

Building Wellness Cultures to Promote Optimal Health and Well-being in Nurses: Evidence-based Strategies That Work!

Bernadette Mazurek Melnyk, PhD, APRN-CNP, FAANP, FNAP, FAAN

Vice President for Health Promotion, University Chief Wellness Officer

Dean and Helene Fuld Health Trust Professor of Evidence-Based Practice, College of Nursing

Executive Director, the Helene Fuld Health Trust National Institute for Evidence-based Practice

Professor of Pediatrics and Psychiatry, College of Medicine

Editor, *Worldviews on Evidence-based Nursing*

go.osu.edu/copingwithcovid19



THE OHIO STATE UNIVERSITY

From a Small Coal Mining Town to Buckeye Nation as CWO: My Story





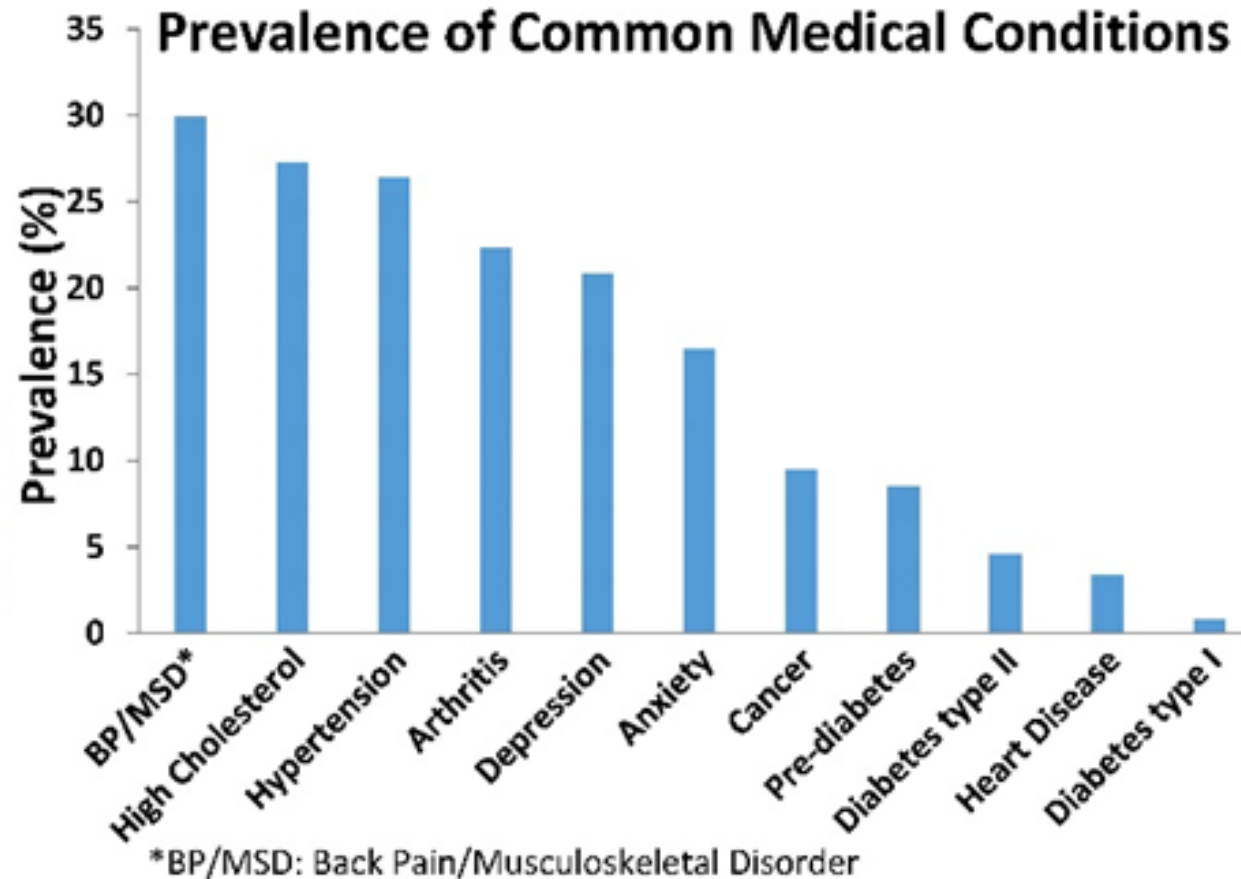
SPECIAL REPORT

UNITED STATES ^{OF}
STRESS

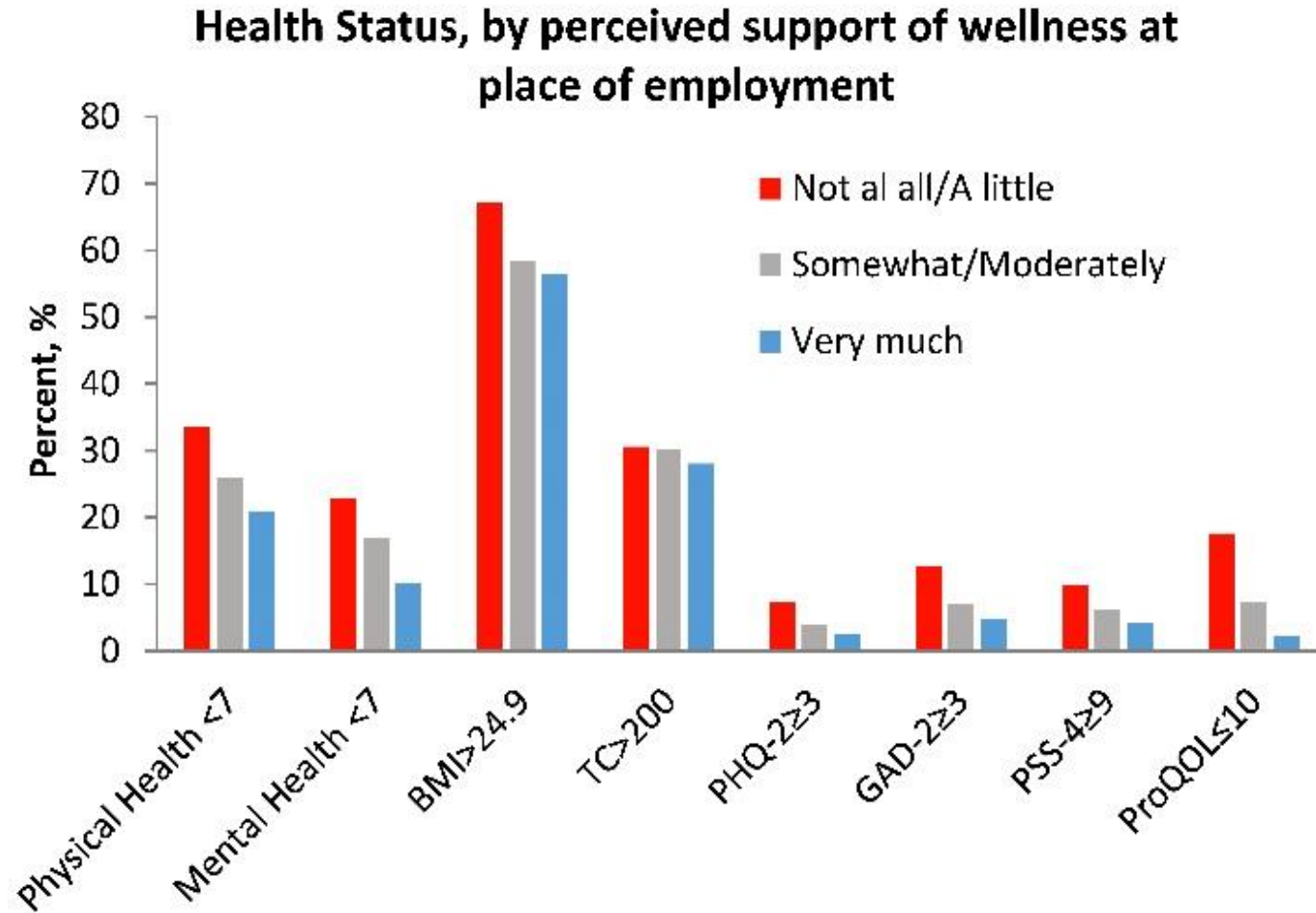
EVERYDAY  HEALTH™

A National Study Links Nurses' Physical and Mental Health to Medical Errors and Perceived Worksite Wellness (N=1790)

