

hank

Spring 2016 | Issue 47



FRONTLINE NEWS FOR KP WORKERS,
MANAGERS AND PHYSICIANS



**WE'VE GOT
SOLUTIONS!**

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TEAM UP FOR
SOLUTIONS

8
TAME YOUR
STRESS

13
TAKE AN
ENERGY AUDIT

STRESSBUSTERS





Relieve stress with ‘yes, and’

The chances are good you are a person who deals—directly or indirectly—with life and death every day. You might be an EVS worker who keeps patient rooms germ-free to reduce the odds of infection, or an ER nurse helping a baby with a high fever. If you are not on the clinical front lines, you likely support this honorable work from behind the scenes.

We put others first. We give everything to give the best care to our patients. But far too frequently, we don’t leave anything in reserve. We neglect to take care of ourselves. This imbalance undermines the admirable ethic of our modern health care system.

One survey showed 60 percent of health care providers are burned out. In this issue of *Hank*, we provide practical tips and tools that individuals, leaders and teams can use to reduce workplace stress.

But more than that, we challenge the notion that the responsibility for preventing burnout lies solely with one of these groups. Let’s call it the “yes, and” approach. Yes, individuals need to eat better, exercise more and cultivate a positive outlook to reduce their own stress. And, leaders need to ensure safe staffing levels and create a solution-oriented workplace culture.

Our Labor Management Partnership gives us a third “yes, and”: Yes, individuals and leaders matter. And, our unit-based teams can fix inefficient processes that cause unnecessary stress and interpersonal conflict.

Every day, Kaiser Permanente’s 3,500 UBTs use performance improvement tools that make our work go more smoothly. Moreover, those tools and the foundation of trust and openness fostered by partnership give everyone a voice in making improvements.

And that also reduces our stress. [hank](#)






WHO’S BEHIND HANK?

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Post this on a bulletin board near you!



WHAT IS HANK?



Hank is an award-winning journal named in honor of Kaiser Permanente’s visionary co-founder and innovator, Henry J. Kaiser.

Hank’s mission: Highlight the successes and struggles of Kaiser Permanente’s Labor Management Partnership, which has been recognized as a model operating strategy for health care. *Hank* is published quarterly for the partnership’s more than 130,000 workers, managers, physicians and dentists. All of them are working to make KP the best place to receive care and

the best place to work—and in the process are making health care history. That’s what Henry Kaiser had in mind from the start.

For information about the management and union co-leads advancing partnership in your region, please visit LMPPartnership.org.





TEAM-BASED CHAMPIONS FOR HEALTH AND SAFETY



‘Take short bursts of exercise and they will add up. It’s about consistency. Sometimes you have to start small.’

—JOHNYIA KING TURNER, RN
UFCW Local 400 member

Article by:
OTESA MILES

By helping create a better workplace, new advocates also help improve patient care

BUDDY UP: Health is a team sport for these colleagues at the lab at the South Bay Medical Center in Southern California, including members of UFCW Local 770 and SEIU-UHW, who take Instant Recess® together.

Rotonya Parker decided her journey to a healthier lifestyle could use some traveling companions. She was already eating better and being more active when she learned that her unit-based team needed a Health and Safety Champion.

“I thought I should volunteer because doing it as a team would be an extra incentive,” says Parker, an external referral coordinator in Atlanta and a member of UFCW Local 1996. Since stepping up, she’s shared healthy recipes with her team and is planning a contest to see who walks the most.

Her activities help her UBT fulfill part of the 2015 National Agreement: The latest Path to Performance requires that Level 1 UBTs identify a Health and Safety Champion, who will help build the “culture of health and safety” required of Level 5 teams.

UBTs began identifying champions last fall. In January, they all received “Walk & Roll” buttons to help encourage their colleagues. They got going with an emphasis on walking and moving. In February, the theme was speaking up at work about safety concerns. Each month has a new focus.

With 32 years at Kaiser Permanente in Los Angeles under his belt, Darren “Tree” Wallace, a lead attendant in environmental services (EVS), offered to be his UBT’s champion. EVS departments frequently have a higher rate of workplace injuries,

Wallace notes, so safety is key. Members of his UBT share daily tips about everything from how to avoid needle sticks to the proper way to push and pull.


“You don’t want to be old, retired and injured,” says Wallace, a member of SEIU-UHW. “You have to make sure your body is safe at work and at home.”

Take a break to thrive

For Johnyia King Turner, RN, a UFCW Local 400 member in the Mid-Atlantic States, volunteering to help her UBT as a champion was an obvious choice. Turner, who recently began working in Gastroenterology at Largo Medical Center in Maryland, frequently held two-minute thrive breaks when she worked at Capitol Hill Medical Center in Washington, D.C.

“We did squats, wall push-ups or ran in place,” Turner says. As lead nurse, she also presented safety messages in UBT meetings and paused during the workday to have quick safety conversations. She says the messages were well received: “If you are not healthy and you are not safe, it decreases productivity and we can’t assist the members.”

She’s excited to have a formal title to go with her passion.

