

Well-Being Plan

2023-2025



Samaritan
Health Services

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Acknowledgements

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Message from Samaritan Health Services' president and chief executive officer



“At Samaritan Health Services one of our top organizational priorities is to develop a culture where our employees thrive.”

—Doug Boysen,
JD, MHA,
President/Chief
Executive Officer

I think we all want to work in an environment where we feel supported by our employer and teammates. At Samaritan Health Services one of our top organizational priorities is to develop a culture where our employees thrive. I am particularly proud of everyone's efforts to maintain a culture of well-being during the pandemic and the enormous strain it put on everyone.

To support employees, during the past several years we have enhanced many of our well-being programs particularly related to mindfulness and stress management. We also initiated Samaritan Employee Resource Groups.

Our first four Employee Resource Groups focused on the following identities: Employees of color, disability, LGBTQIA2S+ and veterans. We recognize the importance of a culture of inclusivity and how that impacts one's job satisfaction and overall wellness. We want everyone to feel welcome at Samaritan.

Two other keys to overall wellness are mental wellness and fiscal stability. Samaritan has created programs including the Employee Emergency Program, a free 24/7 Crisis Text Line, Care for the Caregiver Program, Employee Assistance Program and the Well-Being Council.

These investments, along with increased focus on employee recruitment and retention, contribute to maintaining an outstanding employee workforce. I believe Samaritan is welcoming to all and am thankful of the work of our employees, the Well-Being Council and alignment partners.

Sincerely,

Doug Boysen, JD, MHA
President/Chief Executive Officer
Samaritan Health Services

Message from Samaritan's chief wellness officer

I first became aware of the concept of physician burnout in health care in 2017. That year, the National Academy of Medicine launched the Action Collaborative on Clinician Well-Being. With the involvement of over 200 organizations, it started a national conversation on physician burnout and what to do about it.

In 2018, Doug Boysen sent me to the inaugural Chief Wellness Officer training at Stanford where I, along with 50 CWOs from some of the largest and most influential health care organizations in the U.S., spent a week with Tait Shanafelt, MD, and his Stanford colleagues. Interestingly, that conference focused only on physician burnout and its negative consequences to the patient. At that time, most of the conversation did not include what was happening to the non-physician staff.

Coming back to Oregon with renewed enthusiasm, I began the search for a team of like-minded individuals who are passionate about the well-being of not just clinicians, but all Samaritan employees. Our Well-Being Core Team is now comprised of six individuals; all with different interests and skills to develop and coordinate a comprehensive well-being strategy for Samaritan. With support from the SHS Well-Being Council, we have developed mindfulness training, support groups and coordinated efforts with national groups in order to better serve the needs of our workforce.

Prior to the COVID-19 pandemic, national burnout was at epidemic levels with surveys showing nearly 50% of clinicians identifying as burned out. Several studies showed even greater distress in the nursing profession. The pandemic only exacerbated the situation and recent national data suggests the percentages have markedly increased. Through our well-being efforts, Samaritan appears to be weathering this storm as our own internal surveys have shown a consistent level of burnout over the past three years.



However, we cannot be satisfied with just treading water. Our own clinician burnout rate of 47% remains too high and Press Ganey employee engagement data shows our employees continue to struggle. This strategic plan will serve as a roadmap for us to make progress in all areas of well-being.

It not only focuses on the three areas from the Stanford model (culture, practice and resilience) but all seven of the domains noted by the Wellness Council of America, also known as WELCOA.

Delivery of compassionate health care will continue to be a challenging effort for all involved, from the senior leaders to those working directly with patients, and we will be tested on many fronts. Some are external, of which we have little control (government, insurance, poverty, violence), and some are internal, which we can and must impact (culture, processes, support).

We are committed to successfully supporting each person and providing what they need to thrive in this challenging environment.

Sincerely,

William Barish, MD, FAAFP
Chief Wellness Officer

Message from Samaritan's Well-Being Council

Work is one of the most vital parts of life, powerfully impacting health and well-being. Samaritan Health Services strives to be a workplace that supports well-being, showing employees that they and their work matters. This is why the Well-Being Council was established.