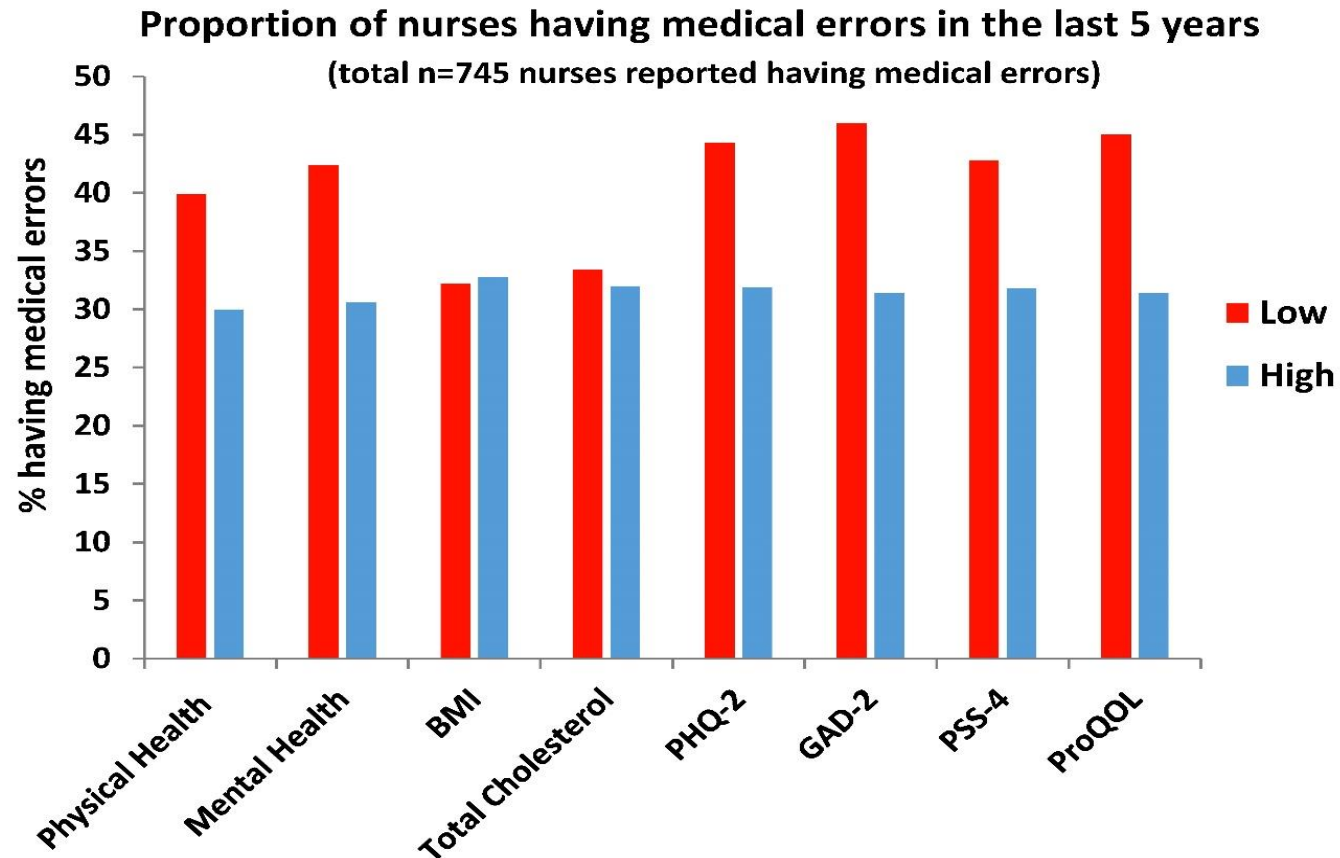
Melnyk, Orsolini, Tan et al., 2018, *Journal of Occupational and Environmental Medicine*