“I have my Walk & Roll button, and I encourage everyone to walk the stairs,” she says—and adds, laughing, “Now that I’m official, I can really go run my mouth and tell people what they need.” 



Champion the cause

Take part in the activities your team’s Health and Safety Champion organizes. Learn more about what the champions are up to at LMPartnership.org/hschampions.




HAIR ON FIRE? THERE'S HOPE

Stress and health care work seem to go hand in hand. Here are ways to fix the problem.

Article by:

PENELOPE WHITNEY



Struggling with stress? Got the burnout blues? We've all been there. A long line of patients snaking out the pharmacy door; appointments running a half-hour late. Yet not all things that trigger stress are bad—getting excited before running a race is stressful; so is falling in love.

“A little bit of stress is good,” says Dawn Clark, MD, an ob-gyn specialist and chief facilitator of physician wellness for the Southern California Permanente Medical Group. “It helps you avoid boredom and keeps you engaged and energetic. But too much stress burns you out.”

Unfortunately, the chronic stress that leads to burnout is commonplace in health care. A 2013 survey found nearly 60 percent of health care providers are burned out. A 2015 nationwide poll showed burnout affects nearly half of all physicians.

The result? A burned-out workforce is one with low morale and high rates of absenteeism, turnover and workplace injuries. Inevitably, service and quality of care slip.

This issue of *Hank* takes a look at the causes of health care stress and burnout—and at the solutions. Read on to find out more about how:

- » **Individuals** can take steps to handle stress better.
- » **Leaders** can be role models and make solving workplace stress a priority.
- » **Unit-based teams** can address the root causes of burnout, finding remedies for lasting change.

Burnout: A widespread problem

Stress is the brain's response to the demands put on us. Your pulse quickens, your muscles tense and you breathe faster. Everyday stresses are like small flames keeping you on alert. Burnout—which sets in when stress and frustration pile up without getting fixed—is your own personal forest fire.

Your body wears down as the constant flow of stress hormones suppresses your immune system and other functions. You don't sleep well, and you become edgy, irritable and cynical. You don't make good decisions. In short, you shut down. Making matters worse, your black cloud is contagious and can quickly spread to your co-workers.

Experts say burnout is usually caused by:

- » inefficient work procedures—and no power to change them
- » no sense of meaning and purpose to your workday
- » lack of work-life balance

In health care, the problem is even more complex. Frontline employees are expected to be selfless and put others' needs first. But patients may be unhappy or demand answers when there are no easy answers to give. That's stressful, and even more so when busy schedules are factored in.

UBTs to the rescue

Poorly designed jobs and systems are a leading cause of burnout, which means UBTs have amazing power to improve matters.

Say, for example, overlapping processes make a member-patient feel like she's getting tossed from department to department. Her justifiable frustration may get unleashed on employees. A UBT provides a forum where an employee can speak up and say: “This process needs to change. What can we do to make the system smoother for the patient?”

That's what Michael Leiter, an expert on workplace stress, says has to happen to reduce burnout. To fix it, you need to “change something that really matters about how you participate in your job.”

Sometimes the solutions are relatively simple. For members of the Esoteric UBT in the Sherman Way Central Lab in Southern California, working in cold, noisy room that made it hard to concentrate was causing stress—but they worked together and were able to move a key piece of equipment to a more comfortable room.

“Now at the end of the day, it doesn't feel like I've just finished climbing a mountain,” says Gene Usher, one of the team's research scientists. “It was a UBT success.”

Working together on performance improvement can cure what ails a team, as the Revenue Cycle team at Roseville Medical Center near Sacramento discovered. It also learned—as many teams do—that before it could fix its processes, it had to clear up underlying tensions first.

The team had low People Pulse scores; old conflicts between co-workers had never been resolved. So the team chose to improve its response to the survey question about “having a say in influencing decisions.”

“We decided to do tests of change that involved the staff more,” says management co-lead and former UBT consultant Kimberly Jones.

Team members started working together on improving the annual vacation process—a big morale boost. The 37-member team also took customer service trainings and a Kaiser Permanente Courageous Conversations class, which teaches

(continues on page 6)

HAIR ON FIRE? (continued from page 5)

different ways of approaching conflict and taking responsibility for your actions.

The class “made it easier to approach someone if there was a work problem,” says Stacey Kearny, an admitting representative and SEIU-UHW shop steward. “Now we act more like a team. When we come onto our shift, we ask the person leaving, ‘Is there something I can help you get finished?’”


An antidote to stress

For years, popular thinking held that workers should be like cogs in a factory machine. But science now shows what we all know in our hearts: Feelings do matter. Relationships matter. And unit-based teams help provide what people need to be happy at work:

- » a meaningful vision of the future
- » a sense of purpose and accomplishment
- » great relationships and teamwork
- » recognition for their contributions

To deliver the best care possible—to solve problems by looking at them from a patient’s perspective—team members have to be engaged. By engaging team members and making sure each person feels free to speak up and share ideas, unit-based teams are an antidote to stress and burnout.

For the Roseville Revenue Cycle team, the time invested in improving relationships had an impact. Team members are less stressed—and the team’s People Pulse work unit index score increased 11 percent.

