

17 Keys to the Success of Your Corporate Wellness Program



Dike Drummond MD
CEO, TheHappyMD.com
DikeDrummond@Gmail.com
360-420-2100

© Dike Drummond MD all rights reserved

1

Learning Objectives

- Learn Common Leadership Mistakes when Implementing a Physician Wellness Program
- Learn 17 Key Tools and Attitudes to Avoid These Mistakes
- Take One New Action to Increase Your Wellness Impact

2

The Knowledge Base

Since 2010:

- Over 3000 Hours One-On-One COACHING
- Over 40,000 DOCTORS TRAINED
- 175 Corporate and Association Clients
- 216 WELLNESS CHAMPIONS TRAINED
at our *Quadruple Aim Physician Leadership Retreat*

**Based on ground-level experience
with individual doctors and organizations
of all sizes and business models**

3

Before We Begin

17 Keys - 1 Objective

Choose Just One of the Keys to Deploy When
You Get Back Home

ONE NEW ACTION STEP

JUST ONE

[? THE MOST FUN ?]

4

Before We Begin

Grab the Handout TheHappyMD.com/Summit
Or take good notes

Let's Begin

5

17 Keys to Wellness Program Success

1) Put Your Own Mask on First

Be especially wary if you are not given
Protected Time or Pay
for your Wellness Duties

**Don't Allow Your Wellness Role
to be Your Personal LAST STRAW**

6

17 Keys to Wellness Program Success

2) Be the Change You Want To See

Three Layers of Wellness Leadership

- MODEL
- MENTOR
- SUPPORT

**Lead by Example
Up and Down the Org Chart**

7

17 Keys to Wellness Program Success

3) Tell Your Burnout Story First

When in doubt or starting off ...
Begin with Your Own Burnout Story
The Good
The Bad
The Ugly - especially the Ugly

You Go First

8

17 Keys to Wellness Program Success

3) Tell Your Burnout Story First
Take VULNERABILITY off the table

Show them that Telling the Truth
and Being Open and Honest is
NOT DANGEROUS

9

17 Keys to Wellness Program Success

4) Do Everything WITH your People
Not TO Them

Beware of your
LONE RANGER PROGRAMMING

10

17 Keys to Wellness Program Success

4) Do Everything WITH your People
Not TO Them

Asking what they need
And giving it to them
Is a **MASSIVE CULTURE SHIFT** in most groups
You have their back ... in a new and tangible
way

11

17 Keys to Wellness Program Success

4) Do Everything WITH your People
Not TO Them

If you implement someone else's tool or
program
Without surveying your people first
You will make things worse
Classic example of *TO not WITH*

Classic LONE RANGER



12

17 Keys to Wellness Program Success

5) Teach Burnout's True Identity
Up and down the org chart
Root Out the **Problem - Solution Naming Error**
Over and Over and Over again

13

Burnout's True Identity

Understand this first ...
Burnout is
NOT
A
"PROBLEM"

14

Burnout's True Identity

Problems have solutions
Problem + Solution = No Problem!

Burnout is not a Problem
It is a **DILEMMA**

A Never Ending Balancing Act

15

Burnout's True Identity

The Balancing Act

RECHARGE ENERGY BURN

Work AND Home

This Balancing Act NEVER ENDS

16

Burnout's True Identity


You can't solve a DILEMMA
Because it is Not a Problem

**You must build a STRATEGY
to maintain
the BALANCE you seek**


3-5 NEW Actions
Make them HABITS

17

Parallel Burnout Strategies



Canary
Personal
RESILIENCE




Coal Mine
Organization
SYSTEM DESIGN

18

Burnout's True Identity

As a Leader ...