Health Status by Perceived Wellness Support

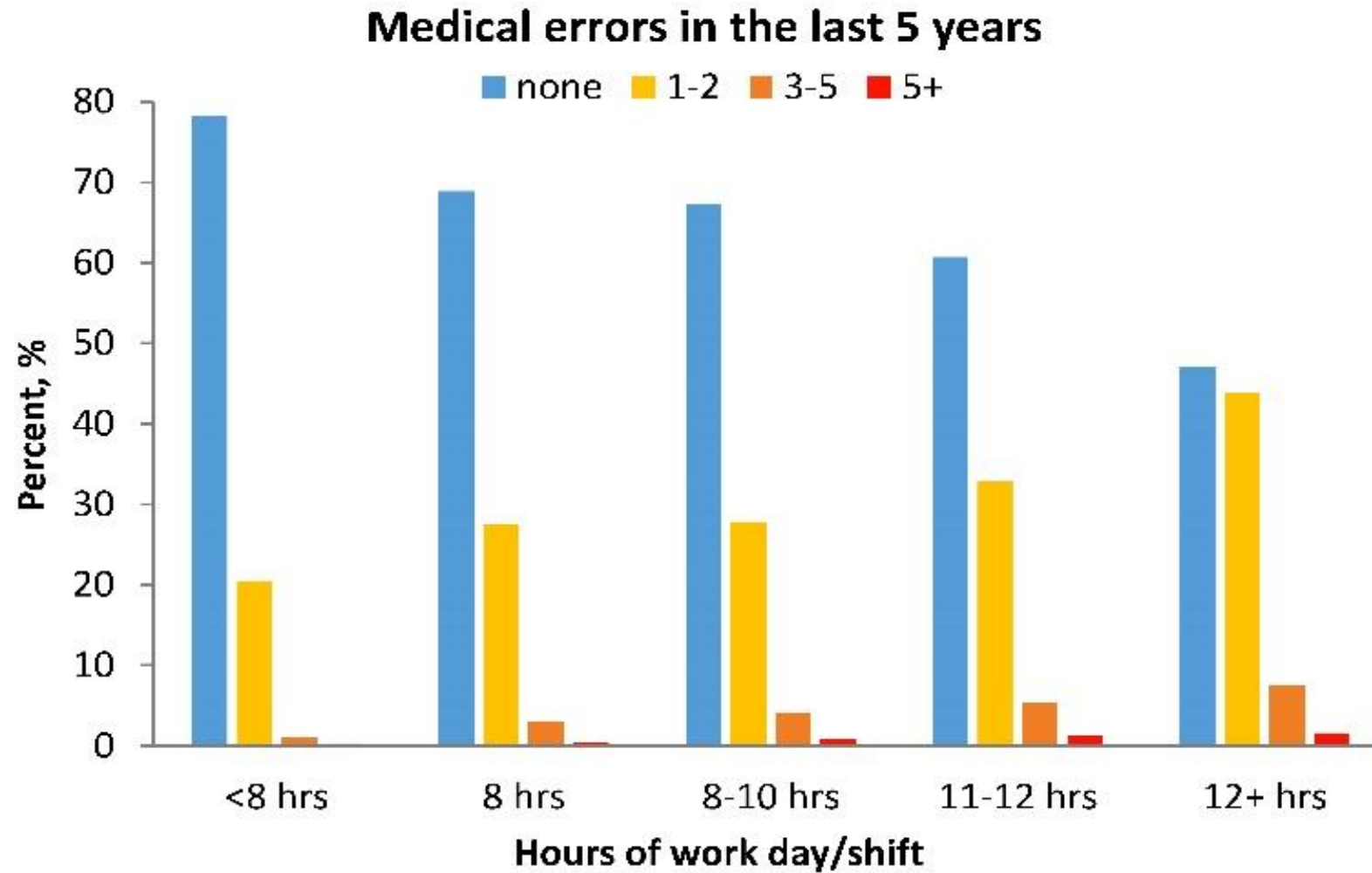


Percent of Nurses with Poor and Good Health with Medical Errors

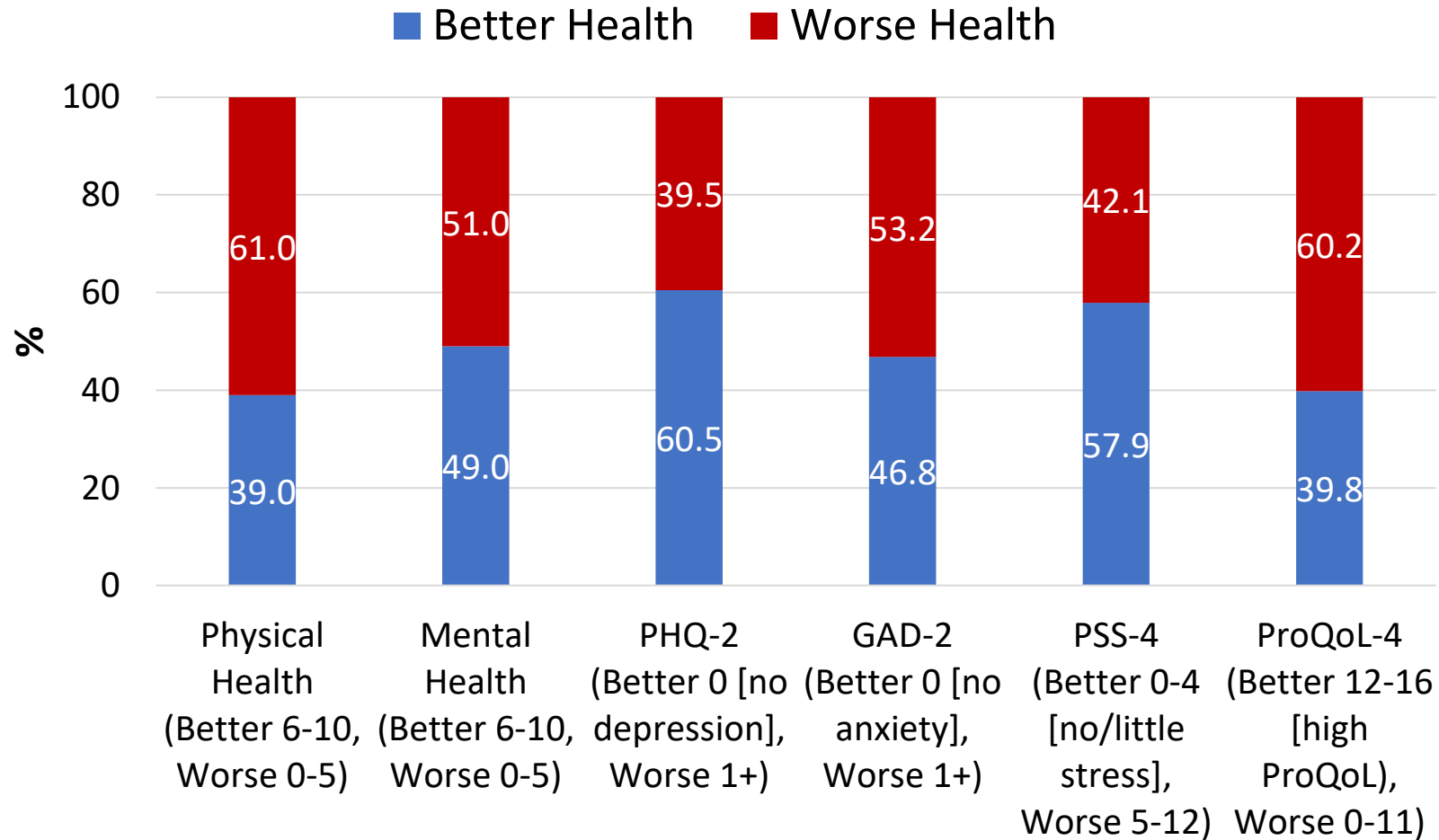


From Melnyk et al, 2018, *Journal of Occupational and Environmental Medicine*

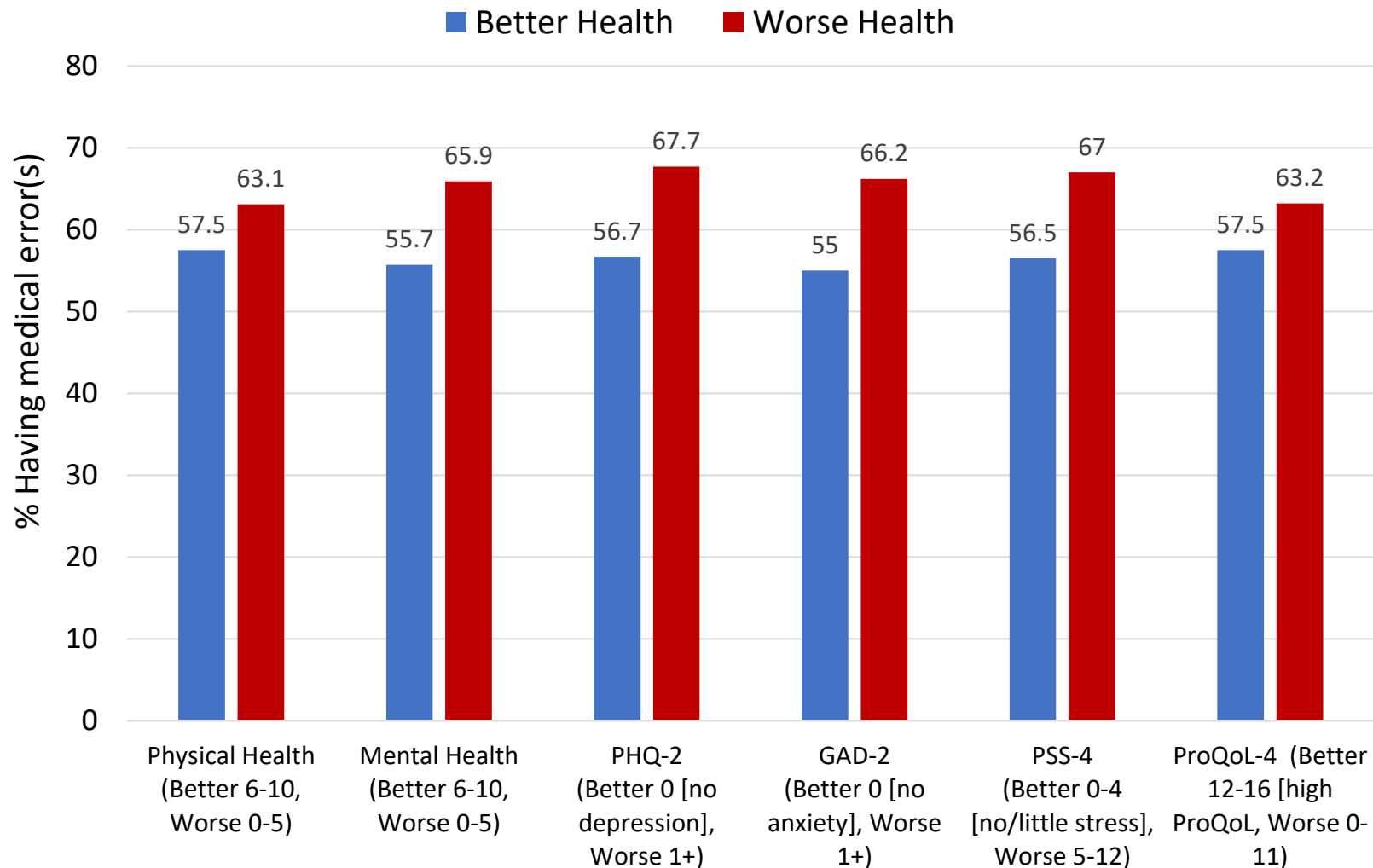
Errors and Shift Work



Physical and Mental Health of 771 Critical Care Nurses Across the U.S.



Percent of Critical Care Nurses Having Medical Error(s) in the Past 5 years (overall = 60.9%) by Health Status



Causes of Burnout and Distress in Nurses/Healthcare Professionals

- Increased clinical demands, work overload, long hours
- Decreased control
- Poorly functioning teams
- Role ambiguity
- Moral distress
- Reimbursement issues
- Decreased time with patients
- Difficulty balancing personal & professional lives
- Inefficiency of the Electronic Medical Record
- Isolation



400
physicians commit
suicide each year, a rate
more than
2X
that of the general
population
Andrew & Brenner, 2015



Physician rates of
depression
remain alarmingly
high at

39%

Shanafelt, 2015

23-31%
Prevalence of emotional
exhaustion among
primary care nurses
Gamez-Urquiza et al, 2016

24%
of ICU nurses tested positive
for symptoms of post-traumatic
stress disorder
Mealer et al., 2007