“Two years ago, sometimes I didn’t feel good when I left work because I could never do enough,” Kearny says. “But now—we feel like we’ve accomplished something.” 



‘A little bit of stress is good....
Too much stress burns you out.’

—DAWN CLARK, MD

Chief facilitator for physician wellness,
Southern California Permanente Medical Group



FROM TEARS TO CHEERS

Pharmacy UBT pulls through with good communication and widespread involvement

Article by:

JENNIFER GLADWELL

REGAINING CONTROL: Shannon Cazinha, UBT development consultant, worked with management co-lead Linh Chau and union co-lead Fairy Mills (above left, left to right) to help their Northwest pharmacy team make improvements that gave members more control over their work. Pharmacy tech Maryann Lim (above right) is one of many team members adjusting to a new computer system. Mills and Lim are members of UFCW Local 555.

Fairy Mills, a pharmacy technician and member of UFCW Local 555, has worked for Kaiser Permanente for 29 years. Not long ago, however, there were days she left the Mt. Scott Pharmacy ready to cry, exhausted. Wait times were up and service scores had plummeted. She thought about retiring but decided to tough it out—and was voted in as the union co-lead for the department’s unit-based team.

About the same time, Linh Chau arrived as the new supervisor. He wasn’t sure what he’d stepped into. “It was the perfect storm,” he says. “The team was stressed out, members were unhappy, membership was up, and in the midst of it all, we were implementing a new software system.”

Pharmacies in the Northwest region were in a tough spot a year or so ago—and that was especially true for the Mt. Scott Pharmacy. Part of the Sunnyside Medical Center, it’s the second busiest pharmacy in the region, seeing an average of 500 patients a day and filling nearly 1,000 prescriptions.

Although other regions had already made the transition to ePIMS, a software system that syncs up with KP HealthConnect®, the migration process hadn’t been easy.

“We had to reenergize the team,” Chau says.





Chau and Mills' first strategy was to give staff members confidence that things would improve. The two co-leads began rounding, checking in with UBT members regularly and making sure everyone had a chance to offer suggestions for improvement—giving them the power to shape how things are done, one of the key elements for beating back burnout.

Sharing information

The co-leads also shared what they were learning, Mills says, “so that everyone had a clear understanding of what our gaps were.”

With the help of the team's UBT development consultant, Shannon Cazinha, the team began a comeback. Morale climbed as staff members worked together to reorganize schedules and used performance improvement tools like 6S (sort, straighten, shine, standardize, safety and sustain) to improve the department's workflow.

“Linh relied on Fairy's KP experience and Fairy relied on Linh's management experience. Together, they brought the team together,” Cazinha says. “Engaging activities and one-to-one conversations got to the root of the team's problems.”

The co-leads also worked to make UBT meetings a venue for learning, brainstorming—and fun. If you drop in on one today, you might find members building camaraderie by playing games like Minute to Win It. The team also takes time to recognize members who are doing a great job.

“When we started having meetings, we had just a handful of people show up,” Mills says. “Now everyone comes.”

Several metrics indicate how much has changed. The use of sick time dropped from an average of 32.2 hours per full-time employee per pay period in 2014 to just four hours per pay period in 2015; the team's People Pulse Work Unit Index soared from 37 percent to 89 percent. Wait times have improved, and member satisfaction scores nearly doubled from 2014 to 2015.

The team's experience tracks with what workplace stress experts note: Stress and burnout dwindle when people work together as a team.

“Working with our team is different now,” Mills says. “We have fun, we enjoy serving our patients, and we're improving our performance.” hank



THE TEAM'S USE OF SICK TIME PER FTE PER PAY PERIOD DROPPED FROM

32.2
TO
4 HOURS



Get the tools

Working with outdated processes and procedures is sure to cause stress. Getting team members involved in performance improvement will help turn things around.

- » Brush up on how the Rapid Improvement Model (RIM) works and get specific performance improvement tools—visit LMPartnership.org and search on *performance improvement toolkit*.
- » Lighten the mood. Visit LMPartnership.org/tools/puzzles-and-games for word puzzles and more that help teach people about partnership principles.

TAMING THE STRESS MONSTER

One part of creating joy at work is a workplace culture that gives employees a say and values their contributions. The other part comes from each of us learning how to respond to the stresses in our daily lives. What needs to be in your tune-up?



Growth is good



+650,000

KP's 2015 increase in membership

And, growth sometimes comes with growing pains, as teams adapt their workflows to provide great care and service to more members.

Every U.S. medical organization, says Cynthia Cooper, a manager with KP's Employee Assistance Program, is "experiencing major revisions...as part of this new national approach to health care."

You're not alone



53% of employed people who reported being "very stressed" in the previous month said "work problems" contributed to their stress

Too stressed to decide where to start?

Take a cue from other stressed-out individuals. Here are the top five activities that one survey's respondents found the most effective at reducing their stress when done regularly. Go with the one that appeals to you!



94%

Spending time outdoors



93%

Spending time on a hobby



89%

Exercising



87%

Spending time with a pet

Infographic reporting: *Sherry Crosby, Tyra Ferlatte*



De-stress today



20% of KP's

Southern California employees have recently tried meditation on their own or in a meeting



Find your inner peace.