Call out Dilemmas
Help your teams see Dilemmas
Transform frustration into an effective STRATEGY



3-5 NEW Actions
Make them HABITS

19

17 Keys to Wellness Program Success

6) Release the Absent

No matter what you do ... you will never get 100% participation
You will naturally focus on all the people who don't show up

**Notice - Breathe
Release the Absent
Have a GREAT TIME with Everyone
Who Shows up**

[take lots of pictures of smiling faces]

20

17 Keys to Wellness Program Success

7) Build a Coal Mine Strategy Generator ASAP



Each Organization is Unique
Each Burnout Prevention Strategy is Unique
If you've seen one Wellness Program
you've seen one

Must build a *Strategy Generation Process*

21

17 Keys to Wellness Program Success

7) Build a Coal Mine Strategy Generator ASAP



Team is Key
"Burnout Prevention Working Group"
Must have full corporate support
Coordinate with HR/IT/Marketing/Project
Management/C-suite

22

17 Keys to Wellness Program Success

8) You are Keeper of the Quadruple Aim Question

"What effect does THIS have on the health and wellbeing of our providers and staff?"

23

17 Keys to Wellness Program Success

8) You are Keeper of the Quadruple Aim Question


Put your Wellness Champion/CWO Hat On
Get ready for blowback
"Things were fine around here until you showed up"

Remind the Senior Leaders of your WHY

24

17 Keys to Wellness Program Success

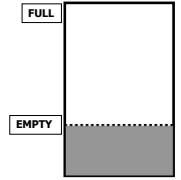

9) Always Build TRUST
 Build Trust with EVERY INTERACTION
 Teach Senior Leaders to Do the Same
A Culture of Trust is Key to Wellness



25

17 Keys to Wellness Program Success

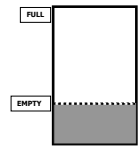

9) Always Build TRUST
 Every Relationship has a TRUST ACCOUNT
 Leaders must maintain a POSITIVE BALANCE
 Every interaction is a chance to Make a Deposit ...
OR NOT

26

17 Keys to Wellness Program Success

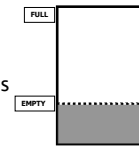

A Simple Trust Test
 What is your team's reaction when you show up unannounced?
 -Head up and Happy
 - Head Down and "What did I do now?"

27

17 Keys to Wellness Program Success

9) Always Build TRUST Round On Your People
 Conversations outside times of crisis
 Schedule them as a routine
 Up and Down the Org Chart
 - Monthly staff meeting
 - Monthly direct reports meeting
 - Monthly meeting with your boss

28

17 Keys to Wellness Program Success

10) Don't Allow Senior Leaders to Delegate Wellness to You

Always build bridges to senior leaders
Must have senior leaders *visible and continuous support* for your projects

29

17 Keys to Wellness Program Success

10) Don't Allow Senior Leaders to Delegate Wellness to You

Manage your boss(es) - Stay on the same page
**Leaders can sabotage all your good work
*in a heartbeat***
Leaders get burned out too

30

17 Keys to Wellness Program Success

11) Bridge the Quadruple Aim into the Leadership Development process ASAP

Train all leaders to be Quadruple Aim Leaders
Model, Mentor and Support Wellness
Understand the business case for physician wellbeing

We Must Teach Them

31

17 Keys to Wellness Program Success

11) Bridge the Quadruple Aim into the Leadership Development process ASAP

They must be aware of all your programs
Know how to refer providers in crisis
And round on their direct reports to build Trust

32

17 Keys to Wellness Program Success

12) If you build it they WILL NOT COME

If you do great work
 But don't communicate it effectively
 - **it NEVER HAPPENED !!**

"Didn't you get the email?"

Is a LEADERSHIP FAILURE !!

33

17 Keys to Wellness Program Success

12) If you build it they WILL NOT COME

BRANDING

- A Cool Name and a Cool Logo

COMMUNICATION

- An Effective Awareness Campaign

- Be Seen Everywhere, All the Time

Both Massively Important to Your Success

34

17 Keys to Wellness Program Success

LOGO Examples



35

17 Keys to Wellness Program Success

12) If you build it they WILL NOT COME

YOU MUST DRIVE PARTICIPATION

Enrollment Precedes Engagement

Promote / Enroll / Entice / Market and Sell

Pictures of smiling people - LOTS OF THEM

Testimonials - LOTS OF THEM

Emphasize benefits of participation

Show WIIFM

36

17 Keys to Wellness Program Success

12) If you build it they WILL NOT COME

AWARENESS CHECK:

Show your providers your BPWG Logo

Can They?