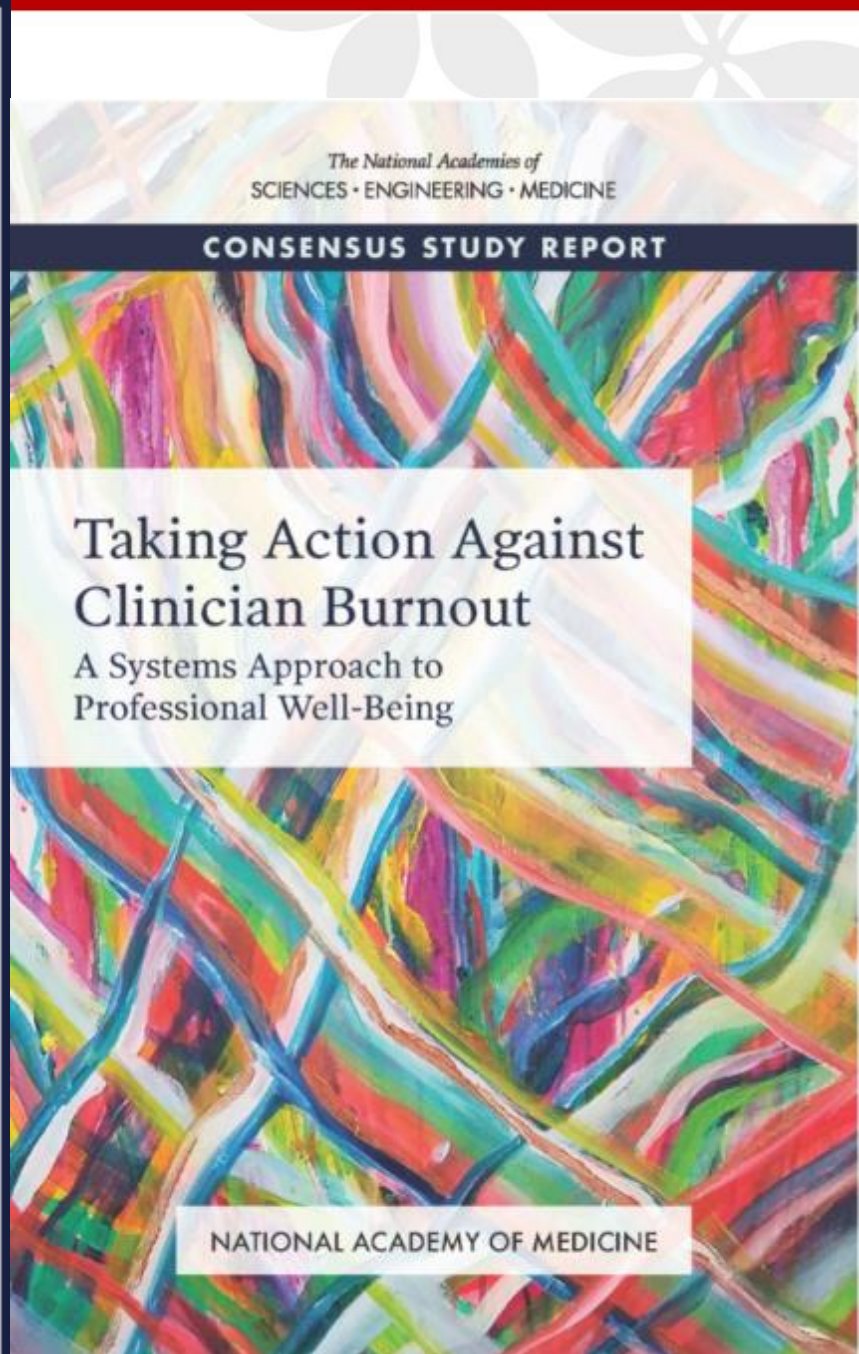
How can we protect the health of the people who protect our own?



National Academy of Medicine
Action Collaborative on
Clinician Well-Being and Resilience

Learn more at nam.edu/ClinicianWellBeing

@theNAMedicine



The National Academies of
SCIENCES • ENGINEERING • MEDICINE

CONSENSUS STUDY REPORT

Taking Action Against Clinician Burnout

A Systems Approach to
Professional Well-Being

NATIONAL ACADEMY OF MEDICINE




National Academy of Medicine

Action Collaborative on
Clinician Well-Being and Resilience

Burnout is widespread among U.S. clinicians.


Solutions are possible.



**ACTIONABLE
SOLUTIONS TO
TACKLE CLINICIAN
BURNOUT.**

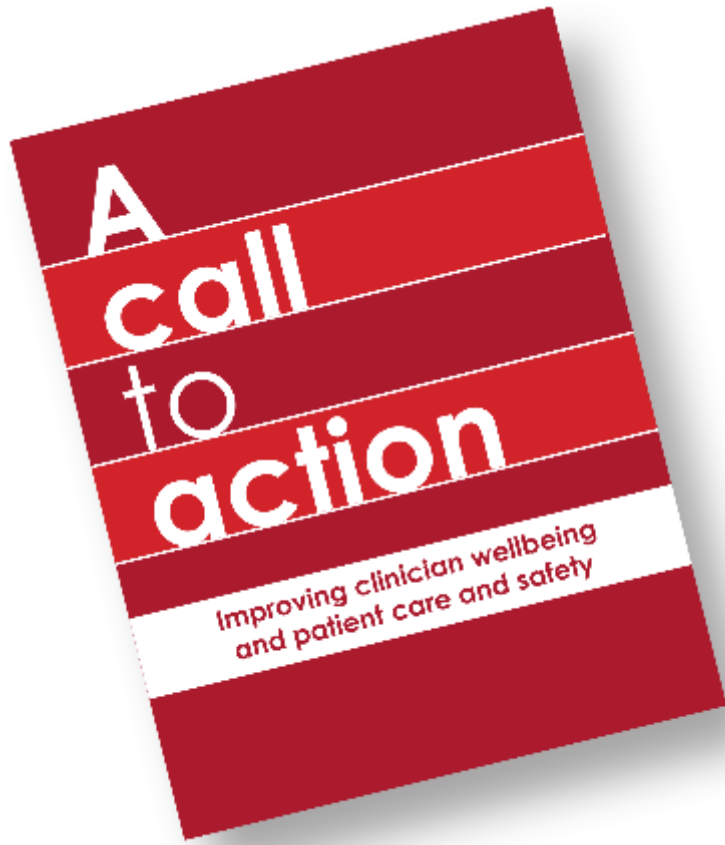
Clinician Well-Being Case Studies

nam.edu/clinicianwellbeing/case-studies

 #ClinicianWellBeing



This case study provides an overview of well-being initiatives at Ohio State's College of Medicine, College of Nursing, Emergency Medicine Residency Program, and the Wexner Medical Center. The development of this case study was informed by extensive interviews with Ohio State leadership, faculty, staff, and students.



THE OHIO STATE UNIVERSITY

COLLEGE OF NURSING

HELENE FULD HEALTH TRUST NATIONAL
INSTITUTE FOR EVIDENCE-BASED PRACTICE IN
NURSING AND HEALTHCARE

Evidence-based policy brief by the Health Policy Institute of Ohio and
the Helene Fuld Health Trust National Institute for EBP at
The OSU College of Nursing

See <http://www.hpio.net/a-call-to-action/>

Ohio State's Wellness Vision & Mission

The Healthiest University & Community on the Globe

We exist to optimize the highest levels of wellness for faculty, staff and students across the university and global community



Our 2019-2024 Health and Wellness Strategic Plan Goals

1. Improve participation in evidence-based programming and interventions so that faculty, staff and students consistently engage in healthy behaviors and attain their highest level of well-being.
2. Implement evidence-based practices and continuous quality improvement in order to decrease the prevalence of chronic diseases, reduce population health risks, and demonstrate value of investment.
3. Strengthen the wellness culture and environment at Ohio State by empowering leaders and managers with wellness resources, strategy, and evidence to act upon so that Ohio State is recognized as a great place to work and learn.
4. Position Ohio State as a national/international leader in university wellness through innovating and sharing best practices.

See wellness.osu.edu for the strategic plan

In God We Trust, Everyone Else Must Bring Data to the Table



Interventions to Improve Mental Health, Well-being, Physical Health and Lifestyle Behaviors in Physicians and Nurses: A Systematic Review

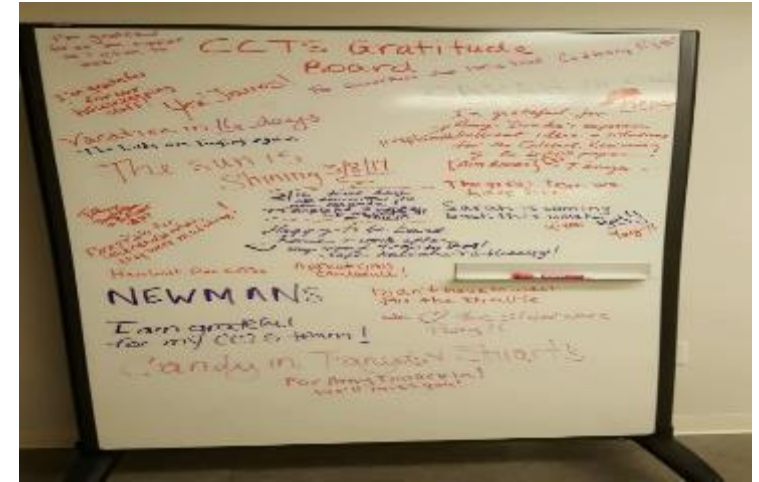
29 studies (2,708 participants)

Melnyk, Kelly, Stephens, Dhakal, McGovern, Tucker, Hoying et al. al., in press, *American Journal of Health Promotion*

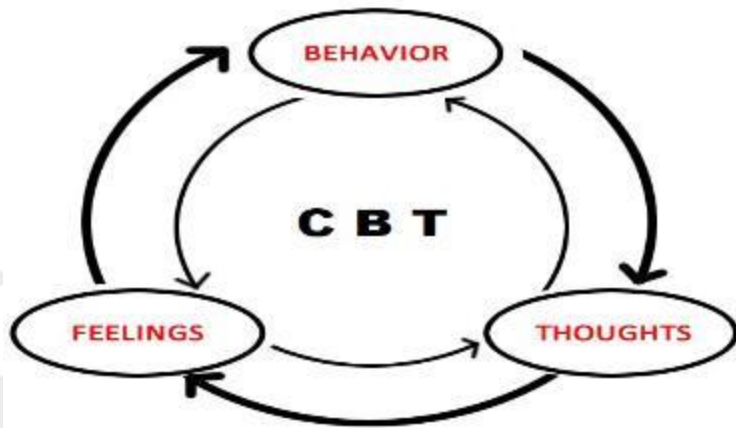


Mindfulness

What Works?