Practicing mindfulness, kindness, gratitude and forgiveness increases happiness. Feeling grateful can reduce stress, anxiety and depression—and improve your physical health.



Eat foods that are good for you. You'll enjoy increased energy, improved mood, better weight control and gain a strong line of defense against many diseases.

Move more. Physical activity helps you be healthier and stronger—and feel your best—at every age. Getting 30 minutes of moderate exercise five days a week helps to lower your risk of serious illness and improve your mood.

Sleep well. Rest prepares your mind and body to deal with life's everyday challenges. It's also important for your overall health.



A few entries a week make a difference.



"I love music, and the Move It Monday workouts release stress and endorphins. I come back feeling great."

—ROSIE AYALA-WARE

Physician scheduler and SEIU-UHW member
Panorama City Medical Center

What she does:

Ayala-Ware serves as her team's union co-lead and is a Healthy Workforce champion. Her workdays can be overwhelming, she says—"There are so many emails, phone calls and change requests." She takes advantage of the Healthy Workforce programs to de-stress. Her favorites:

- Zumba
- Instant Recess®
- Move It Monday workout sessions



"After a long day, it's hard to fall asleep, so I take a moment to meditate at bedtime. It helps me clear my mind and go to sleep."

—HOLLY CRAFT-MORENO

Total Health labor lead (Southern California) and SEIU-UHW member

What she does:

- One-Moment Meditation, which uses focused breathing to relieve stress and build resiliency. It's spread nationally as a simple, effective method to manage stress.



85%

Meditating or praying

It's imperative that leaders and teams work to reduce the causes of workplace stress. It's also essential that each person find effective ways for responding to stress.

Resources to speed you on your way

- » Check out the wealth of Healthy Workforce programs at kp.org/healthyworkforce. You can find your nearest KP farmers market, learn the One Moment Meditation, get help sleeping through the night, and much, much more.
- » Get inspired at healthyworkforce-gokp.org
- » Two great resources on the internet: greatergood.berkeley.edu and headspace.com—mobile apps for meditation and more!



COLLECTIVE CAUSES, COLLECTIVE ACTION

Article by:

ANJETTA McQUEEN
THACKERAY

Coalition leaders call for a fresh emphasis on addressing root causes of workplace stress

MORE THAN A HOT BATH: To truly reduce workplace stress and burnout, says Ron Ruggiero (above), president of SEIU Local 105 in Colorado, workers must have the power to make changes that improve their departments.

USE YOUR VOICE

Everyone represented by a coalition union belongs to a UBT. Make sure you're participating on yours.

Eager for strategies to tackle workplace stress, a group of nurses in Southern California—including Denise Duncan, RN, president of UNAC/UHCP—sought out a workshop on the issue.

Workplace stress undermines employee health and safety, they knew, and erodes patient care and service.

But what they learned at the conference, which was offered by an outside organization, rang hollow.

“They told us the work isn’t going to go away: Have a hot bath, light candles and take a deep breath,” says Duncan. “You can work a 12- or 14-hour day. Go home and relax. The same workload is going to be there again the next day.”

A majority of workers in the United States—especially those in health care—tell researchers their main source of stress is at work, not home. Long hours, job insecurity, poorly designed workflows and fear of violence or injury top nearly every list of common causes.

Focusing on the individual’s behavior may help a person cope with such issues, Duncan says, but does nothing to address the root of a problem that some studies suggest affects three in four U.S. workers. Part of what’s needed, she says, is more accountability from both management and the unions to fulfill the National Agreement’s commitment to fixing backfill shortages. The safe-staffing campaign UNAC/UHCP ran last year was part of that call to action.

Duncan and her fellow leaders in the Coalition of Kaiser Permanente Unions want to step up the conversation on workplace stress and make sure it:

- » includes worker voices on scope of practice and other issues
- » addresses unhealthy work environments
- » develops resources in partnership


“We have talked about work-life balance. I am not sure there is one yet,” Duncan says. “We are at a tipping point.”

Opportunity for action

“Issues related to workplace stress are often collectively caused,” says Ron Ruggiero, the president of SEIU Local 105 in Colorado. “They need a collective solution.”

Kaiser Permanente is not immune. In a survey done before 2015 National Bargaining, 94 percent of workers represented by a coalition union placed a high priority on reducing stress in the workplace. Scores on the “KP supports me in having a healthy and balanced life” question on the annual People Pulse survey have stayed flat, with mid-range favorable ratings, from 2007 through 2015.

But partnership and unit-based teams offer an opportunity for action, says Ruggiero, whose union represents 3,000 KP employees.

“At each and every worksite,” he says, “workers should be listened to and solutions could be figured out—and implemented.” 

HOW MANAGERS MANAGE STRESS



Advice for reducing job pressure and burnout—for yourself, and for others

Part of a manager's job is to look at the big picture—and job stress and burnout are usually part of the picture in health care. Operational leaders from two regions share their thoughts on keeping workplace energy and morale high.



