



Stanford
MEDICINE
Health Care

Resiliency is a Symptom of a Broken System:

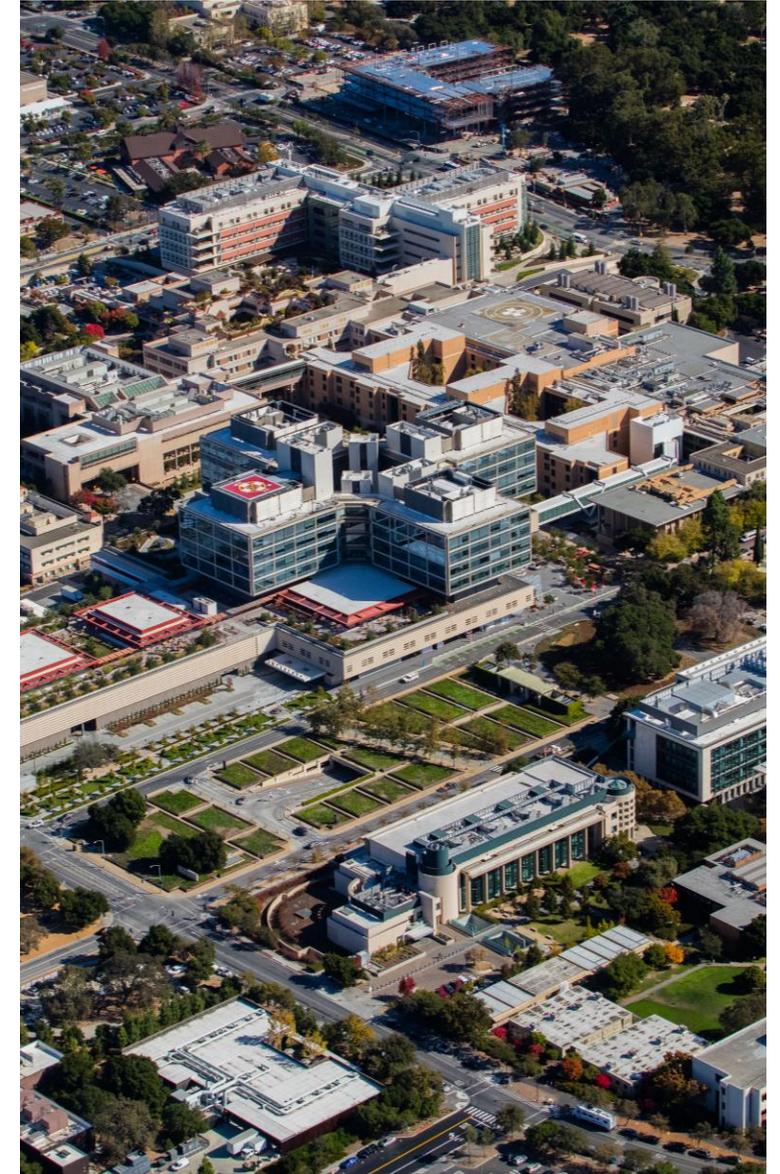
A Framework for Treating the Root Causes of Burnout



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Stanford Health Care | Hospital and Clinic Activations

Stanford Health Care (SHC)

- Stanford Medicine is an ecosystem comprising the Stanford School of Medicine and the pediatric and adult health care delivery systems
- Stanford Health Care is part of the adult health care delivery system of Stanford Medicine
- Combining clinical care, research, and education to advance the understanding and practice of medicine, Stanford provides compassionate, coordinated care
- Stanford has over 200 hospital campuses and clinics throughout the San Francisco Bay Area
- Stanford is the #1 hospital system in California and one of the top 22 hospital systems in the United States according to 2023 US News & World Report

