

Resiliency is a Symptom of a Broken System:

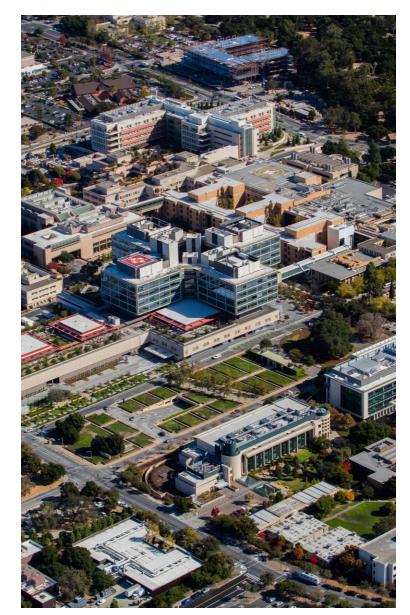
A Framework for Treating the Root Causes of Burnout



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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





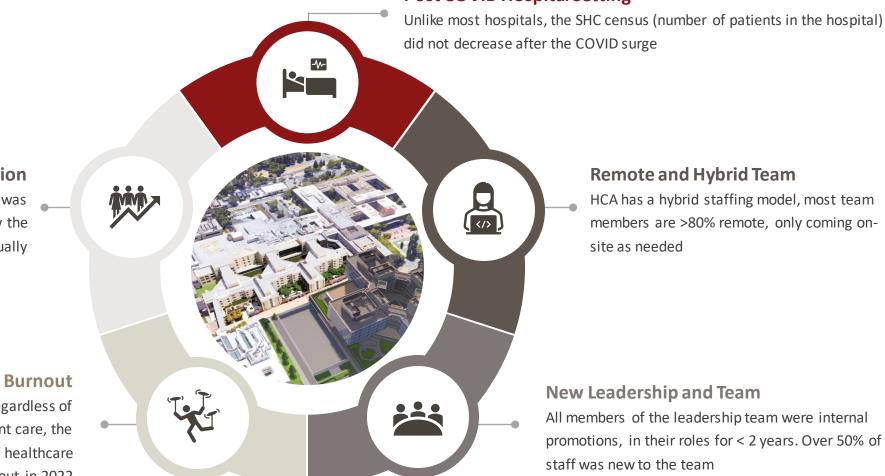
Hospital and Clinic Activations

- 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



Post COVID Hospital Setting

Unlike most hospitals, the SHC census (number of patients in the hospital)

Scope Shift and Expansion

The Hospital and Clinic Activations team was established to open 1 new hospital, now the team is overseeing 45+ projects annually

It is common for healthcare employees, regardless of their role to feel responsible for patient care, the Surgeon General estimates that 76% of healthcare workers experienced burnout in 2022

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

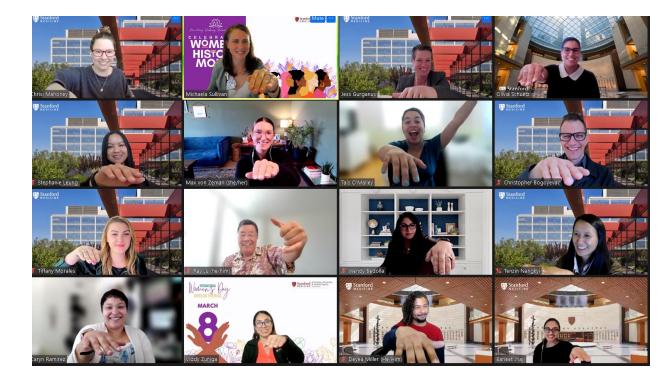




Leadership Ethos, not egos

- 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...