WENDY WATSON

Regional vice president, Professional, Clinical and Continuing Care Services (Northwest)

There's very little downtime in our work. We want to deliver great service, quality, affordability. The pace is fast, as our industry is changing rapidly. That can be a formula for stress. No one can do this work alone—we all need to support one another.

Build strong teams

High-performing unit-based teams are part of the solution. Solving even one problem at a time can help a team increase job satisfaction and get results, and that reduces stress. If you are leading teams you have to be very purposeful—making time with your team, creating space to talk and making our meeting time productive and solution-focused.

Some of our facilities have Living Room huddles, where people from all departments gather before the start of business, and one department presents a topic. It's an opportunity to learn and build relationships across the facility. The more connected we are, the more we can support each other.

Make time for yourself

Running is my No. 1 antidote to stress. I try to run regularly—early in the morning before the workday, and longer on weekends. It's my way to expend physical energy and feel mentally reenergized.

You have to make time for yourself, and that includes exercise. It's not easy to do. But when you make exercise a priority, you create energy to be able to deal more effectively with stress.



CORWIN HARPER

Senior vice president, Area Manager, Napa-Solano (Northern California)

It's hard to generalize about stress because everybody has a different stress meter. We all handle things differently. It's an issue of work-life balance, and we're in an industry where we all invest our personal energy, because health care is about caring for others.

People have to be aware of that and think about what they can do to manage their energy and stress levels. We should proactively manage things at work that sap energy and invest in things that raise our energy.

How do you help others?

As a leader, I have to be aware of what I can do to minimize energy-wasters and reduce job stress.

We talk about stress in our workplace safety conversations. I address it as part of leadership rounding. And rounding is not just checking the box. It's focused on engaging with people about how they're doing, letting them know you care, encouraging them to spend time with their families and calling out work-related issues that are barriers to performance.

We focus on creating a culture where we understand and respect one another.

Know yourself

I hate sitting all day long. I do core exercises at work in my spare moments. You have to know when to step away and recharge. I try to eat right, exercise, listen to music and pray. I'm still working on getting enough sleep. [hank](#)



Rounding for results

Rounding is a powerful tool for creating a culture where employees are free to speak. Having a short list of open-ended questions to ask each person on a regular basis makes it easier for staff members to raise concerns—and that, in turn, helps reduce stress levels.

Take the next step:

- » Visit LMPpartnership.org and search on *rounding for outcomes*.
- » Access the tools and trainings on the KP intranet at <http://kpnet.kp.org/qrrm/service2/COE/roundings.html>.





FIRST, HEAL THYSELF



**Katie Richardson, MD,
is a master juggler:**

She's a pediatrician at Highlands Ranch Medical Office in Colorado two days a week and the director of Physician Experience for the Colorado Permanente Group (CPMG) the rest of the week; she's a sponsor of the CPMG Physician Wellness Committee; and at home, she's the mom of an 11-year-old daughter. Dr. Richardson recently talked about the pressures of practicing medicine and what the Colorado region is doing to help its doctors sidestep stress and burnout.

Doctors aren't immune to stress—and teams can be a key element in keeping burnout at bay

Q: Why do so many doctors suffer from stress and burnout?

A: As physicians, in general we are not as good at taking care of ourselves as we are at taking care of others. We don't tend to ask for help—and we need to change that culture. There are a lot of clinicians out there who are suffering and they don't recognize the signs of burnout or know what to do.

Q: What happens when physicians are burned out?

A: We are the leaders of the health care team. We're trained to solve diagnostic dilemmas and do what is best for our patients. If we're burned out, we may not think through our decisions as well. Healthy, happy physicians take better care of their patients. We want to make sure that we take care of our physicians.

Q: How do you help doctors deal with stress?

A: We know this is a high-pressure environment and look for resiliency in our physician hiring process, which helps us identify candidates who have

experience managing stress. In addition, our yearly physician survey includes questions around burnout and resilience. We use that information to identify strategies to improve the physician experience.

We are trying to foster conversations around stress and burnout. We're encouraging physician chiefs to meet with their physicians regularly and ask, "How are you doing?" Educating providers to look for signs that they might be experiencing stress, as well as providing education about available resources, will help. The first step is letting people know we are aware there is an issue. [hank](#)

'Healthy, happy physicians take better care of their patients. We want to make sure that we take care of our physicians.'

—KATIE RICHARDSON, MD

RUNNING ON EMPTY?

Take this energy audit to see how you're doing. Check the statements that are true for you, then see how you score.