The council includes members from a wide range of departments and areas of expertise. A list of council members can be found on the [Well-Being page](#) on the SHS Insider under Departments. This strategic plan was developed to guide the council's work. Goals outlined in the plan are designed to reflect Samaritan's values by including worker voice and equity.

The Well-Being Council reviewed organizational data to assess gaps and integrated the Wellness Council of America's evidence-based framework into this plan, following the benchmarks:

- Committing and aligning leadership.
- Collaborating to support well-being.
- Collecting meaningful data to evolve a well-being strategy.
- Crafting an operating plan.
- Choosing initiatives that support the whole employee.
- Cultivating supportive, health-promoting environments, policies and practices.
- Evaluating, communicating, celebrating and evolving.

Health care professionals faced immense challenges and demands before the pandemic that have been magnified in recent years. This plan attempts both to support our workforce members as individuals and address systemic concerns to create a culture of health and well-being. With input from our people and support of leadership, the council looks forward to advancing well-being at Samaritan. To contact the Well-Being Council, email SHSWellBeingCouncil@samhealth.org.



Samaritan’s definition of well-being

Samaritan historically has used the word wellness to describe our efforts, with a focus on physical health and biometric indicators. In the past few years, we have expanded into an understanding of a comprehensive, whole-person, equity-centered frame. This includes wellness in the dimensions of the following eight pillars: physical, intellectual, emotional, social, spiritual, vocational, financial and environmental health. In alignment with the growing evidence base, we now include wellness inside the broader frame of well-being.

At Samaritan well-being is defined as the active pursuit of a fulfilling life. Well-being comes from meeting our core

human needs, in the dimensions named above. We align with the U.S. Surgeon General’s framework that these core needs are met when we foster protection from harm (physically and psychologically), connection and community, work-life harmony, mattering at work, and opportunities for growth. In this way, well-being involves protecting our mental health while cultivating joy, hope, resilience and belonging. Well-being also enhances our capacity to be present with difficulty, suffering and loss. The full report on the U.S. Surgeon General’s recommendations for Workplace Mental Health & Well-Being can be viewed at hhs.gov/surgeongeneral/priorities/workplace-well-being.

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility

Purpose statement

Acknowledging that people are our greatest asset, the purpose of the Well-Being Council is to guide and support Samaritan in creating a culture of well-being. Our aim is to foster equitable access to all factors leading to a flourishing life and for every employee to realize their full potential.

We recognize that the health care system has historically mistreated underserved communities based on structural and institutional oppression, causing people to experience health inequities. We also acknowledge that certain roles in health care are affiliated with greater risks to well-being. Therefore, we operate from a whole-person and equity-centered strategy, and we prioritize specific support for employees with the potential to experience increased well-being risks due to factors such as their role or health inequities.

The culture of well-being we envision will further protect our employees and the larger organization through supporting safety, recruitment, retention and engagement. This will require prevention, action, and maintenance at all levels: organizational, team and individual. Sustainably integrating well-being across Samaritan will require every area of our organization to work in partnership with shared intent, making well-being a priority in our daily work, systems and practices. The Well-Being Council supports this integration through system alignment, education and support.

The purpose of this plan is to provide clear direction and leadership in relation to well-being, and to align our resources with these priorities and goals.

Organizational overview

Samaritan Health Services is a nonprofit network of five hospitals, more than 100 physician clinics and several health plans serving the more than 275,000 residents of Oregon's Benton, Lincoln and Linn counties. Samaritan has more than 6,000 employees and is led by a president/chief executive officer and is governed by a 16-member board of directors. The board consists of representation from community members, physicians and hospital leaders within the three-county region.



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& VALUES PASSION. RESPECT. INTEGRITY. DEDICATION. EXCELLENCE.

Samaritan Health Services

Well-being priorities and goals

The goals and activities outlined in this plan are aligned with WELCOA and Samaritan's strategic priorities. The colored circles indicate the implementation status as of July 2023.

- White indicates initiative has not started.
- Red indicates initiative is delayed.
- Yellow indicates on track for completion.
- Green indicates completion.



Committed and aligned leadership

Have leaders who are deeply committed to their own well-being, the well-being of their employees and to cultivating a culture of well-being.

Goal 1. Increase engagement in and ownership of workplace well-being at every level of leadership throughout Samaritan.