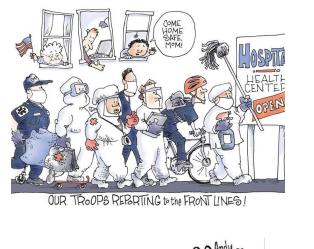
Burnout

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













"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

Hospital and Clinic Activations

PLAYBOOK

STANFORD MEDICINE HEALTH CARE | FACILITIES SERVICES AND PLANNING

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

Stanford Browse Sheets Actions • WorkApps Sheets Owner Maxime von zer • 将 Workspaces Manoney MLUA Plan 2022 # 2585 Samaritan MOB 📮 Medical Staff Lounge Move Workplan Shared Escrow (smarts ▶ #8, 300P Collab Space 🔇 New Dashboard Maxime von Zer AS 300P Renewal Board Engagement 🖞 🛛 🧖 New Sheet Maxime von Zer 89 300P Renewal Program Open Project Tracker - Wayfinding & Signage Shared Tiffany Morales &8 5565-5575 Hollis 🕞 Patient Move POC Shared Sonia Duran (so ▶ 88, 6121 Hollis PCS SLR Workplan Shared Escrow (smarts) #8 724 Oak Grove - Plastics/Dental Move PM Onboarding Shared Wendy Bedolla • 兆 875 Blake Wilbur PMO Bi-Weekly Dashboard (Updated 08-22-2022) Shared Alexander Picke AB BoD/CXO Facilities PMO Bi-Weekly Project Tracker (Updated 08-22-22) Shared Jennifer Guzma A Cancer(Infusion Center) Expansion Tri-. Project Intake HCA Shared Escrow (smarts 39 Cancer Center Project Meetings Overview Shared Vincent Bautista A Cancer Service Line Project Updates • 鸡 Complete - 300P Admin Suite 🔲 Real Estate Updates Shared Dave Lewallen X9. Complete - 500P Admin Suite Regulatory Signage Shared Baneet Jhajj (bj 82 Complete -SHCE LIHA/ AIM/ ENT RWC Garage Testing & Vaccination Site - Work Plan Shared Vincent Bautista R Facilities Governance SAFE Interim Space Issue Tracker Shared Valentina Nguye # EGR Waste Piping Repair SAFE- Furniture List Shared Valentina Nouve ・ パ、 FS&P Contingency Planning Service Line Moves Action Item Tracker Shared Escrow (smarts • 為 General & Bariatric Surgery(5565 Ste 26... SHCE Activation RAID Log 2020-2021 Shared K Michaela Sulli 鸡 Gibraltar MOB Activation 🛨 🔲 Smartsheet University Shared Wendy Bedolla # HCA Operations SMHC Tri-Valley Interventional Platform Workplan Shared Tiffany Morales AS Logistic Command Center Templates 📘 Staff Attestation Tracking Shared Tiffany Morales X9 Neurology Tri-Valley (5565 Ste 330) 🔲 Standard Templates Draft Shared Stephanie Leur 89. Opthalmology Tri-Valley (1133 Ste 11782) Staples Order Tracker Shared Carvo Ramirez I Return to the Workplace (Under Develo. Au SO, RWC Block Edda and Au Vachine setting Sichage nared Tiffany Morales

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- 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