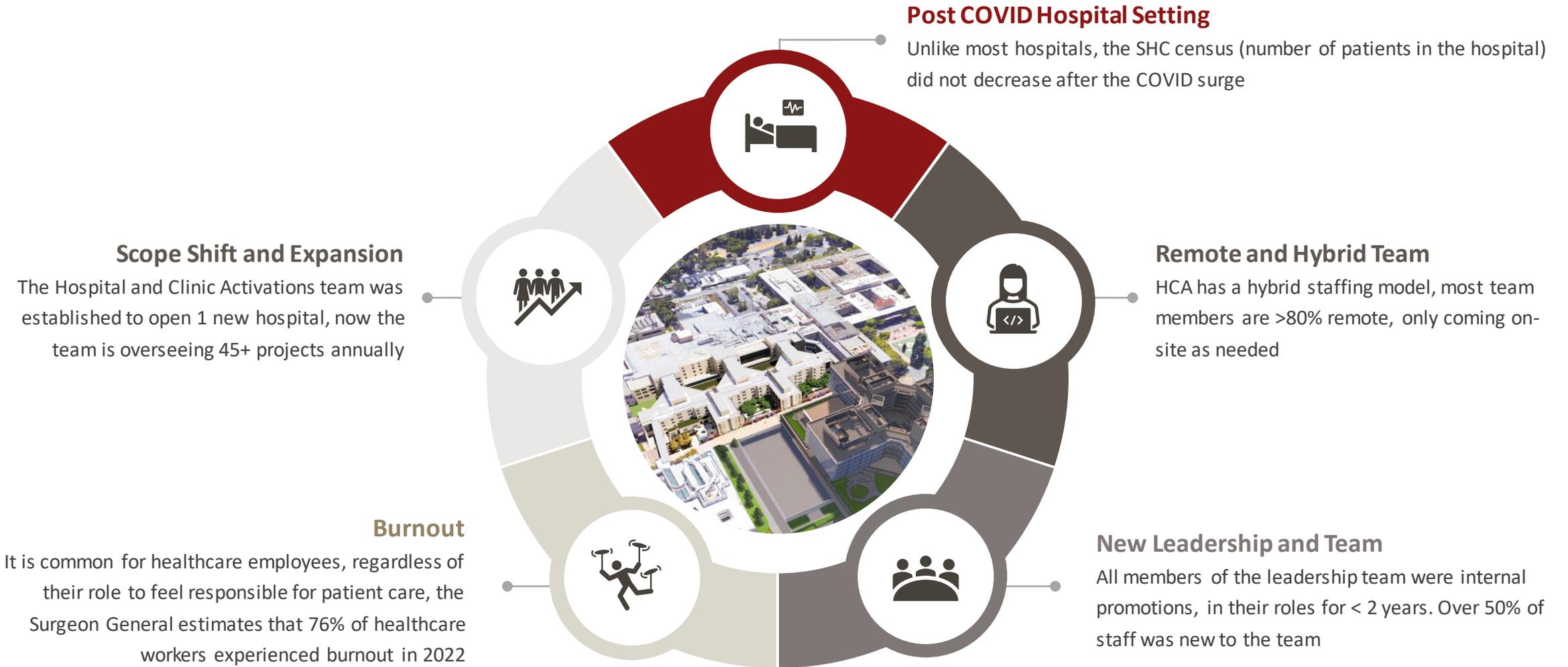


Hospital and Clinic Activations

- Stanford Medicine is growing at a rapid pace; new facilities are needed to accommodate the community demand for health care services at Stanford
- Existing facilities require updating to meet California seismic (earthquake) safety standards and deliver exceptional experiences for patients and providers
- The Hospital and Clinic Activations (HCA) team manages the “activation” of new spaces, aligning stakeholders from design through opening



Background



Leadership Philosophies

Growth Mindset

- View challenges as opportunities
- Learn from feedback
- Find others' success inspiring
- Believe that talent and knowledge are ever-improving

