions.	7/14/17 – Extra equipment red tagged 8/7/17 – introduced to Leadership Forum	Completed
3) Collaborate with DHR for Communications in the Public Sector Training	Leanne Bindoy, Valerie Ferrer and Madonna Valencia will: 1) schedule 4 classes to pilot curriculum, 2) evaluate class evaluations, and 3) revise curriculum and 4) finalize curriculum for implementation CY 2018.	7/14/17 – 4 training sessions have been scheduled along with staff selected to attend	Completed
4) Collaborate with DHR for Intercultural Communications Training	Madonna Valencia and the Staff Development Team will: 1) set up focus groups, 2) provide feedback to DHR trainer, 3) schedule pilot classes, and 4) develop spread of curriculum to campus staff.	8/1/17 & 8/4/17 – focused groups completed Oct 2017 – classes scheduled Decv2017r – classes completed	Completed
5) Ask HRS to develop department-specific language training tools for managers in facilitating language communications discussions with staff	Willie Ramirez drafted guidelines and discussion points for Food Services.	7/8/17 – Food Services completed December 2017 – shared with Nursing Services	Completed
6) Establish access to PCs for EVS Staff at their 4 th floor Meeting Room	Chauncey Jackson will work with Russell Nakai, Diana Kenyon and IT to prepare the room for PCs and workstations.	March 2018 - completed	Completed

