



Physicians, nurses, and other healthcare workers are overwhelmed with unprecedented levels of stress and burnout.

INTERVENTIONS HAVE BEEN IN PLACE FOR YEARS. AND YET STRESS AND BURNOUT ARE AT ALL-TIME HIGHS.

Today's hospital employees are expected to perform their best despite being in a perpetual state of overwhelm and depletion. Research shows doctors are subject to more scrutiny, work 10 hours more per week, and report higher levels of emotional exhaustion than any other profession on average. In fact, 50% of physicians report burnout. One of every two. All indications show that nurses, allied health and administrators are affected by this emotionally toxic environment as well.

How people *feel* at work every day is a primary driver of their own wellbeing as well as hospitals' organizational performance and culture. Yet, unfortunately, many healthcare professionals – including those in leadership – commonly feel:

- **Disruptions in cognitive function**
- **Declines in physical health**
- **Damaged relationships**
- **Dominant feelings of anxiety**

CEOs, medical leadership, nursing directors, and other hospital executives

already know that cumulative stress and vicarious trauma lead to systemic dysfunction throughout the hospital, impacting staff purpose and engagement as well as patient safety and care. Some are even willing to acknowledge that the standard wellness and employee assistance programs aren't effective. But, they aren't sure what to do instead, especially when many of them suffer from those same negative feelings their staffs are experiencing.

A vicious cycle of mounting pressures fuels cumulative stress and burnout in hospitals.



A scattershot approach to burnout doesn't work. In truth, it never did.

SOLUTIONS TO STRESS AND BURNOUT REQUIRE SCIENTIFIC AND ORGANIZATIONAL EXPERTISE

Greenleaf Integrative understands that the new normal for hospitals is *not* normal – or healthy. While many are offering programs and services to help employees handle stress better, they aren't enough and, in some cases, these Band-Aid approaches are counterproductive. That's because stress management and resiliency programs frequently amount to nothing more than a list of "relaxation tips" that would be nice to do – if people only had the time, resources, and support.

Instead, Greenleaf helps healthcare enterprises that operate in highly demanding environments to change their approach to cumulative stress and institutional pressures. Combining proven scientific principles and a deep understanding of how people and organizations operate, our integrative, systems-based approach accommodates the cross-cutting nature of burnout to drive meaningful, lasting change. This includes reframing leadership paradigms, behaviors, and approaches, as well as enabling and supporting a culture in which stress mitigation and staff-care are known to be part of everyone's job.

A 2017 McKinsey research report reveals that 67% of physicians want to participate in positive and lasting changes in healthcare. Despite their burnout! They just aren't sure how to get there.

WE TAILOR AND SCALE SOLUTIONS TO YOUR SPECIFIC NEEDS

Given our experience with large enterprises and bureaucracies, Greenleaf is flexible and scalable in its offerings to clients. Integrating a range of assessments, services, and diverse talent from several areas of expertise, we design and deliver tailored solutions to meet your specific objectives, budget, and timetable. Equally important, whether it's a single rapid intervention, a strategic leadership initiative, or a longer-term, cross-functional engagement, we deliver our solutions with expert program management capabilities to optimize successes.

Greenleaf's areas of expertise and services for hospitals:

Organizational Wellbeing

- Enterprise Assessments
- Resilient Organizational Development
- Workforce Training & Coaching

Leadership Resilience

- Leadership Assessments
- Leadership Development
- Strategic Planning & Implementation

Trauma-Informed Design

- Process Assessments
- Change Management
- Professional Development



It's time for hospitals to enable and support the emotional health and resilience of their people. It's time to de-stigmatize stress and burnout – to create cultures of solidarity and compassion that naturally inspire elevated performance, positive outcomes, and widespread wellbeing. **Call Greenleaf today to talk about how to get started.**