Systems Thinking

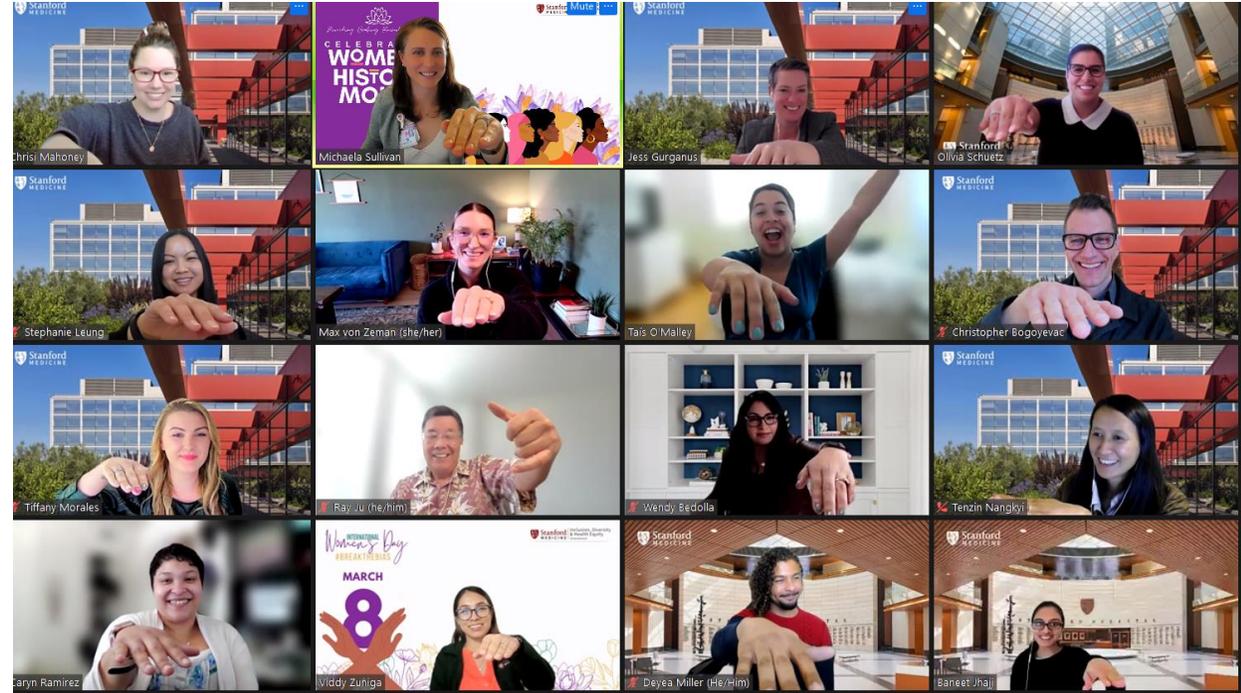
- Look at connected wholes rather than separate parts
- Curious, open minded
- Seek out root causes over quick fixes
- Expand the range of options available for solving a problem



Leadership Ethos, not egos

- Lead by example
- Practice empathy and humility
- Establish meaningful relationships
- Exercise servant leadership
- Understand that leadership success is based on the success of the team
- Be authentic, open, transparent, honest

Be patient, change doesn't happen overnight



Reality...



Burnout

Many factors contribute to burnout

- Lack of agency
- Overwork/Long hours
- Chaos, and lack of structure
- Uninspiring or ineffective leadership
- Bureaucracy and “busywork”

“Working 55 or more hours per week — compared to 35-40 hours — is associated with a 35% higher risk of a stroke and a 17% higher risk of dying from heart disease.”

- 2021 World Health Organization study



Resiliency

“The ability of something to return to its original size and shape after being compressed or deformed”

- By definition, a person can only be resilient when they have been pushed to extremes
- Resiliency is an indicator that something is wrong, *not* a solution to the problem