- Name your program ?
- List two of its activities or benefits ?
- Tell you the next social event ?

37

17 Keys to Wellness Program Success

13) Metrics Metrics Metrics

Measure or Die

Your Program's Life Depends On It

=> People's Lives Depend On It

38

17 Keys to Wellness Program Success

13) Metrics Metrics Metrics

Level One: Program Utilization

Track and Drive Participation

Track Burnout or Engagement Rates

This is Never Enough

39

17 Keys to Wellness Program Success

13) Metrics Metrics Metrics

Level Two: Return on Investment - ROI

Burnout measurement is irrelevant

If wellness is an investment, must show ROI

"CFO Metrics"

Your Target is the *Axis of Influence*

CFO => CEO


40

17 Keys to Wellness Program Success

13) Metrics Metrics Metrics

Measure something the C-suite feels is important
 Or your program will die in year three
 Not enough "feel good" to continue the expense

Don't Launch Anything Without Metrics




41

17 Keys to Wellness Program Success

13) Metrics Metrics Metrics

CFO Metric Examples:

- Payor Quality Metrics
- Safety/Errors
- Patient visit/procedure volumes, patient access, backlogs and wait times
- Patient, staff and physician engagement scores
- Turnover / Recruitment / Retention – physicians and staff
- Gross income, expenses and profit



42


17 Keys to Wellness Program Success

14) Negotiate for protected time and pay for your Wellness Leadership Activities

This is a meaningful investment with a measurable ROI

An Equitable Exchange of Value
 "I teach people how to treat me"
 Don't let your wellness role be your personal ...

LAST STRAW




43

17 Keys to Wellness Program Success

15) Never Make Anything Mandatory

Resist leadership urges to make every successful program mandatory

The single best way to kill any aspect of any wellness program is to Make it Mandatory



44

17 Keys to Wellness Program Success

16) There is No Cookie Cutter
"If you have seen one wellness program,
you have seen one"

Build Your Own Coal Mine Strategy
to Match Your Unique Circumstances

- Collaborative - WITH Not TO (remember?)
- Iterative
- Innovative

45

17 Keys to Wellness Program Success

16) There is No Cookie Cutter

Example:
"Synchronized Bowling"
*Synchronized Bowling was a success!
100 people in Wenatchee, 50 in Omak
and 30 in Moses Lake. Super fun and
more synchronized activities requested
for the future*



46

17 Keys to Wellness Program Success

16) There is No Cookie Cutter

Launch *Innovation Pilot Projects* aimed at

- Building a less stressful workplace
- And a more supportive culture

Devote a portion of the organization's
bandwidth to Wellness R&D

47

17 Keys to Wellness Program Success

17) Minimum First Step

In the absence of a formal wellness
program, the best first step is

CIRCLE THE WAGONS

48

17 Keys to Wellness Program Success

17) Minimum First Step
CIRCLE THE WAGONS

Grab your closest team of work colleagues
 Your ward/wing/service/call rotation
 Support each other as a "tribe"
 Even if the larger organization is toxic or clueless or both

49

17 Keys to Wellness Program Success

BONUS)

1) Aim for Zero Sum

+1
-1
0

Stop Before You Start

Make Your Implementation ZERO SUM
Time / Energy / Stress
To Your Providers
If At All Possible


50

17 Keys to Wellness Program Success

BONUS)

2) When Hipocrisy Hits You
Right in the face

Channel Columbo
I'm Curious
I'm Confused
Maybe you can help me out here




51

17 Keys to Wellness Program Success

BONUS)

2) When Hipocrisy Hits You
Right in the face


ALWAYS know the
Mission Statement By HEART
 It is a Weapon in your hands
 No One Else will know it !!!



52

Implementation Key

**Plate Spinning
Theory of
leadership
development
One skill at a
time**



53

What Did You Learn ?

What did you learn?
Which of these keys to success
will you implement first?
What is the first step in your implementation?
When will you take that step?

54

**17 Keys to the Success of Your
Corporate Wellness Program**



Dike Drummond MD
CEO, TheHappyMD.com
DikeDrummond@Gmail.com
360-420-2100

© Dike Drummond MD all rights reserved

55