



What to Expect During Implementation & Launch

VITAL WorkLife provides a leading-edge, confidential and discreet well being program specifically designed to meet the challenges unique to medical professionals and their families. To maximize the effectiveness of the program, it is important that all aspects of it are promoted regularly to help clinicians, administrators, leaders and their family members understand the many ways our suite of resources can assist them.

Every organization is unique—in structure and methods of communication. Therefore, there is no “standard” approach to introducing and promoting the well being resources that will meet the needs of all organizations. However, there are certain best practices we have found critical in ensuring a successful implementation and ongoing engagement.

Pre-Launch

Before the well being program is launched, your VITAL WorkLife team will work with you to determine accountability within the organization for initial implementation and ongoing administration of the program. Discussions to include:

- What is your key initiative (goal) for implementing well being resources and where are you at today on your well being journey?
- Who will be the primary person(s) responsible for overseeing this program within the organization? Who else will be involved in ongoing implementation and promotion?
- Stakeholder identification such as Executive Leadership, Physician or Clinician Leaders, Department Leaders, Well Being Committees and various departments related to recruitment, retention and patient safety to be educated on the new program
- Communications:
 - Who is responsible for communications?
 - What are the best ways you have found to communicate important information to clinicians and their families? What does not work or is less effective?
 - What might be the location or practice-specific challenges to be addressed to ensure all stakeholders are reached, e.g., coverage to hospital vs. clinic-based clinicians, employed vs. those with privileges, full-time vs. part-time, etc.

Once the organizational accountabilities, capabilities and key stakeholders have been identified, your VITAL WorkLife team will work with you to develop a plan to educate your clinicians, administrators, leaders and their families about the program.

Launch

The goal at this stage is to ensure that all covered clinicians and their family members:

1. Understand the new program and the breadth of available resources
2. Know how to access the program
3. Know who to go to within the organization if they have questions

Ideally, clinicians will have multiple sources of this information available to them based upon our pre-launch discussions and implementation planning. It can take time for clinicians to become comfortable with engaging the program so continued promotion is critical to encouraging awareness and engagement. Your VITAL WorkLife team will discuss and build upon your unique implementation plan throughout the entire first year.

Best Practices for Encouraging Program Engagement

We recommend the following activities:

Pre-Launch

- **Identify program Advocates** to work with an assigned coach for onboarding. Well Being Advocates become internal experts of resources and help promote program engagement for the improvement of personal and organizational well being. These are individuals who have a broad reach within the organization, are typically well known, respected and credible with the medical staff. Advocates demonstrate a commitment to self-care and can help carry the message about the many positive ways well being programs can assist.
- **Identify and prepare key communication vehicles** for the initial rollout and ongoing program promotion. Involve internal marketing and communications staff, as appropriate, to develop key messaging that will resonate with your various audiences.
- **Transform your intranet site** to include program highlights, case impact stories, orientation videos, individual testimonials and links to resources
- **Home mailer with wallet card and letter from CEO/Leader** allows family members to learn about and access the program
- **Identify areas for clinician-specific promotional opportunities** such as bulletin boards, clinician lounges or oasis sites and incorporate posters, flyers and written materials.

Launch

- **Finalize and execute the tactics of the implementation plan including communication and promotional methods.** Your VITAL WorkLife team will help with content, templates and other materials as needed.
- **Arrange for meetings and communications with influencers or potential referrers** to educate on the program resources and how it can be used to address specific concerns they see with clinicians in the organization. These groups might include:
 - Medical Executive Committee
 - Peer Review Committee
 - Credentialing Committee
 - Well Being or Wellness Committees
 - Patient Experience or Patient Safety/Quality
 - Physician/Clinician Recruitment
 - HR or Organizational Development Leaders
 - Department or group heads
- **Arrange clinician-specific, stakeholder and leadership meetings and events** to educate on the program resources, what it is and how it works. Understanding the difficulty in getting everyone together at one time, you might wish to consider a variety of settings and methods, such as, regularly scheduled staff or departmental meetings, lunchtime sessions, grand rounds, after-hours meetings (either specifically for this purpose, or as part of larger meetings or retreats) and webinars.

These meetings might include:

- **Senior leadership** including CEO, CMO, CHRO and others who may not be directly involved with the program but need to have general understanding of and will likely be key champions of the program.
- **Upper management** from Clinical Operations, Administration, HR, Operations, Clinical Leadership (e.g., medical directors, department heads, etc.), Physician/Clinician Recruitment, Legal/Compliance and anyone who has responsibility for working with clinicians directly.

- **Clinicians**, in whatever context or forum is most effective in reaching the greatest number. Having a live meeting allows questions to be asked and for internal Well Being Advocates and champions to highlight the importance of the program.
- **Promote and download the VITAL WorkLife App in department meetings.** The app is an engagement tool designed to help clinicians assess and set goals to improve their well being.
- **Conduct a follow up communication** a month after the program start date to ensure clinicians and other stakeholders are aware of the program and their questions are being addressed. This can come from leadership or the Well Being Advocates—anyone who clinicians trust and listen to.

Ongoing Promotion and Education

- **Distribute monthly email communications** utilizing VITAL WorkLife Insights.
- **“Tell the story” about how the program can help clinicians:**
 - Counselors and peer coaches can help with everything from dealing with stress, anxiety and depression, to work conflict and relationship concerns (at work and at home), to family concerns, to helping with leadership skills, communication, time or anger management—and much more.
 - WorkLife Concierge serves a dual purpose in both normalizing the use of the program and saves clinicians valuable time.
- **Ask for personal stories and positive use examples** from clinicians and leaders. These can be testimonials that provide a practical way to use the program.
- **Provide a message of support and education about the program during clinician orientation meetings-** a critical time to ensure your new hires are set up for success. Ask them to download the VITAL WorkLife App to engage with well-being assessments, reach out to counselors, and peer coaches to discuss any concerns they are facing and utilize the VITAL WorkLife Concierge. Adjusting to new organizations can be difficult, especially when a relocation is involved, WorkLife Concierge can alleviate some of the stress.
- **Include program information at clinician/spouse events** and be sure that spouses and partners know where they can go if they have questions or needs.
- **Conduct annual stakeholder meetings for Leaders and Well Being Advocates** to continue to highlight program features and how to leverage the program for not only individual but organizational benefit. There are many ways to leverage the program for organizational benefit, including:
 - Refer clinicians who have been involved in medical errors, adverse outcomes, experiencing escalated stress due to conditions of a pandemic, or even medical malpractice lawsuits to address emotions they may be feeling during the stressful time.
 - Urge clinicians to speak with a counselor or peer coach who seem to be experiencing high degrees of stress or burnout, who may be depressed, or experiencing grief and loss related to a patient.
 - Refer clinicians with emergent, non-safety related performance concerns, such as approachability, productivity, charting, negative patient or staff feedback, operational issues, etc.
 - Suggest clinicians struggling with substance abuse to speak with a counselor who, if appropriate, can arrange for a confidential, no-cost chemical use assessment and guide them through their options
- **Evaluate the success of your implementation plan annually**, through engagement reports, clinician engagement surveys as well as anecdotal accounts from clinicians and influencers on the impact the VITAL WorkLife Well Being Resources program has had.
- **Repeat and build** upon what works, and try new tactics, as appropriate.