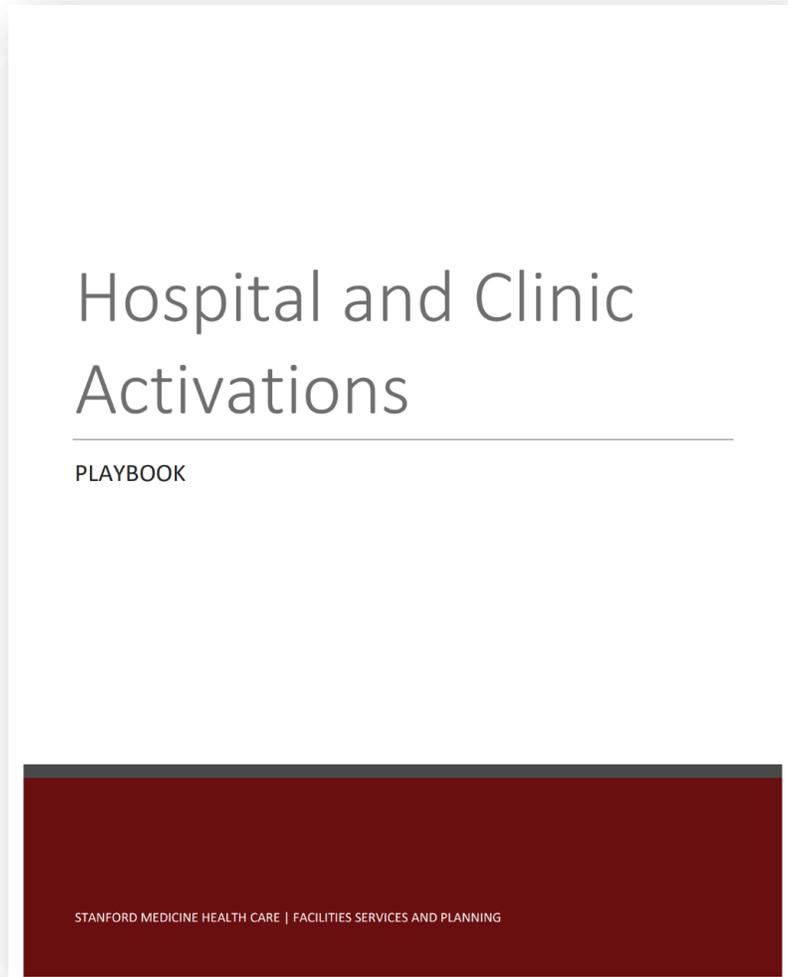
Start with the Basics

Teamwork



- Create space for the team to connect
- Celebrate milestones and accomplishments
- Encourage team members to recognize each other for achievements
- Socially-focused team building events
 - Museums
 - Picnics
 - Baby Showers
 - Crafting

Standardization



Find what works and stick to it (*with a clear process for improvement and feedback*)

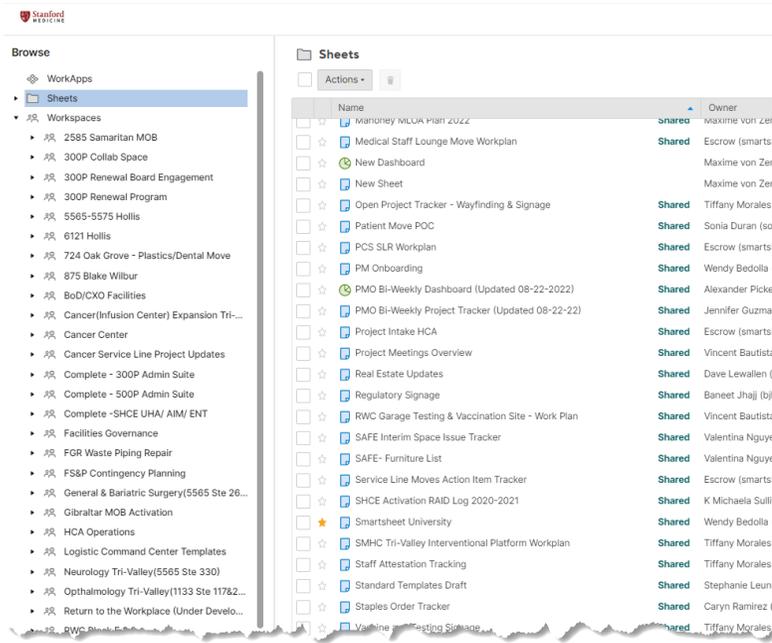
Standardization is not:

Restriction of individual decision making or the end of autonomy

Standardization is:

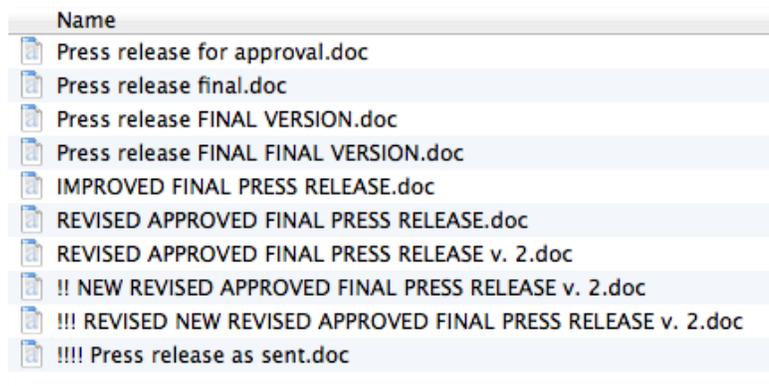
Establishing a common framework and enabling shared experience

Simplification



- Reduce non-value-added tasks
- Streamline meetings to optimize communication platforms
- Clean up folders and archive old content

Just because that's how something has always been done, doesn't mean it's the best way to do it



