

Fostering Staff Wellness and Resilience at the Laguna Honda Campus 8/3/18

Background: For the past four years, there has been grassroots activities within the campus in addition to highlighting wellness as a strategic initiative in 2013 and adding wellness as a 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), 2) collective impact, 3) trauma informed systems (TIS), 4) communication, 5) centers of excellence, 6) philanthropy, 7) technology and 8) 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 and services for San Franciscan clients served. 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.

As part of the TIS Leadership and Champions work plan, a Transforming Trauma Informed Life (TTIL) Survey was conducted in 2016 and LHH's results showed that it can improve on collaboration and empowerment. And at a quarterly meeting with LHH TIS Leadership, Champions and Instructors in December 2016, the group decided to focus on the following needs:

- 1) for co-workers need to develop a sense of awareness about different languages spoken at the workplace,
- 2) to provide employees on campus a dedicated space for wellness activities and a dedicated space to take a break from the worksite, and
- 3) to provide Environmental Services team members a dedicated space for checking emails and completing online trainings.

Problem: An A3 was used as the framework for action planning.

On the Laguna Honda Campus, we are in need of creating a healing organization, becoming a learning organization, fostering wellness and resilience for our staff, who are our most important assets in the delivery of quality care and services. We are in need of identifying space for wellness activities and a place for our team members to take a break from the worksite, as well as begin our journey to embracing differences such as languages spoken at the workplace, race and culture within our community.

Aim:

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

Intervention(s) and Results:

A. A Hospital-Wide Policy and Procedure on LHH's Wellness Program was developed and approved on March 2017.

B. Communications Workshops were provided to Laguna Honda participants/team members for a total of 16 classes and 273 participants. Breakdown is as follows:

<i>Class Title</i>	<i>Provided By</i>	<i># Participants</i>
Managing Implicit Bias, June 2017	DHR, total of 1 class	14
Communicating Across Cultures, July to December 2017	DHR, total of 5 classes	83
Customer-Focused Communication, July 2017	DHR, total of 6 classes	86
Creating an Inclusive Environment and Managing Implicit Bias, January to March 2018	DHR, total of 4 classes	90

The DHR workshops received positive evaluations. Attendees requested more trainings to be made available for other staff who did not attend.

C. Administration Services and Executive Team worked on designating a location for an employee Wellness Hub in May 2017. Facility and Environmental Services worked together with Administration Services to prepare the room and procure items for the Wellness Hub. The Wellness Hub was made available to Laguna Honda Campus employees in September 2017.

D. A Workforce Well-Being Survey was conducted at the end of Calendar Year 2017, in concern with DPH's Survey. Results showed the following:

Question	Result (1 disagree to 5 agree)	Analysis/Next Steps/Action Plan
Interest in a worksite well-being activity	4.50 n=53 responses	This data confirms general interest in wellness from LHH campus employees.

Question	Result (1 disagree to 5 agree)	Analysis/Next Steps/Action Plan
Currently participate in a worksite well-being activity	Yes: 40% (n=21) Occasionally: 34% (n=18) No: 21% (n=11) No, worksite doesn't have well-being activity: 4% (n=2) Other: 2% (n=1)	Will use this data as baseline.
Barriers from participating in a well-being activity	Limited time to participate: 38 Lack of flexibility in schedule: 10 Activities are not offered in convenient time: 7 Lack of well-being activities that are of interest: 6 Don't know about activities or the Wellness Hub: 4	An opportunity exists to broadly inform the Laguna Honda community about its wellness activities. Will plan to send out information through the CEO notes, Info Sheet and/or other means.
Current opportunities from SF Health Services System would be interested in seeing at LHH	Health Screenings: 20 Educational Seminars/Healthy Cooking Demonstrations: 10 Wellness Coaching: 8 Group Exercises: 7 City-wide Well-Being Challenges: 5 Walking the Track/Walking Group: 1	Will share this data with SF HSS and coordinate/collaborate in bringing SF HSS organized wellness activities to LHH. Of note, Healthy Weight Series began in June 2018 at LHH for a 12-week seminar. Zumba and Bootcamp continue to be provided on campus, taught by LHH employees.
Health condition that DPH can focus on	Stress/Stress Management/Stress Relief/Overwork: 34 Hypertension/Diabetes: 7 Well-Being/Exercise: 2 Obesity/Diet Management: 2 Anxiety/Dysregulation: 1	SF HSS' Healthy Weight Series, a weekly session for 12 weeks, began in June 2018, attended by approximately 12-15 participants. We plan to request SF HSS to bring their Managing Stress workshop series to LHH.

Measures/Indicators:

of Communications-Focused Classes Made Available for LHH Staff = 16

of LHH Staff Who Participated in the Communications-Focused Classes = 273

of LHH TIS Champions = Total of 12 as of July 2018 [EVS – 2, DET – 5, Nursing – 2, Vocational Rehabilitation – 1, Administration – 2]

Space Designation for Wellness Hub on the Laguna Honda Campus = Yes, in the Administration Building, 3rd Floor, H-Wing

Space Designation for Environmental Services Staff to Use to Completing Mandatory Trainings and Emails = Yes, in B400 EVS Conference Room

Lessons Learned:

- Applying the concepts, tips and strategies from the DPH TIS Champions meetings are not easily spreadable throughout the LHH campus as we have limited number of LHH TIS Champions.
- Communications classes provided by DHR received positive feedback and comments from participants. To ensure sustainability, DET Educations have incorporated parts of the training curricula with LHH based mandatory and educational offerings.
- Although workstations were made available for EVS Staff, they are needing encouragement to use and access the computers while at work. The current EVS Director is increasing the # of EVS Staff who have access to email and the IN Domain network.
- Disseminating information about wellness activities on campus, the Hospital-wide Policy and Procedure on LHH Wellness Programs and/or the Wellness Hub will take some time. The increase in the use of the Wellness Hub and word of mouth by employees will assist in spreading information about the availability of wellness classes and activities.
- Sharing LHH's work on wellness with the DPH TIS Program helped to secure grant funds to add equipment to the Wellness Hub. As well, applying for a SF HSS grant helped to add additional items and equipment (stationary bikes, yoga mats) to the Wellness Hub and the ability to fund a one-time healthy food fair the celebrate colorful choices challenge this past May 4, 2018.
- The Wellness Hub was able to be in place due to a team effort between the Wellness Coordinator, Wellness Champions and the Operations Teams (Environmental and Facility Services).
- Designating and appointing a Campus Wellness Coordinator is key to organizing the creation and opening of the Wellness Hub as well as coordinating the wellness activities and grant applications.

Next Steps:

- Recommend increasing the number of LHH TIS Champions with the goal to have one for each department. Discuss if possible to integrate TIS Champion with SF HSS Wellness Champion role.
- Continue to convene quarterly TIS Champions meetings and monthly Wellness Champions meetings.
- Education Services have included selected topics from the DHR communication trainings on LHH-based curricula and trainings thus spreading communication objectives and principles learned from the DHR workshops.
- Continue to include communications curricula to existing and ongoing LHH based trainings.
- Periodically publish information about the Wellness Hub and other wellness options on Campus.
- Research for future grant funding opportunities.

Contact Information:

Mivic Hirose	415-759-2363
Shannon Petty	415-759-3542
Jennifer Carton-Wade	415-759-3015
Chauncey Jackson	415-759-3056