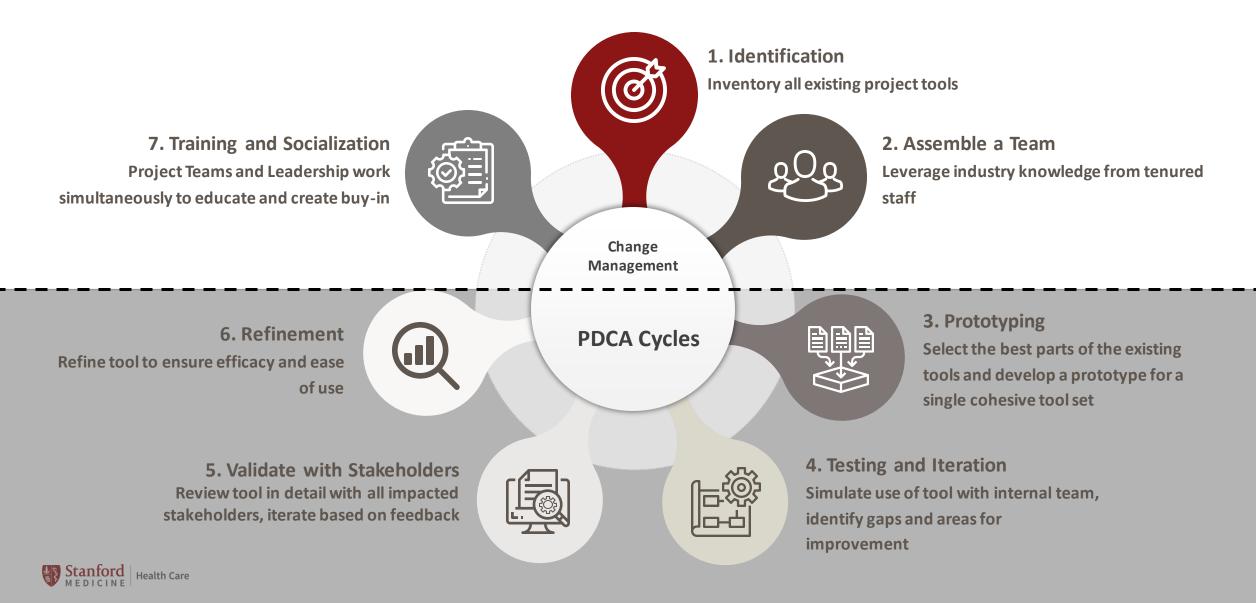


- Involve the team in creating the norms and processes
- Engage team in daily and ongoing improvement work
- Actively incorporate staff feedback into leadership development
- To the extent possible, transparency in leadership level conversations
- Focus on individual professional development
- Revisit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

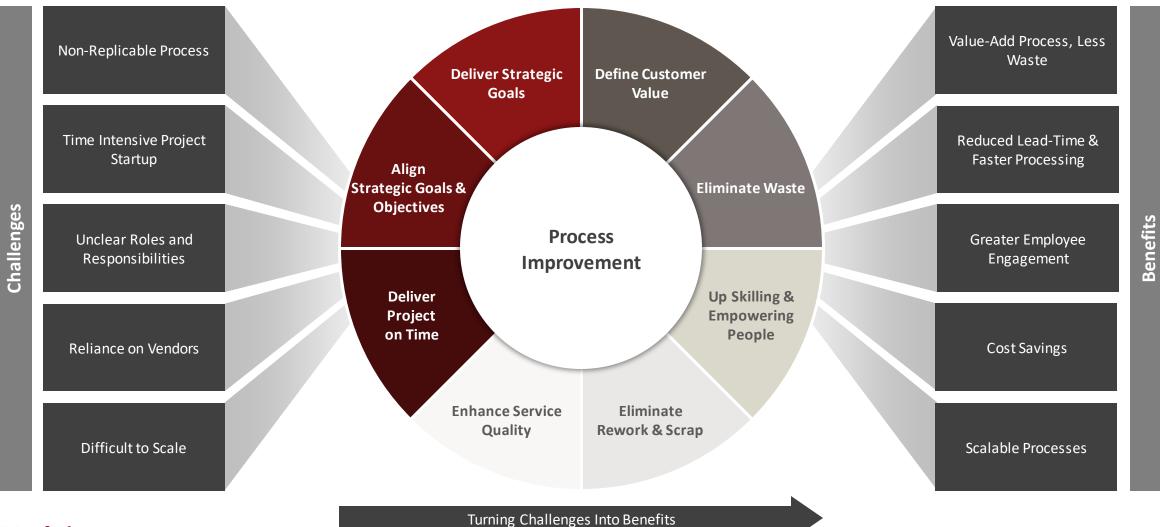
Process Improvement



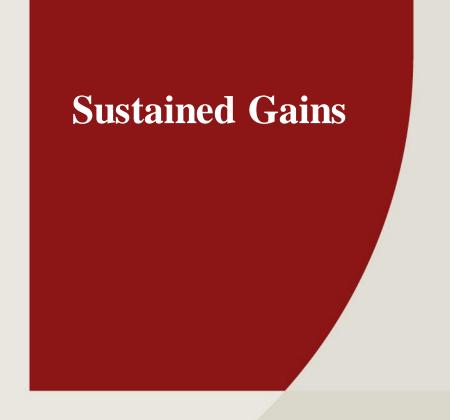
Improvement Process



Areas for Change: Challenges and Benefits



Stanford MEDICINE Health Care





Clarity of Purpose





Clearly delineated roles and responsibilities

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Understand scope and how it fits with other departments

"Healing humanity through science and compassion, one patient at a time"