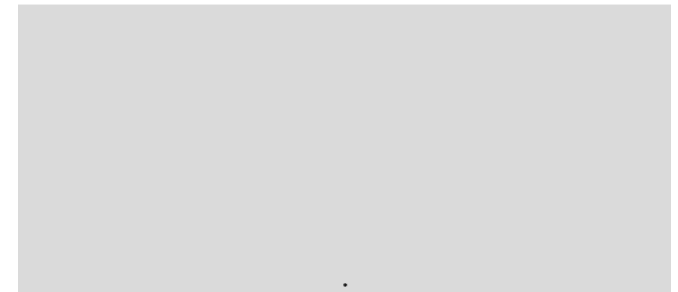
Gratitude



Cognitive-Behavioral Therapy/
Skills Building (MINDSTRONG at OSU)

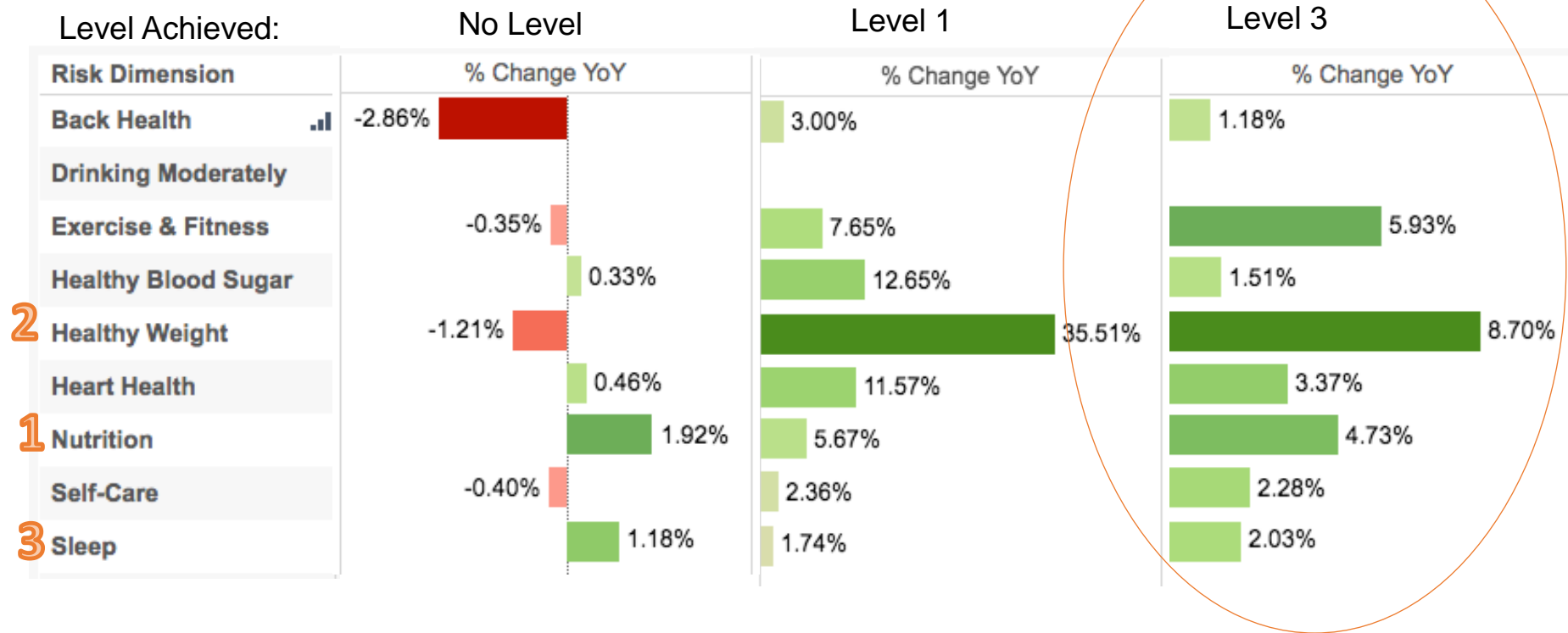


Sync your breathing with this



Deep Breathing: See go.osu.edu/justbreathe

Engagement Leads To Greater Outcomes



Higher program participation = greater improvement

Evidence Plus Emotion = Behavior Change

What Will the Last 10 Years of YOUR Life Look Like?



What Works Based on the Best Evidence

- Comprehensive well designed health promotion programs that are built on a **culture and environment of health and wellness** that support individual efforts at changing lifelong health habits by putting in place policies, programs, benefits, management, and environmental practices that intentionally motivate and sustain health improvement
- Leader and middle manager role modeling and support
- Grass roots wellness initiatives that build a culture of wellness (e.g., wellness innovators)
- Visual communication triggers at decision points
- Cultures that make healthy choices the default choices
- Incentives can stimulate short-term positive outcomes, but not long-term behavior change

In one minute,
a 150 pound
person burns
approximately
10 calories
walking up stairs,
and only 1.5
calories riding
an elevator.



Implementation Tactics of the Most Successful Organizations

- Foster senior leaders' commitment
- Develop a comprehensive strategy
- Engage managers as role models
- Reduce employees' stress
- Establish metrics
- Communicate frequently and implement tactics to engage employees

Evidence-based Interventions to Reduce Burnout, Improve Healthy Lifestyle Behaviors, and Optimize Well-being in Clinicians and Learners Must be Multi-Component



**Culture eats strategy
for breakfast.**

- Peter Drucker

The OSU Wellness TEAM

Together, Everyone Achieves More

Office of the Chief Wellness Officer/Buckeye Wellness
Buckeye Wellness Innovators

One University Health & Wellness Council and Sub-Councils
HR/Your Plan for Health/Employee Assistance Program