BODY

- I exercise regularly
- I usually eat breakfast and I keep healthy snacks on hand
- I enjoy caffeinated beverages, sweets and alcohol in moderation
- I take regular breaks throughout the day

EMOTIONS

- I let go of resentments easily and don't harbor grudges
- I am open-minded and tolerant of others' opinions
- I take time to do the things I enjoy and am passionate about
- I express my appreciation of others frequently and often pause to feel gratitude for people and things in my life

OVERALL ENERGY SCORE

Total number of statements checked: _____

- 11 – 16** = Excellent energy management skills
- 7 – 10** = Reasonable energy management skills
- 4 – 6** = Significant energy management deficit
- 0 – 3** = A full-fledged energy management crisis

MIND

- I am able to concentrate on one task at a time
- I take vacations from email and other electronic communication
- The amount of information I deal with day to day feels about right; I'm not worried that I'm going to miss important details
- I leave work at work when I go home, creating space between the two places

SPIRIT

- I feel like I'm doing enough; I don't judge myself harshly
- I regularly take time for quiet reflections
- I feel like my life has meaning and value
- I give back to my family, friends and co-workers in a variety of ways

AREAS FOR FOCUS

If you have three or fewer checks in any area, use the resources in this issue to give yourself a boost!

Number of checks in each category:

Body:____ **Emotions:**____ **Mind:**____ **Spirit:**____

- 4** = Excellent energy management skills
- 3** = Strong energy management skills
- 2** = Significant deficits
- 1** = Poor energy management skills
- 0** = A full-fledged energy crisis

Dr. Richardson's advice for physicians and other care providers on managing stress

Work with your team. The team can help improve processes so the day-in and day-out workload is more manageable. An engaged team helps you provide better care. Participating in team functions—whether it's a meeting, a potluck or a walk—helps build relationships.

Find a shoulder to lean on. Having a friend at work makes a big difference and it helps provide a sense of community.

Ask for help! In Colorado, physicians who are in distress can see a psychiatrist, a licensed clinical social worker (our behavioral health and wellness specialist), or they can get an outside referral for care. A peer support network is also available.

Feed your passion. We became physicians to help others. We need to nurture each other and feed our growing interests.

Take a fresh approach. Last year, our Human Resources department offered a pilot program in mindfulness-based stress reduction. The six-week course, which included physicians, physician assistants and nurse practitioners, proved so popular that it will be offered again this year.

Eat, sweat, laugh. Eating healthy and exercise helps with stress. Managing your own healthy work-life balance is a journey, but one worth the effort. I've gotten back to eating healthier and exercising. When I do that, I feel a ton of benefit. Finally, spend time with those who make you feel good. Spending time with my 11-year-old daughter is huge. We laugh a lot.



Do you know the signs of stress?

If you suffer from one or more of the following symptoms, you may be experiencing stress or burnout. Visit kp.org/mindbody and discover resources to cope with issues that may be affecting your health and your quality of life.

- » Shortness of breath
- » Muscle tension
- » Headaches
- » Chest pain
- » Feeling light-headed
- » Fatigued
- » Withdrawn
- » Helpless
- » Isolated
- » Spending extra time at work
- » Sleep disturbance
- » Hopeless
- » Substance abuse
- » Agitation
- » Fear
- » Feeling overwhelmed

WHO'S THAT PERSON?

In each issue of *Hank*, we will feature someone prominent from Kaiser Permanente or its unions on the front cover.



CAN YOU NAME THIS PERSON?

ICEBREAKER: If I were a...

This is a great game for getting people laughing (and de-stressing). Use it as a warm-up before a huddle or a brainstorming session.

DIRECTIONS: Have everyone stand in a circle. Decide who will start, and have that person turn to the person on her right and ask, for example, "If you were an animal, what animal would you be?" That person answers and, continuing around the circle, asks the next person a similar question, changing the person/place/thing part of the question—for example, "If you were a movie star, which movie star would you be?" The game continues until everyone has asked and answered a question. If you've got a small group, you can go around a few times. Just remember, each time the question gets asked, the person/place/thing can't be one that's already been used.

TREASURE HUNT: Finding joy at work

What is one thing you love about what you do? Think back over the last month and remember an interaction that made you smile and connected you with what you love about your career. Take a moment and write down what that is. Set an intention to experience it again in the day ahead—seek it out and savor it just once today. Say it out loud, *"Today, I am going to look for a way to experience _____."*
[fill in the blank with the thing you love]

Make it a stress-relieving game by tracking the days you "find treasure" with tick marks on a monthly calendar. Give yourself a prize from your prize list whenever you find treasure two or more times a week.

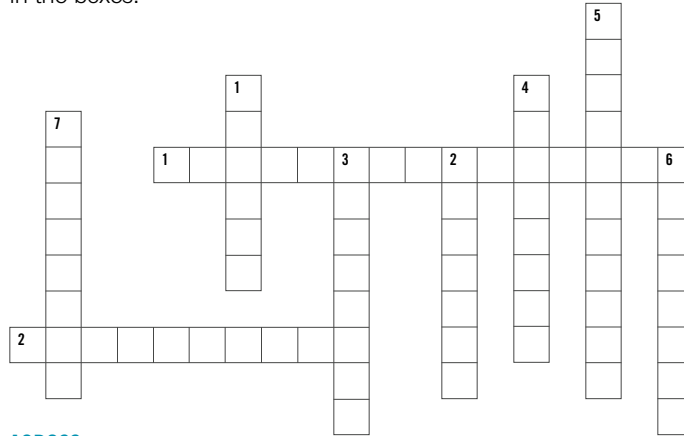
TRIVIA QUESTION

Which of these unusual conditions has been linked to stress?