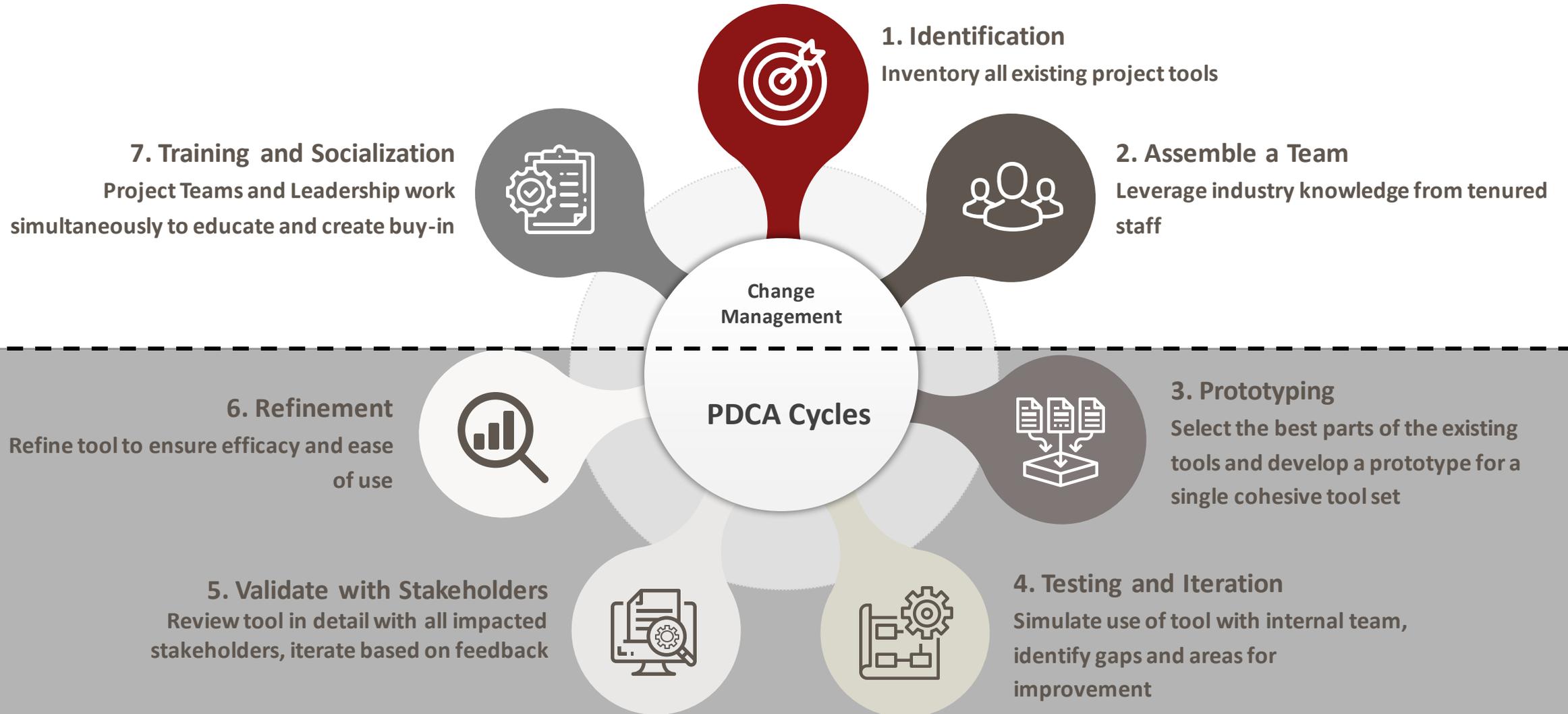
Engagement



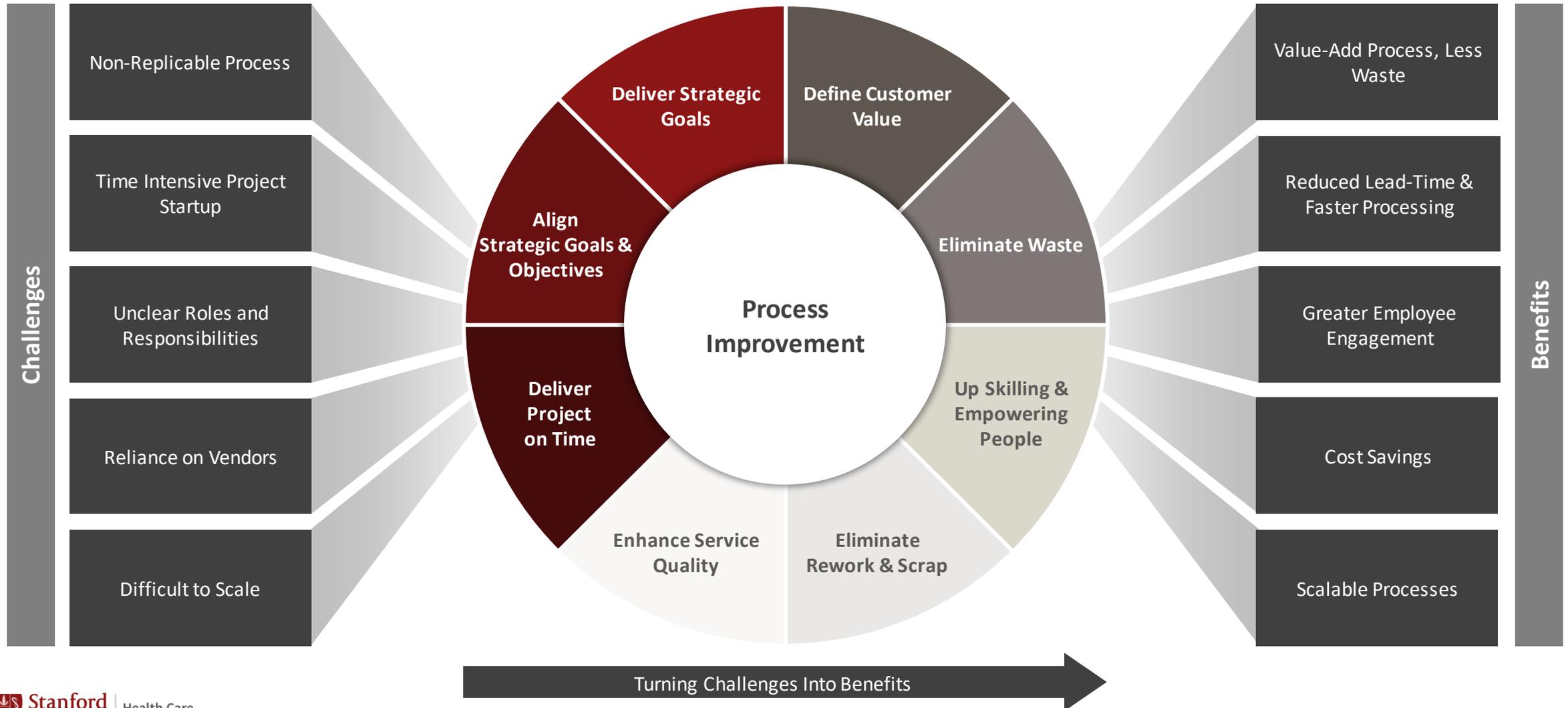
- Involve the team in creating the norms and processes
- Engage team in daily and ongoing improvement work
- Actively incorporate staff feedback into leadership development
- To the extent possible, transparency in leadership level conversations
- Focus on individual professional development
- Revisit role of the department in the larger ecosystem on a regular cadence