1.1. Increase collaboration between Samaritan's senior leaders, Well-Being Council and Well-Being Team to develop and oversee a strategic and sustainable approach to well-being at Samaritan Health Services.

Activities	Key Partners	Target Completion Date	Status
1.1.1 Regularly provide progress updates to Well-Being Council (WBC) and Senior Executive Council (SEC).	Chief administrative officer (CAO); Senior Executive Council; Well-Being Council	Ongoing	

1.2. Educate all levels of Samaritan leadership on well-being priorities, goals and best practices.

Activities	Key Partners	Target Completion Date	Status
1.2.2 Refine and continue implementation of education plan for supervisors and managers.	CAO; Diversity, Equity and Inclusion (DEI); Learning and Development (L&D)	Ongoing	
1.2.3 Develop and implement education plan for SEC and executive leadership.	Organizational Development (OD); Quality; SEC	Q1 2025	

Key success indicators for goal 1:

- Number of SEC meetings with well-being on the formal agenda.
- Percentage of senior leaders, managers and supervisors trained on Introduction to Well-Being.

Future considerations:


- Engage Well-Being Council members in specific priorities to drive well-being strategy forward.
- Develop and implement well-being core competency model.

Collaborating in support of well-being



Create formal and informal teams to build and sustain successful worksite well-being initiatives while maintaining a cooperative and aligned approach.

Goal 2: Create the necessary infrastructure to integrate well-being into Samaritan's culture.



2.1 Evaluate the structure of the Well-Being Department to further Samaritan's well-being strategy and goals.

Activities	Key Partners	Target Completion Date	Status
2.1.1 Review current reporting structure, roles and responsibilities.	CAO; Human Resources (HR); Finance; Samaritan Medical Group (SMG) Administration	Q3 2024	

2.2 Sustain and expand alignment relationships with key partners and stakeholders.

Activities	Key Partners	Target Completion Date	Status
2.2.1 Sustain current alignment partnerships.	See addendum 1: Alignment partnerships	Ongoing	
2.2.2 Enhance and expand alignment partnerships.	See addendum 1: Alignment partnerships	Ongoing	

2.3 Create and launch well-being committees in each region.

Activities	Key Partners	Target Completion Date	Status
2.3.1 Alignment and approval for operationalizing committees.	Regional site leadership; CAO; DEI; HR	Q1 2024	
2.3.2 Launch well-being committees in each region.	Regional site leadership; CAO; DEI; HR	Q3 2024	

Key success indicators for goal 2:

- Number of alignment partnership meetings.
- Number of regional well-being committee meetings.

Future considerations:

- Develop a well-being champion strategy and plan.

Collecting meaningful data to evolve a well-being strategy

Measure what matters most to our organization and our employees. Understand employee populations and assess current state.

Goal 3: Collect the necessary information to create a culture of well-being at Samaritan.

3.1 Collect best available data.

Activities	Key Partners	Target Completion Date	Status
3.1.1 Continue collaboration to effectively utilize systemwide data.	CAO; HR; DEI; Information Systems (IS); Patient Experience; Quality; Research	Ongoing	●
3.1.2 Develop needs assessments in alignment with and in response to Samaritan’s priorities, capacity and resources.	Alignment partners; CAO; HR; DEI; Research; site and department leadership	Ongoing	○

Key success indicators for goal 3:

- Results of sub-populations assessed through Press Ganey data.
- American Medical Association Mini-Z Burnout Survey data.



Choosing initiatives that support the whole employee


Bring the right interventions in support of employees across Samaritan.

Goal 4: Provide the necessary support for employees to lead healthy and thriving lives.


4.1 Provide evidence-based initiatives to support the well-being of all Samaritan employees. (See addendum 2: Key well-being initiatives).

Activities	Key Partners	Target Completion Date	Status
4.1.1 Sustain, improve and expand well-being initiative infrastructure to meet system needs.	Alignment partners; CAO; Enterprise Risk; Emergency Management; Facilities; HR; IS; L&D; Marketing and Communications; OD; Quality; SamFit; SMG Administration; Security	Ongoing	
4.1.2 Sustain current initiatives through ongoing design, development, implementation, evaluation, tracking and reporting.		Ongoing	
4.1.3 Establish a streamlined systemwide process for connecting people with the most appropriate resources.		Q4 2024	

4.2 Provide mental health supports for all employees to increase access, reduce stigma and support a mentally healthy culture.