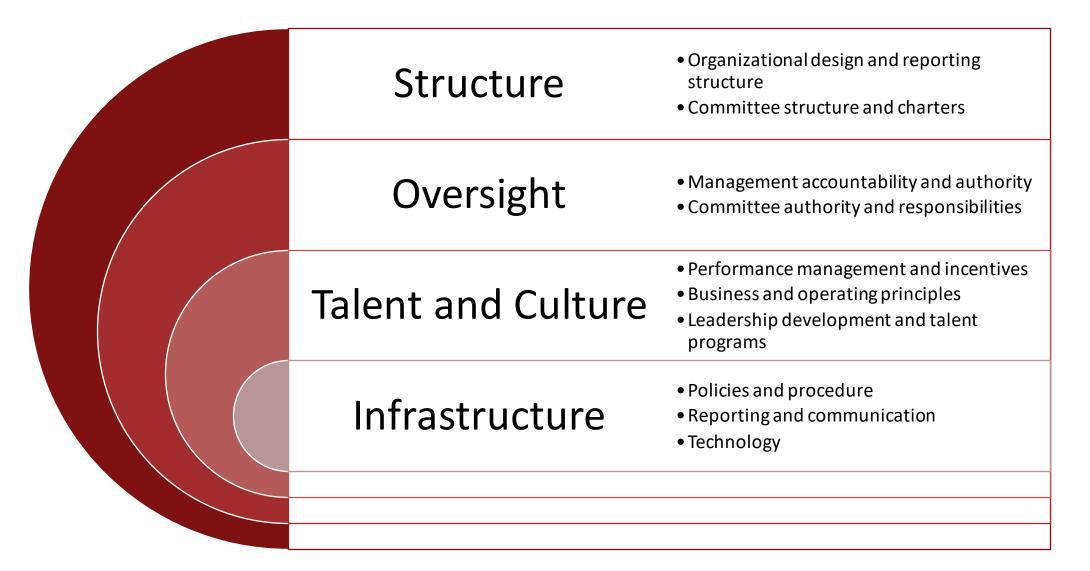
Lean Management marries principles to create **predictable outcomes** from **replicable processes.** Lean **removes non-value-added activities** from a process and is often used in conjunction with Six-Sigma (**reducing variation**).

The magic of Lean is that it can be applied to projects, big or small, and it provides a wellunderstood 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

- 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

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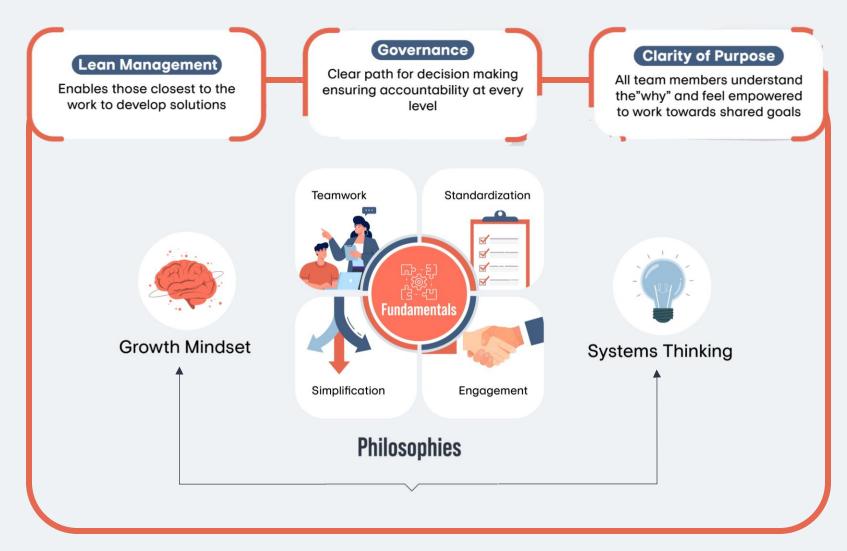
- In FY23 (September 1, 2022 to August 31, 2023) decrease staff attrition by 10% in comparison to FY22 (Sept 1, 2021-Aug 31, 2022).
- Increase the StandOut Platform Pulse Survey "I understand what is expected of me at work." outcome results by 5%.
- Conversion of 100% of project plans into standardized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

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VonSull Framework







Thank You