The OSU Health Plan

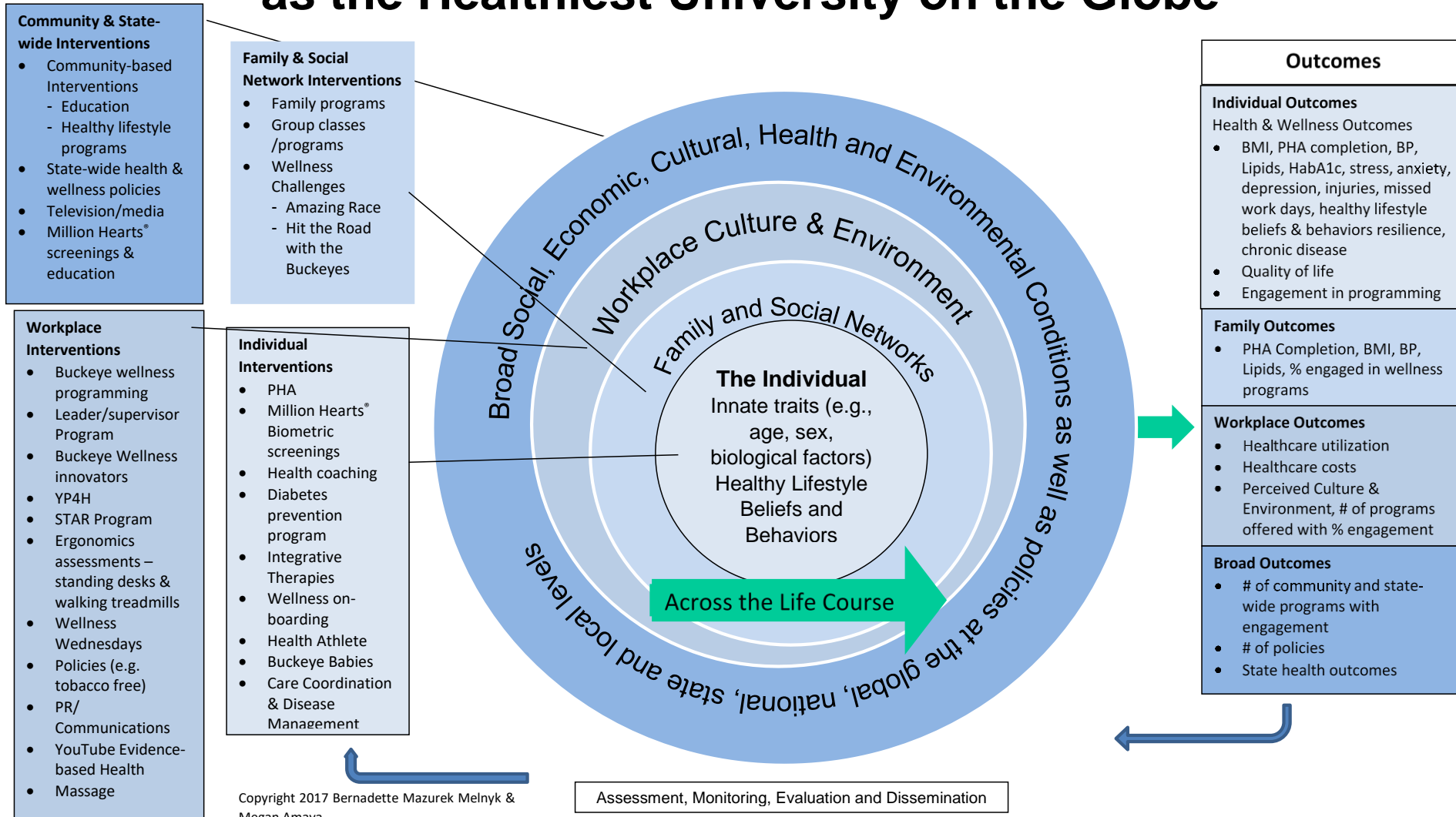
Student Life

Student Wellness



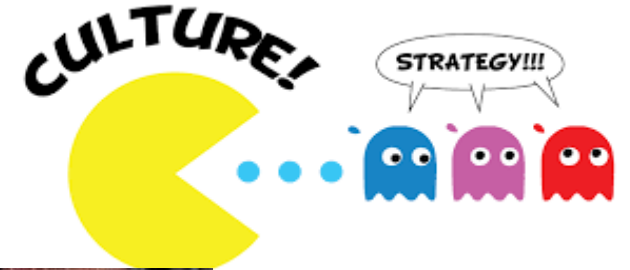
The Social-Ecological Framework and Life-Course Perspective Guide

Evidence-based Interventions to Achieve the Vision of Ohio State as the Healthiest University on the Globe



Examples of Culture & Environmental Supports

- Health coaching
- Faculty & Staff Fitness Program
- RPAC & Rec Sports
- Healthy vending options
- Healthy food options in the dining halls
- Tobacco free university
- Lactation rooms
- Bike racks & bike rental program
- Buckeye Wellness Innovators
- On-site Weight Watchers
- Webinar educational programming
- Treadmills & standing desks
- Competitions, such as Amazing Races, dodge ball, Hit the road with the Buckeyes
- Chair messages
- Wellness walks
- Health athlete program
- MINDSTRONG CBT skills building program
- STAR and Mindfulness in Motion



The Health Athlete Course

- Expands capacity for peak performance under stress without compromising health and happiness
- Expands capacity to make personal change
- Findings from a pilot study with 61 new graduate nurses indicated increases in healthy lifestyle behaviors and decreases in BMI, depressive and anxiety symptoms 12 months later (Hrabe, Melnyk, Buck et al., *NAQ*, 2017)



MINDBODYSTRONG

An Evidence-based Cognitive-Behavioral Skills Building Program for New Nurse Residents:
A Randomized Controlled Trial

Sampson, Melnyk & Hoying
Journal of Nursing Administration, 2019

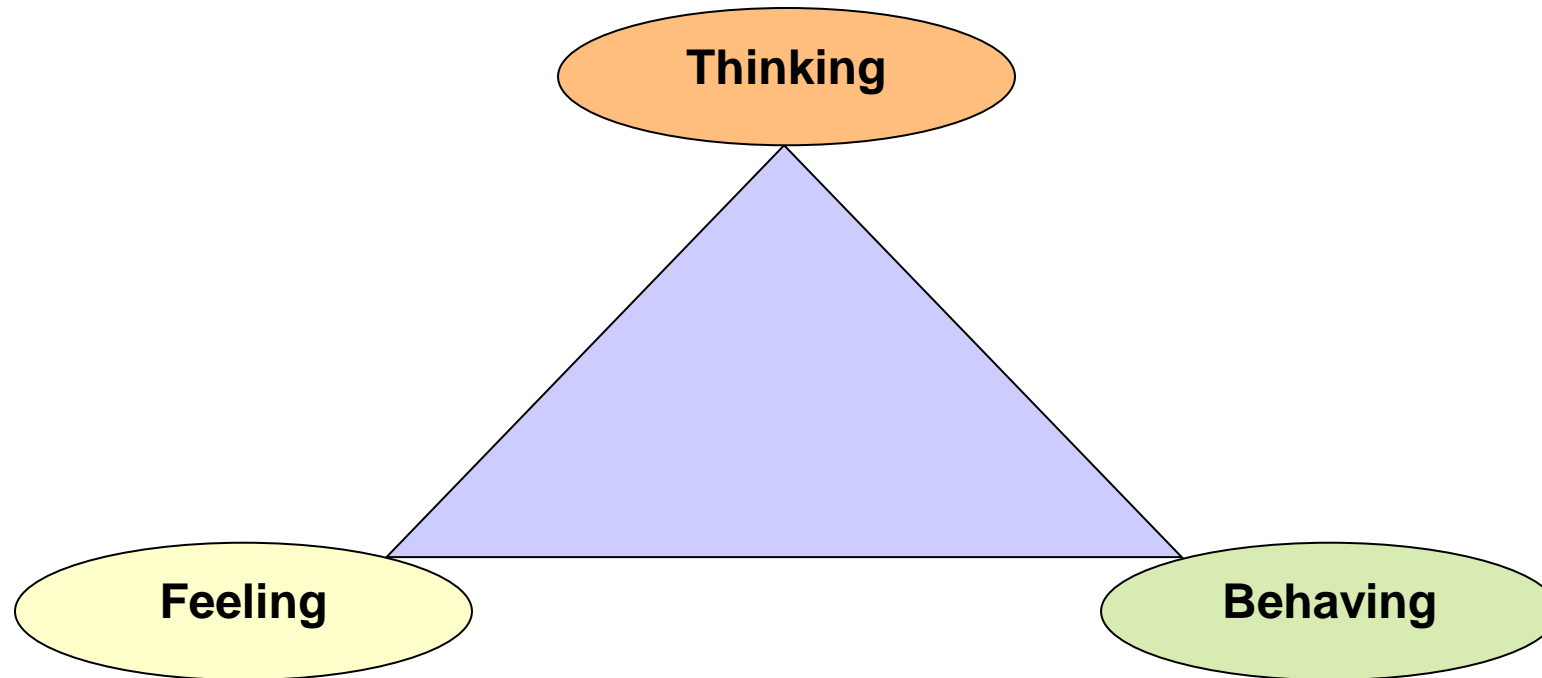
6-Month Outcomes

Sampson, Melnyk & Hoying
Worldviews on Evidence-based Nursing, 2020



Cognitive-Behavioral Therapy/Skills Building is the Best Evidence-based Treatment for Mild to Moderate Depression and Anxiety

The thinking/feeling/behaving triangle



Catching Your Automatic Negative Thoughts

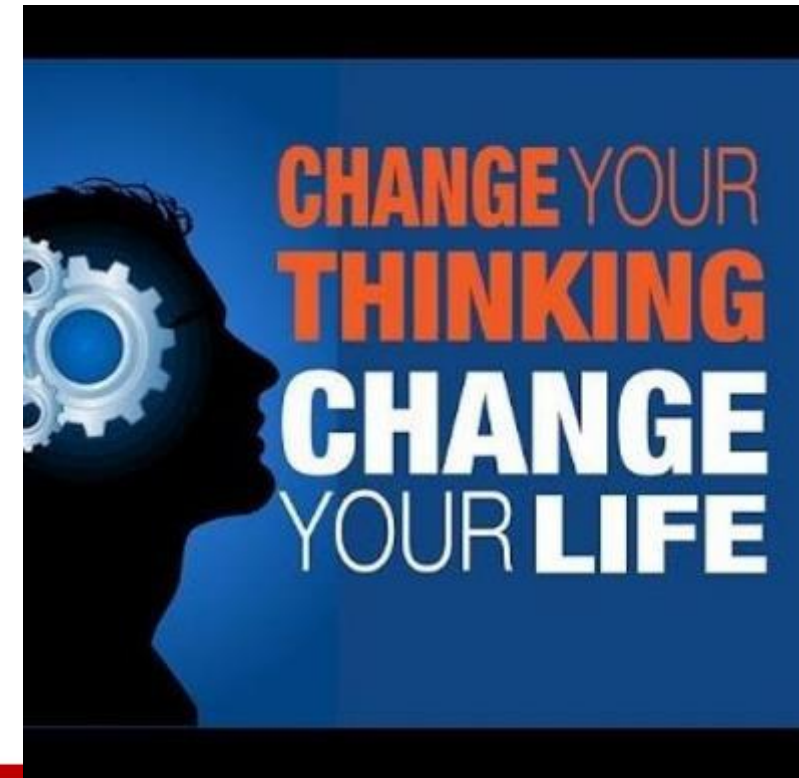
- When you notice your mood has changed or intensified, or is going in a negative direction or you are noticing bodily sensations associated with negative emotions, ask:

What was just going through my mind?