Activities	Key Partners	Target Completion Date	Status
4.2.1 Sustain and increase mental health supports.	Behavioral and Mental Health; DEI; GME; HR; L&D; OD; site leadership	Ongoing	

4.3 Explore and develop specific well-being supports for employees from historically underserved communities.

Activities	Key Partners	Target Completion Date	Status
4.3.1 Collaborate with DEI Program and Council, as well as overall leadership, to explore and develop needed supports.	DEI Program; DEI Council; Enterprise Risk; HR; Quality; Research; Safety and Risk	Ongoing	

4.4 Explore and develop specific well-being supports for employees with the potential to experience increased well-being risks due to role.

(See addendum 3: Population specific well-being plans).

Activities	Key Partners	Target Completion Date	Status
4.4.1 Collaborate with leadership to explore and develop needed supports.	GME; Enterprise Risk; Foundation; HR; Research; Quality; SMG Administration, Nursing Leadership; Safety and Risk	Ongoing	●

Key success indicators for goal 4:

- Number of well-being programs and initiatives offered.
- Number of employees participating in well-being initiatives.






Cultivating supportive health promoting environments, policies and practices

Evaluate policies, practices and promotions to ensure Samaritan prioritizes and supports the well-being and health of all its employees.

Goal 5: Ensure employee well-being is at the core of SHS culture and operations.

5.1 Sustain and explore key well-being benefits policies.

Activities	Key Partners	Target Completion Date	Status
5.1.1 Employee Well-Being Benefit.	HR	Ongoing	
5.1.2 Healthy Habits Incentive.	Samaritan Choice Plans Wellness Program	Ongoing	
5.1.3 Identify key policies in support of employee health and well-being.	Regulatory and Accreditation	Q3 2025	

5.2 Explore well-being best practices to support work structures.

Activities	Key Partners	Target Completion Date	Status
5.2.1 Explore work structure best practices, including communication best practices, meeting best practices and work-life boundaries.	Alignment partners; HR; IS; Employee Health; Marketing and Communications; OD; Site leadership; SMG Administration	Q3 2025	
5.2.2 Explore infrastructure and support needed to integrate well-being best practices at the department and unit level.		Q3 2025	
5.2.3 Explore infrastructure and alignment needed to support team building focused on increasing group culture and individual well-being.		Q3 2025	

Key success indicators for goal 5:

- Number of employees engaged in established well-being benefits.

Future considerations:



- Review identified policies and practices and amend where necessary.
- Provide information, education and support to Samaritan workforce to integrate well-being best practices and key policies throughout the organization.

Evaluating, communicating, celebrating and evolving

Understand the impact of Samaritan employee well-being efforts. Evaluate success and commit to continuous improvement efforts in worksite well-being initiatives.

Goal 6: Provide impactful initiatives to foster an environment of well-being throughout Samaritan.

6.1 Evaluate, communicate, celebrate and evolve well-being initiatives and activities.

Activities	Key Partners	Target Completion Date	Status
6.1.1 Establish and monitor mechanism for tracking well-being initiatives and activities.	Alignment partners; CAO; Employee Engagement; IS; Marketing and Communications; Patient Experience; SEC; SMG Administration; WBC	Q4 2023	
6.1.2 Report back on engagement and evaluation data on a regular cadence.	Samaritan Choice Plans Wellness Program	Q1 2024	
6.1.3 Use consistent available data to direct iteration of well-being strategy.	Regulatory and Accreditation	Ongoing	
6.1.4 Enhance communication and celebration strategy which drives engagement in well-being initiatives and highlights successes.	Alignment Partners; CAO; Marketing and Communications; IS; SMG Administration; SEC; WBC	Ongoing	

Key success indicators for goal 6:

- Accurately tracked well-being initiative data.

Future considerations:

- Utilize key risk indicators and key performance indicators to evaluate, communicate, celebrate and iterate our well-being strategy.

