

California Health Improvement Project (CHIP)

The Vibrancy Project:

Supporting Primary Care Leaders to Thrive in an Era of Transformation

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Problem Statement

The San Francisco Health Network (SFHN) Primary Care Leadership Team (PCLT) is committed to engaging, supporting and sustaining the primary care workforce while providing high quality, cost-effective healthcare and a positive patient experience. As members of a dynamic public health system on the cutting edge of healthcare transformation, the leaders and clinic managers are faced with extensive internal and external demands. This can lead to a depletion of energy, losing focus, becoming overextended, and may create a vulnerability for burnout and loss of vibrancy.

Depleted Energy,
Distracted,
Overextended

Energized!
Focused!
Vibrant!

Project Description

Prevent burnout and increase vibrancy in safety net leaders and managers by increasing awareness, teaching skills, encouraging practice and offering group support. These strategies have been shown to increase energy, effectiveness, and meaning in other work environments.

Goal and Objectives

Goal: To support primary care leaders and managers in the San Francisco Health Network by enhancing well-being and vibrancy in four key areas: 1) Mind 2) Body 3) Emotions and 4) Spirit

Output-oriented Objectives:

1. Twelve members of the SFHN PCLT will participate in four modules of wellness interventions
2. Strategies will be presented on each topic on a monthly basis with suggested practice skills and follow-up in weekly PCLT meetings

Outcome-oriented Objectives:

1. By July 2016, participants will report significantly improved scores in overall energy management as measured with standardized pre- and post-intervention surveys
2. By July 2016, participants will endorse the perceived value of the intervention using an additional post-intervention survey
3. By September 2016, a plan for the application of this intervention or some variation will be planned for the wider group of up to 80 frontline SFHN Primary Care Managers

Outputs & Outcomes

Outputs Achieved

- ❖ Ten PCLT team members participated in the majority of interventions; eight participants completed both pre-and post-intervention surveys
- ❖ **Phase I:** Initial self-assessment; two modules of coping skills (Mind, Body) were presented, with weekly check-ins during PCLT meetings over two months
- ❖ **Mid-point survey:** All participants reported valuing the intervention and wanted to continue, though half preferred a more individualized, self-directed approach
- ❖ **Phase II:** Remaining two modules of coping skills (Emotions, Spirit) were presented, with individual choice re: application. No weekly group check-ins. Texts and email encouragement provided
- ❖ **Phase III:** Each team member identified Meyers-Briggs Type Indicator (MBTI) profiles to determine unique stressors, coping strategies, and how the team could best support individual needs
- ❖ **Phase IV:** Voluntary workshops planned for frontline managers