Process Improvement

Improvement Process



Areas for Change: Challenges and Benefits



Sustained Gains

Clarity of Purpose



Tie work to the mission of the organization



Clearly delineated roles and responsibilities



Understand scope and how it fits with other departments

***“Healing
humanity
through
science and
compassion,
one patient at
a time”***

Lean

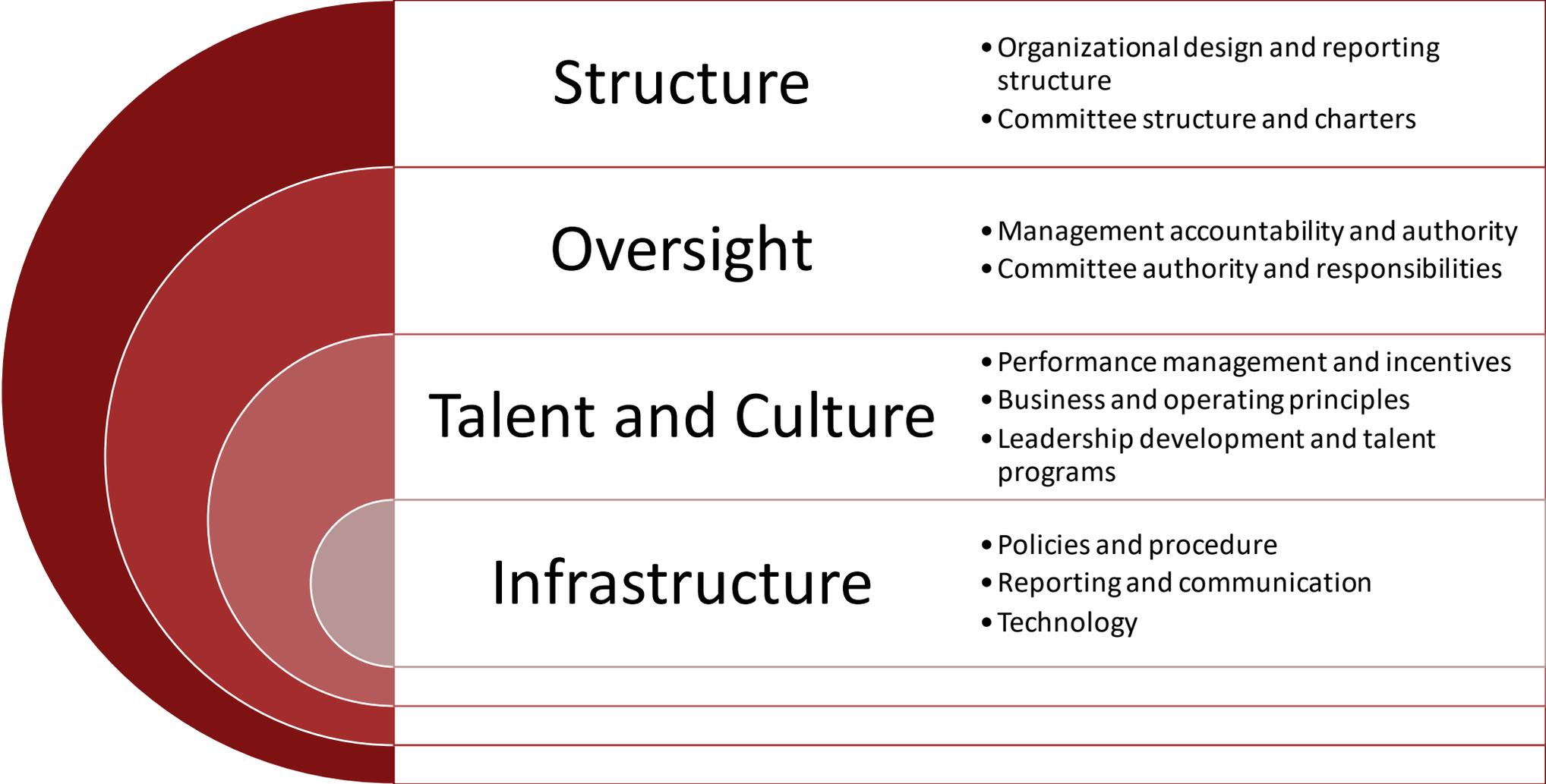
Lean Management marries principles to create **predictable outcomes** from **replicable processes**. Lean **removes non-value-added activities** from a process and is often used in conjunction with Six-Sigma (**reducing variation**).

The magic of Lean is that it can be applied to projects, big or small, and it provides a well-understood construct as team members move between projects and as new projects are launched - it is truly a system

Businesses use Lean to reduce variation, optimize processes and create a consistent experience for customers and staff; this ensures that clarity of expectations, quick responses to challenges, and replicable success



Governance



Results and Framework

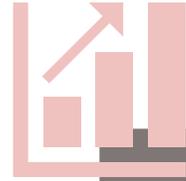
Results



Current State

- Staff attrition from FY22, excluding contingent staff was 30%
- Score of 4.02 / 5, (80.4%) as of November 2022 StandOut Platform Pulse Survey “I understand what is expected of me at work”
- HCA uses external consultants to support project workplan development and cross-entity collaboration

Target State (SMART Goal)