Is this thought really true?

Is this thinking helpful?

Do I have evidence to back this up?



Mindfulness Works

Learn to Stay “In the Present Moment”

The Present by Spencer Johnson is a great book to help

Stress Management Apps



Mindfulness and guided meditation

Premium now free for healthcare providers through the end of the year.

<https://www.headspace.com/health-covid-19>



Cleveland Clinic Stress Free Now

- Day and Night Mindful Breath
- Guided Imagery
- Mindfulness of Being
- Loving Kindness Meditation
- Mountain Meditation



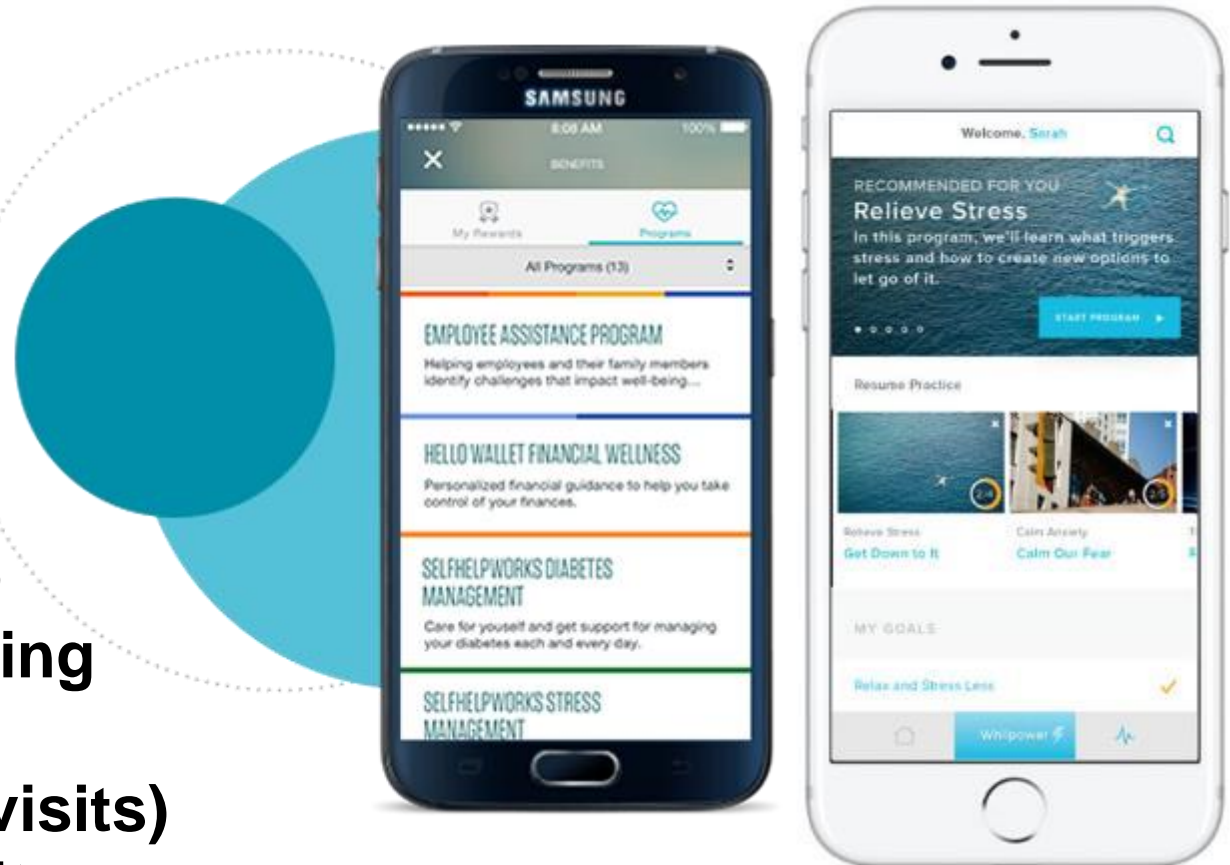
Sanvello (free version available)

- Mood Tracker
- Guided self-help paths
- Meditation Tools

Your Plan for Health *powered by Virgin Pulse*

Free Programs & Incentives To Manage Your Stress Better

- **Whil:**
 - Mindfulness
 - Yoga
 - Emotional IQ
- **Sleep Guide**
- **Personal Health Coaching**
- **Group Health Coaching**
e.g. Relax To Recharge
- **Track Healthy Stress Busting Habits**
- **Mindfulness Coaching (5 visits)**
- **EAP 5 free counseling visits**



Available at your finger tips
Download the App



Our 700 Faculty and Staff

Buckeye Wellness Innovators

A Force in the Grass Roots



Health and Wellness Policies

Family and Medical Leave

Flexible Work

Workplace and Family and Relationship Violence

Tobacco Free Ohio State

Drug Free Workplace



Tracking of Outcomes, including ROI, Determines Impact

- **Culture and Environment of Health and Wellness**
 - CDC Worksite Scorecard
 - 11 Item Wellness Culture and Environment Scale (Melnyk & Amaya, 2012)
- **Population Lifestyle Behaviors and Health Outcomes**
 - Lifestyle behaviors (e.g., intake of fruits and vegetables; physical activity)
 - Prevalence data to show burden of illness
 - Incidence data to show rate of changes in burden of illness
 - Mental health data (PHQ and GAD-7)
 - Biometric Data (e.g., high blood pressure, high cholesterol, BMI)
 - Engagement in programming
- **Fiscal Health**
 - Per member Per Year (PMPY) costs of health insurance plans for faculty, staff and students
 - YP4H costs
 - Annual costs of absenteeism, presenteeism, and disability
 - Excess costs associated with obesity, hypertension, prehypertension, diabetes, pre-diabetes, depression and smoking

Beyond ROI/Healthcare Expenditures to Value of Investment (VOI)

ROI



VOI

Financial Indicators

Financial Indicators

Employee Morale

Reduced Turnover

Health Risk Reduction

Reduced Sick or Disability Days

Higher Productivity at Work

Increased Quality of Life

Improved Patient Satisfaction

Why is Ohio State Investing in Wellness for Faculty, Staff and Students?

- We want everyone to be happy, healthy & engaged!
- For every dollar invested in wellness, there is a return of more than \$4.00 in reduced healthcare costs, higher engagement, improved productivity and lower absenteeism
-Harvard Business Review
- Our latest ROI calculation for OSU is \$3.65
- Students improve academic performance



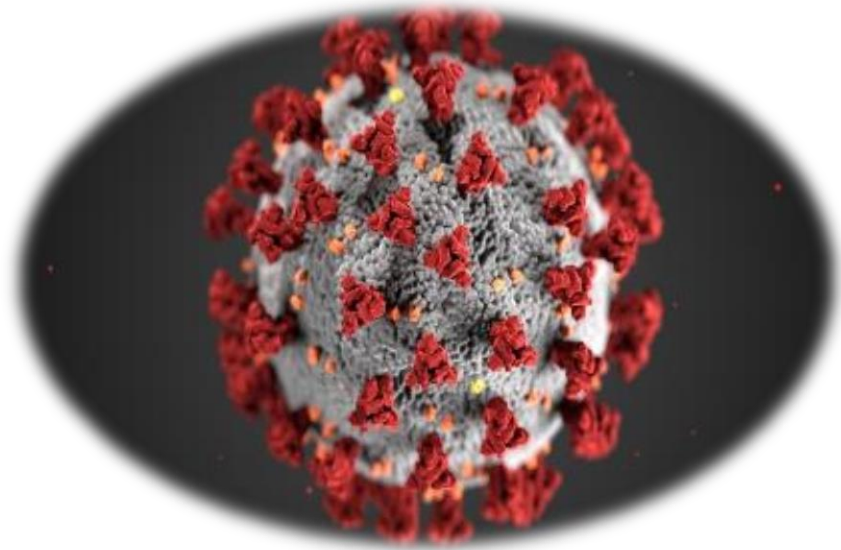
A Mental Health Pandemic is Happening within the COVID-19 Pandemic



COVID-19 is Triggering Mental Health Problems and Unhealthy Lifestyle Behaviors

You are Not Alone!