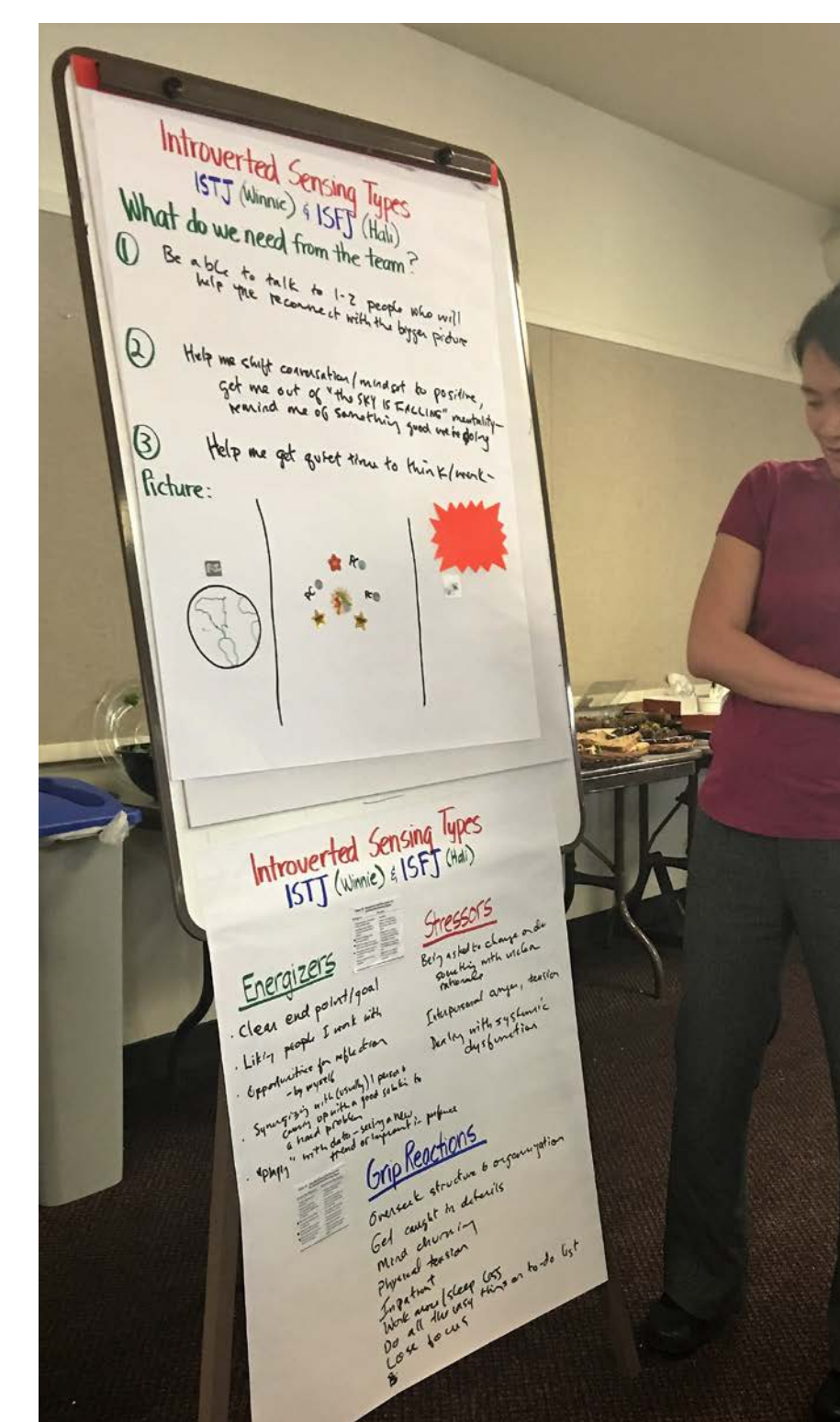
Outcomes Achieved

- ❖ 63% of participants improved scores on a pre/post “energy management” survey
- ❖ Mean scores improved from “Significant energy management **deficits**” to “Reasonable energy management **skills**”
- ❖ Satisfaction scores were at a mean of 3.0 on 5-point Likert scale
- ❖ Most highly rated items on satisfaction survey:
 - ❖ Usefulness of the MBTI “in the grip” to help manage energy and cope better under stress
 - ❖ Importance of supporting frontline managers in managing stress and maximizing/renewing energy

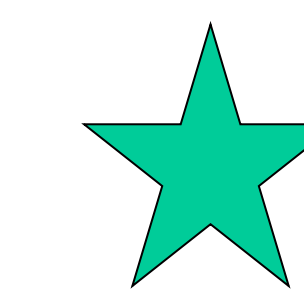
“I enjoyed the ‘In the Grip’ exercise with my colleagues”

“We could make this a Deep Dive with activities that could be promoted/adapted for Health Center staff”

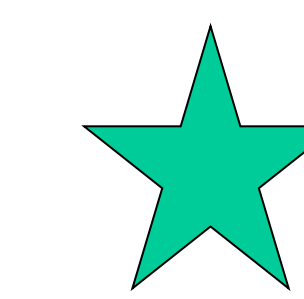
“Gave me permission to take those few extra minutes to breathe deep and relax, and prioritize lunch with colleagues instead of sitting at a desk doing work that wasn’t all that urgent”



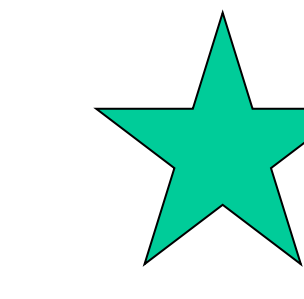
Lessons Learned



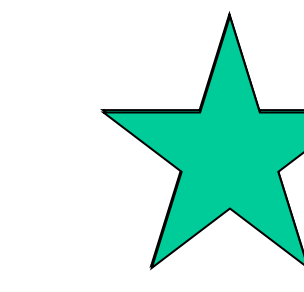
One size does not fit all! A leadership team with diverse styles and roles will benefit from identifying the “problems” with stress/energy depletion upfront to better understand the root causes



Assess individual needs and preferred styles of learning; begin with how unique MBTI profiles respond “in the grip” of stress to encourage more engagement and satisfaction with interventions



Offering voluntary options that address a wide range of needs may be the best way to approach well-being support in a large organization