Addendum 1: Alignment partnerships

The shift to a culture of well-being is a systemwide organizational effort. The Well-Being Council recognizes that for this systemwide integration to occur, alignment across all major services areas is necessary. The following list highlights the work completed to date to develop systemwide partnerships. It is followed by a list of proposed partnerships which the Well-Being Team hopes to build. If your service area is not represented, and you believe that cultivating an alignment relationship with the Well-Being Council would be of benefit, please reach out to [SHSWellness Council@samhealth.org](mailto:SHSWellnessCouncil@samhealth.org). As capacity continues to expand, the council would welcome the opportunity to increase its partnerships.

Current alignment partnerships:

- Authentic Connections group.
- Benefits.
- Behavioral and Mental Health.
- Corporate.
- Diversity, Equity and Inclusion Council and Program.
- Employee Health.
- Enterprise Risk.
- Graduate Medical Education.
- Health Plans.
- Human Resources.
- Informatics.
- Learning and Development.
- Marketing and Communications.
- Organizational Development.
- Quality.
- Research.
- Safety and Risk.
- Security.
- Samaritan Medical Group Administration.

Proposed alignment additions:

- ArtsCare.
- Data Governance Council.
- Emergency Management.
- Employee Engagement.
- Executive Nursing Leadership.
- Information Systems.
- Nutrition Services.
- Patient Experience.
- Regulatory and Accreditation.
- Samaritan Employee Resource Group Leadership.
- Veterans Services.



Addendum 2: Key well-being initiatives

The following list represents the current evidence-based initiatives and initiative areas that the Well-Being Council and Well-Being Team operate or collaborate to support throughout Samaritan.

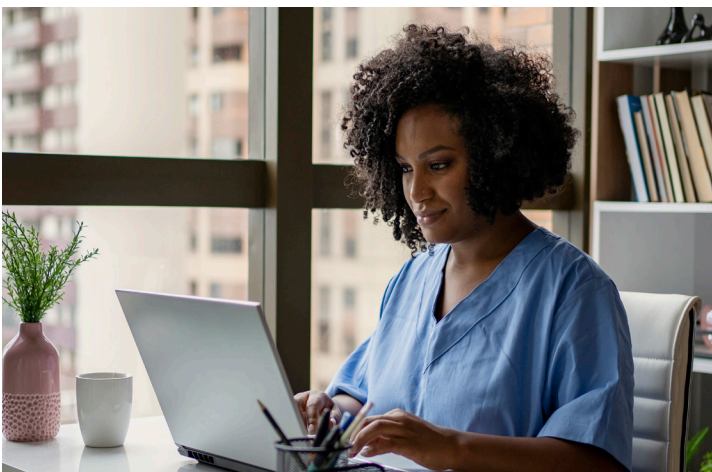
- Awards.
 - Oregon's Healthiest Employer.
 - Top 100 Healthiest Workplaces in America.
 - American Medical Association Joy in Medicine Health System Recognition Program.
- Care for the Caregiver.
- Critical Incident Stress Management.
 - Critical Incident Stress Debriefing.
 - Trauma-informed armed intruder trainings.
- Employee Well-Being Benefit.
- Financial education and support resources.
- SamFit fitness and wellness centers.
- Mental and emotional health supports.
 - Employee support forums.
 - Live-streaming well-being sessions.
 - Authentic Connections groups.
 - Chaplaincy services.
- Mindfulness-based initiatives.
 - Mindfulness-Based Stress Reduction.
 - Headspace.
 - Introduction to Mindfulness.
 - Mindful leadership courses.
- Nutrition and food.
- Schwartz Rounds.
- Well-being courses.
- Leadership education and support.
 - Leadership Summits.
 - Leadership course catalog.



Addendum 3: Population-specific well-being supports

Priorities 4.3 and 4.4 call for the development of specific well-being support for members of the Samaritan employee population who face the potential for increased well-being risks. The role of the Well-Being Team is to support leadership in collaborating with these employees to self-identify their well-being needs, build capacity to support those needs and implement evidence-based well-being interventions which increase well-being for these groups. The following list is the initial focus for population specific supports:

- Employees of color.
- LGBTQIA2s+ employees.
- Diversely abled employees.
- Veteran employees.
- Women/female-identified employees.
- Employees across a range of generational diversity.
- Clinicians.
- Residents.
- Nurses.
- Leaders, managers and supervisors.
- Remote workforce.
- Teams and departments.





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Health Services

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