- Feelings of **despair**
- Fear for **loved ones**
- Decreases in **job security**
- Increases in **loneliness**
- Mindset switch from “**thriving**” to “**survival**”
- **Zoom fatigue and burnout**
- **Increases in alcohol use**
- **Unhealthy eating patterns**



- Feelings of **hopelessness**
- Increases in **anxiety**
- Decreases in **financial security**
- **Social withdrawal**
- **Sleep disturbances**
- **Declines in Physical Activity**

Mental Health Effects of the COVID-19 Pandemic

Florida Nurse Who Struggled with Coronavirus Trauma Found Dead



Italian Nurse Commits Suicide Over Fear of Spreading Coronavirus

Self-Care is Necessary for Safe and Great Care of Others



Be Aware of Your Own Level of Burnout

Based on your definition of burnout, how would you rate your level of burnout?”

- 1 = *“I enjoy my work. I have no symptoms of burnout;”*
- 2 = *“Occasionally I am under stress, and I don’t always have as much energy as I once did, but I don’t feel burned out;”*
- 3 = *“I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion;”*
- 4 = *“The symptoms of burnout that I’m experiencing won’t go away. I think about frustration at work a lot;”*
- 5 = *“I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some sort of help.”*



COPE with COVID

Control the things that you can, not the things you can't
Open up and share your feelings
Practice daily stress reduction tactics, including physical activity
Engage in mindfulness; be here now; *worry will not help!*

Count your blessings daily
Overturn negative thoughts to positive
Volunteer to help others
Identify helpful supports and resources
Do your part to prevent spread of the virus

- Bern Melnyk

<https://u.osu.edu/keepcalmcoronavirus19/recorded-webinars/>



**THE OHIO STATE
UNIVERSITY**

OFFICE OF THE CHIEF
WELLNESS OFFICER

A Paradigm Shift is Needed from Sick Care to Prevention and the Building of Resiliency Skills

- Composure
- Patience
- Optimism
- Gratitude
- Acceptance
- Kindness
- Sense of purpose
- Forgiveness
- Connection



-Amit Sood, Mayo Clinic



SPECIAL REPORT

State of Health: RESILIENCE

EVERYDAY HEALTH

www.everydayhealth.com



<https://www.everydayhealth.com/wellness/resilience/get-your-resilience-score>

Considering All Causes of Morbidity and Mortality, Behaviors are the #1 Killer of Americans



We Make Behavioral Choices Every Day



Based on Evidence, What Do We Know?

Behaviors Important for Healthy Immune Systems

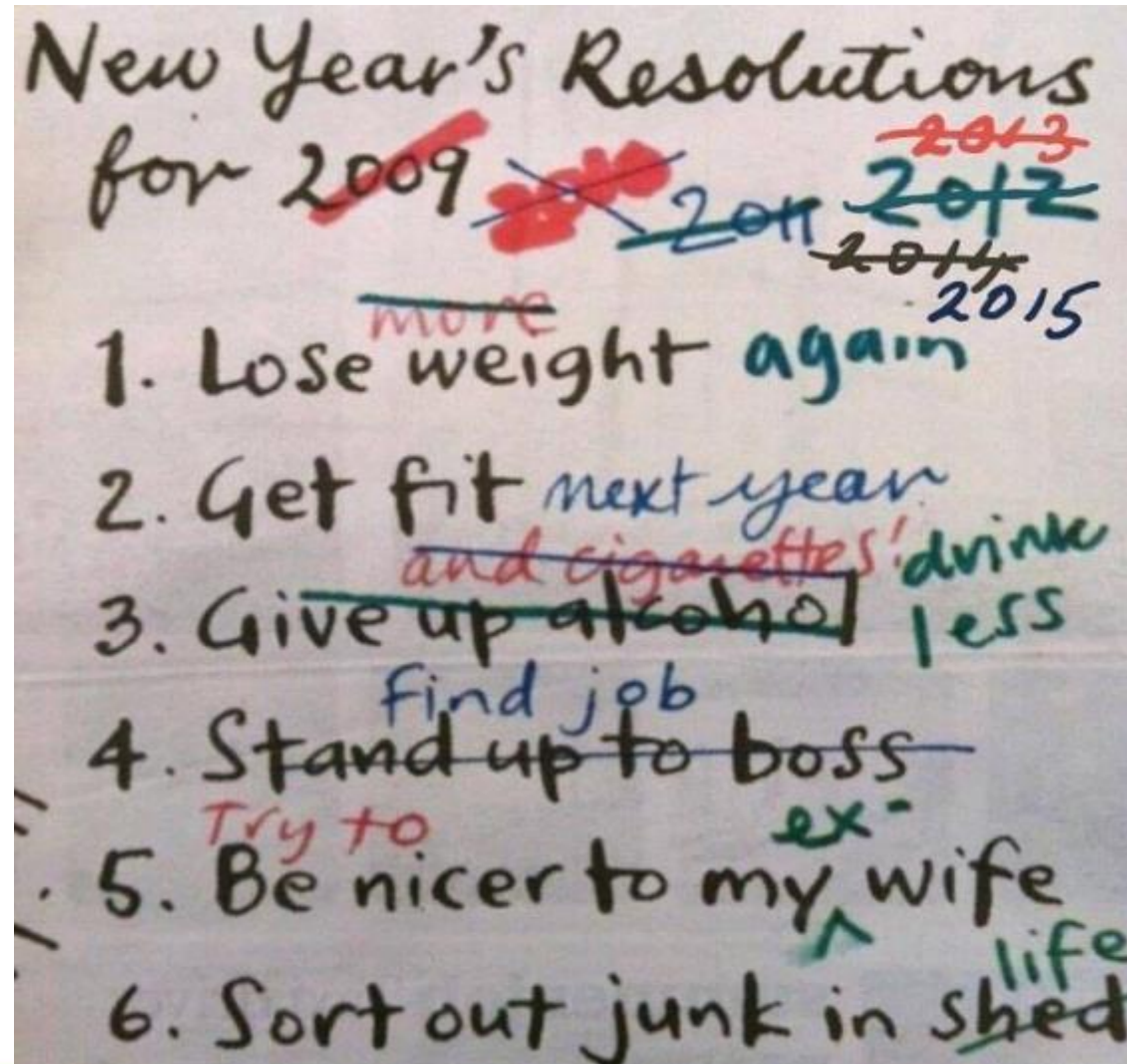
People who have the following behaviors have 66% less diabetes, 45% less heart disease; 45% less back pain, 93% less depression, and 74% less stress

- **Physical activity** - 30 minutes 5 days per week
- **Healthy eating** - 5 fruits and vegetables per day
- **No smoking**
- **Alcohol in moderation** – no more than 1 drink per day for women and men if you drink alcohol

Getting 7 hours of sleep and regularly engaging in stress reduction will result in even greater reductions in chronic disease.

Today Can Be Your January 1

Commit to a 30-Day Healthy Behavior Goal



Changing Behaviors and Negative to Positive Thinking Takes 30 to 60 Days of Consistent Practice





THE OHIO STATE UNIVERSITY

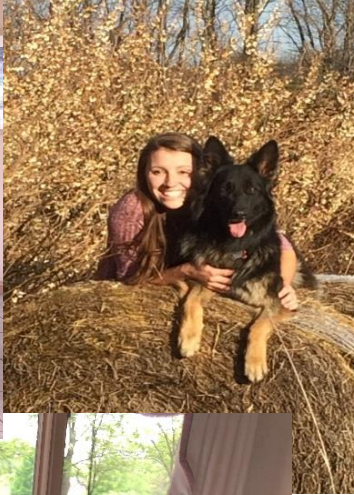
Second Biennial National Summit on Promoting Well-being and Resilience in Healthcare Professionals

October 21 – 23, 2020 • Columbus, Ohio

Hosted by: The Ohio State University Colleges of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Social Work and Veterinary Medicine, The Ohio State University Wexner Medical Center and the National Academy of Medicine Action Collaborative on Clinician Well-being and Resilience

clinicianwellbeing.osu.edu

My Main Reasons for Engaging in Healthy Lifestyle Behaviors: Who are Yours?



**Now More than Ever, We Need to Keep
Dreaming, Discovering, Delivering Wellness Cultures
and Taking Good Self-Care
Just “Do It!”**



Contact Information

Bernadette Mazurek Melnyk

614-292-4844

melnik.15@osu.edu

Slide presentation copyright 2020

Follow me on  @bernmelnyk
twitter