

Supporting Health Care Worker Well-Being After Adverse Events with CHaMP

Health care workers face significant risks to their well-being: burnout, depression, addiction, even suicide. Adverse events can amplify poor clinical well-being, negatively affecting patient outcomes and safety. Unfortunately, clinicians identify multiple barriers to seeking behavioral support.



A study featured in the April 2023 issue of *The Joint Commission Journal on Quality and Patient Safety (JQPS)* introduces CHaMP (Center for Healthy Minds and Practice), a program designed to improve crisis response, build a peer support program, and remove barriers to accessing mental health care by establishing an on-campus behavioral health support center.

Approximately **50%** of health care providers experience an adverse event once in their career.

These events can create “second victims,” physicians who report increased anxiety, difficulties sleeping, reduced job satisfaction, and perceived reputational harm. To maximize workforce engagement and promote clinician well-being, underlying systems issues must be identified and addressed.



Using Kotter’s 8-Step Model of Change, a comprehensive behavioral health program for workforce was created.

STEP ONE: Created a sense of urgency by demonstrating that clinicians need behavioral support.

STEP TWO: Built a guiding coalition by appointing a multidisciplinary well-being task force.

STEP THREE: Developed a strategic change vision by implementing a crisis response plan, peer support program, and work-life center.

STEP FOUR: Communicated the vision and recruited a volunteer army by gaining leadership approval and financial support.

STEP FIVE: Removed barriers by decreasing startup costs, ensuring convenient accessibility to work-life center, and assuring confidentiality.

STEP SIX: Generated short-term wins with the work-life center grand opening, sharing employee coaching and counseling experiences, and reporting statistics showing rapid adoption of services.

STEP SEVEN: Built on the change using employee surveys to improve the service model and establishing long-term financial sustainability using metrics tying behavioral health services to employee retention and engagement as well as reduced medical errors, improved team functioning and moral, decreased burnout, and absenteeism.

STEP EIGHT: Incorporated change into the culture by appointing a Director of work-life center to executive management board, providing bidirectional communication between leadership and employees.

Feedback from early adopters affirmed the impact of CHaMP services providing short-term wins and strengthened the motivation for support. Examples include:

“I would have committed suicide.”

“I would have quit working in health care.”

“CHaMP saved my marriage.”



The study found that including key stakeholders in the organizational diagnosis and treatment process was key and that a collaborative approach, filtered through Kotter’s Model, is a powerful tool for designing positive, lasting interventions to address system and individual factors that affect clinician and employee well-being and resilience.

To learn more about this study, visit:
[https://www.jointcommissionjournal.com/article/S1553-7250\(23\)00022-3/fulltext](https://www.jointcommissionjournal.com/article/S1553-7250(23)00022-3/fulltext)