- a) Exploding head syndrome
- b) Stiff person syndrome
- c) Nodding disease

CROSSWORD: All work, no play

DIRECTIONS: If you've read this issue, coming up the words/phrases for this crossword will be a snap. If you haven't, don't stress, just have fun! When you're done, pick a prize from your "You're a Winner" list, below. Note: If the answer is a phrase, don't include spaces or punctuation in the boxes.



ACROSS

- 1. When you work all the time and don't rest, this is out of whack
- 2. A quiet way to reduce stress

DOWN

- 1. How the body responds to demands put on it
- 2. Condition that occurs when work stress and frustration pile up without getting fixed
- 3. Sleep-related problem that is a symptom of stress
- 4. Compassionate quality that describes many caregivers
- 5. Style of working that defines the relationship between Kaiser Permanente and the Coalition of Kaiser Permanente Unions
- 6. An active way to reduce stress
- 7. "The best medicine"

YOU'RE A WINNER!

DIRECTIONS: Write a quick list of prizes that would put a smile on your face. (Try to include some that aren't food!) It might be reading a chapter in a book, a five-minute walk outside, a hug from a friend, a movie, a manicure. Keep adding to your list.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

WHERE'S THE MISTAKE?

There's a purposeful mistake hidden somewhere in these pages. Get together with your team and pass out copies of this *Hank*. Have each person fill out the "You're a Winner" box, left, then have someone say "Go!"—and see who can find the hidden mistake fastest. Winner gets high fives from everyone and a prize from his/her prize list.

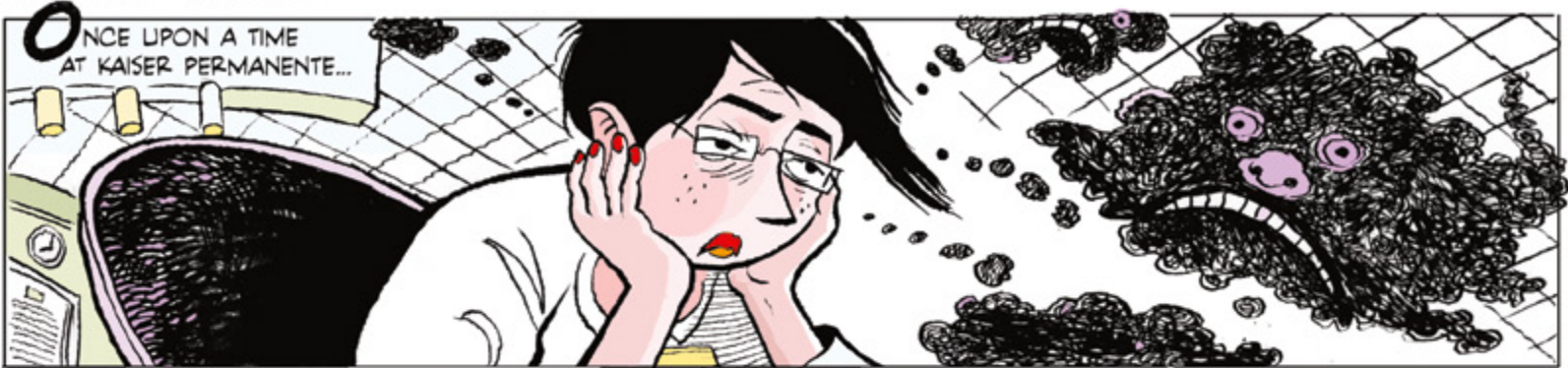
YOUR ANSWER:

.....



Check out the answers to this issue's puzzles and games at LMPartnership.org/puzzles-and-games/answers.

SUPER SCRUBS: BEATING BACK BURNOUT



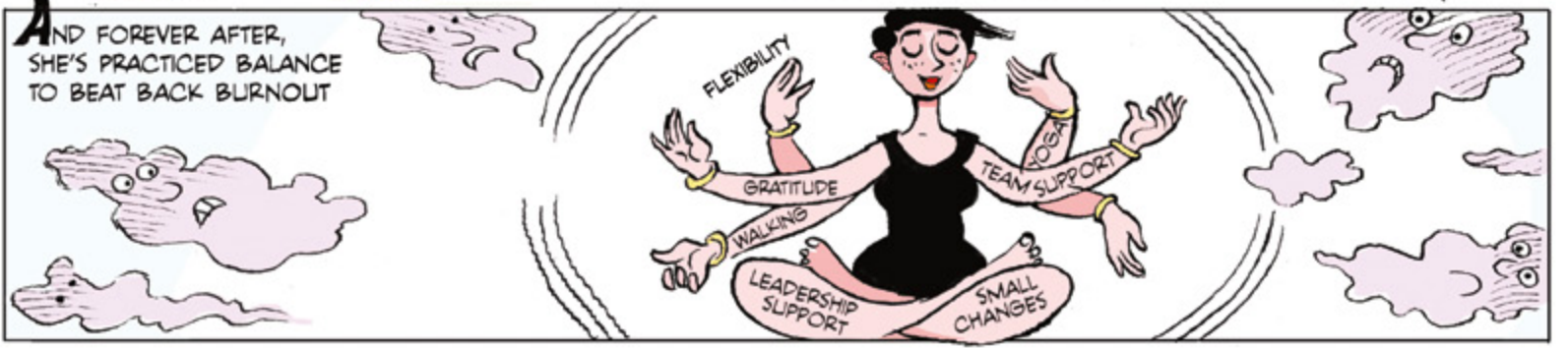
THERE WAS A FRONTLINE WORKER GETTING SQUEEZED BY STRESS