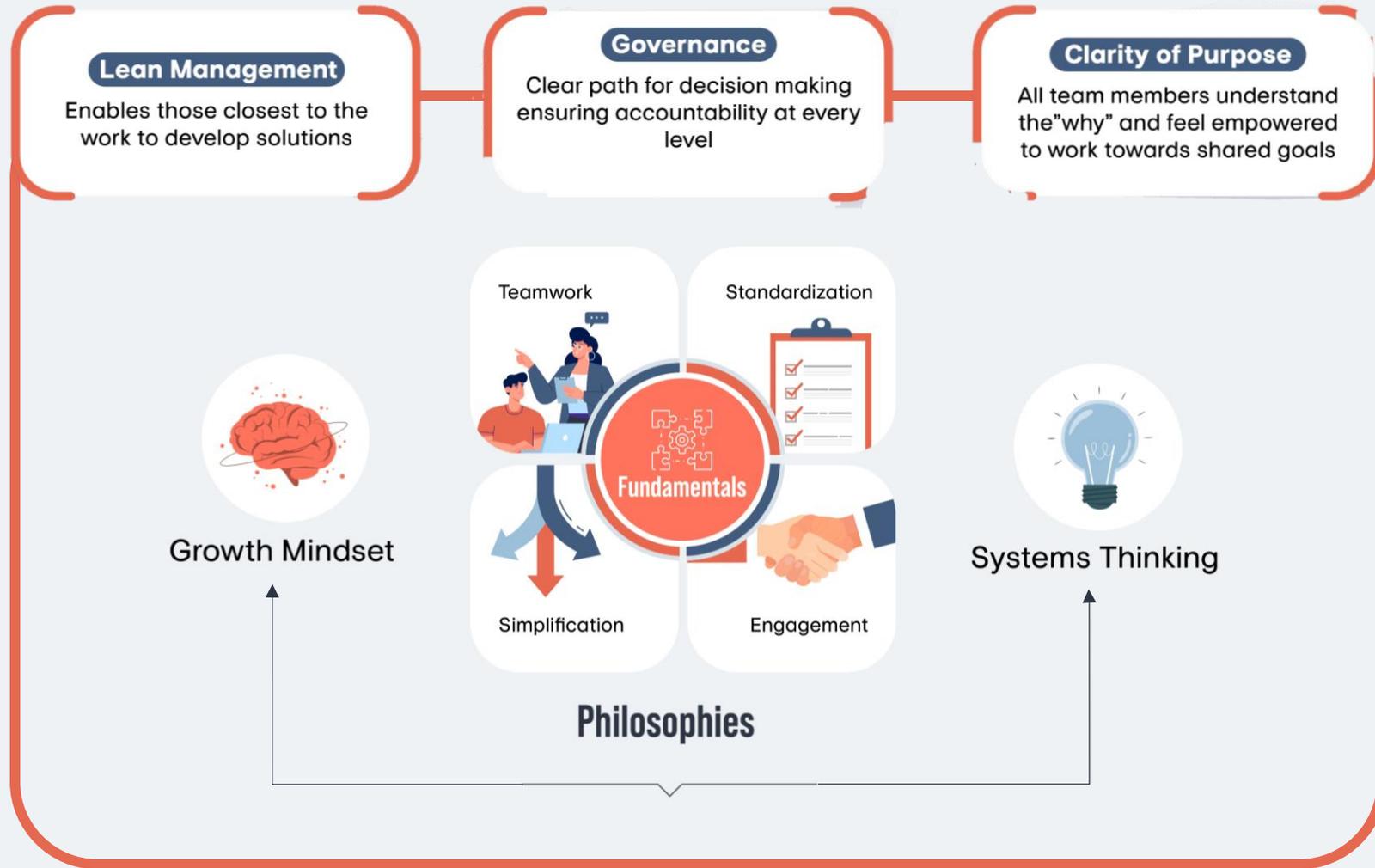
- In FY23 (September 1, 2022 to August 31, 2023) decrease staff attrition by 10% in comparison to FY22 (Sept 1, 2021-Aug 31, 2022).
- Increase the StandOut Platform Pulse Survey “I understand what is expected of me at work.” outcome results by 5%.
- Conversion of 100% of project plans into standardized milestone and deliverable tracker.
- Consolidation of ≥ 20 Project Tools and Templates.
- Eliminate external project management consultant support utilized to identify project objectives and increase cross-departmental collaboration.

Results



- Staff attrition for FY23 to date is 17.4%, a **decreased of 42%**
- Score of 4.39 / 5, (87.8%) **increase of 7.4%** as of February 2023 for StandOut Platform Pulse Survey “I understand what is expected of me at work”
- Conversion of **100%** of project plans into standardized milestone and deliverable tracker
- Consolidation of **114** disparate former documents, standardized into 21 Project Tools and Templates
- Eliminate external project management consultant to support Pull-Planning

VonSull Framework



Questions?

Thank You