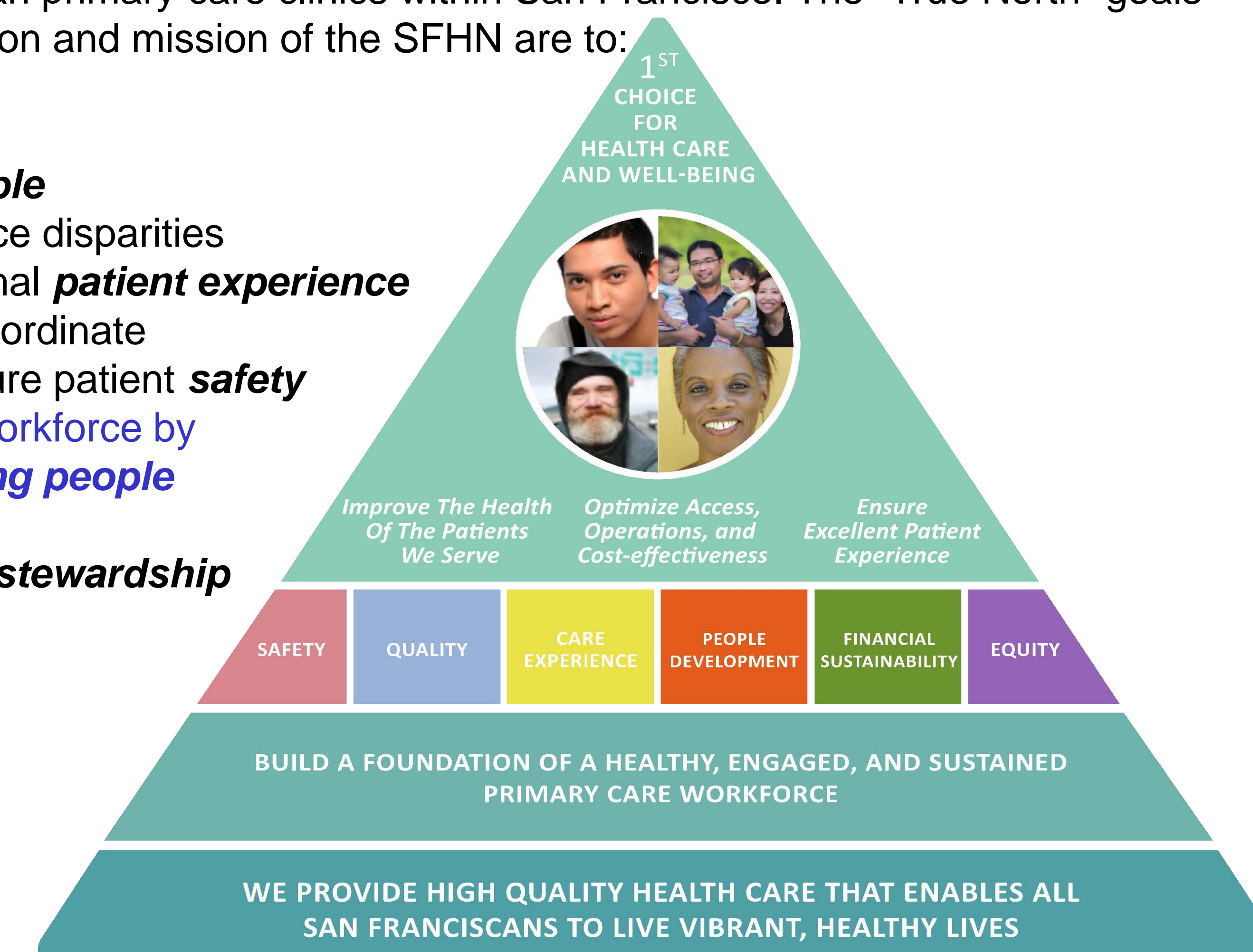
The work is challenging! Sustaining and supporting leaders requires weaving energizing, mindful practices into various work forums

About My Organization

The San Francisco Health Network is the integrated delivery system of the San Francisco Department of Public Health. Its vision is **to be every San Franciscan’s first choice for health care and well-being**, and its mission is **to provide high quality health care which enables all San Franciscans to live vibrant, healthy lives**.

SFHN Primary Care is the safety net which provides care for over 65,000 active patients in 15 urban primary care clinics within San Francisco. The “True North” goals to achieve the vision and mission of the SFHN are to:

- Improve **health**
- Provide **equitable** care to reduce disparities
- Guarantee optimal **patient experience**
- Integrate and coordinate care to ensure patient **safety**
- Build a **strong workforce by developing people**
- Ensure effective **financial stewardship**



Contact Me

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CHCF HEALTH CARE LEADERSHIP PROGRAM