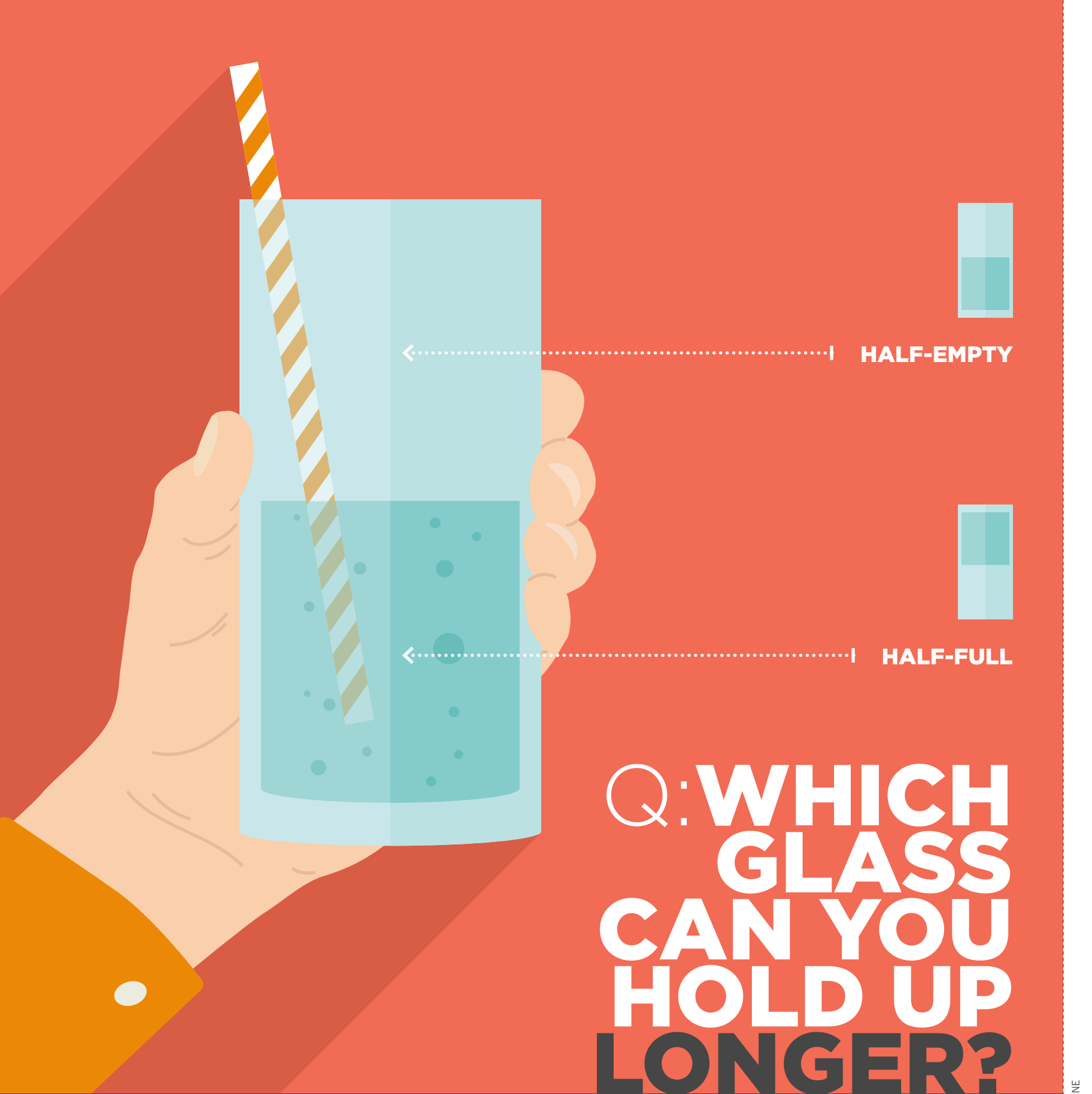


IN CAME SUPERSCRUBS WITH AN ARRAY OF TOOLS TRIED AND TRUE



AND FOREVER AFTER, SHE'S PRACTICED BALANCE TO BEAT BACK BURNOUT





← | HALF-EMPTY

← | HALF-FULL

Q: WHICH GLASS CAN YOU HOLD UP LONGER?

A: **Either glass is going to be awfully heavy in a few hours. DON'T FORGET YOU NEED DOWN TIME!**



Find resources for managing stress on at kp.org/healthyworkforce

LMP LABOR MANAGEMENT PARTNERSHIP

FOLD AND TEAR ALONG DOTTED LINE