

Measuring the Wellbeing of our Health Workforce

The Well-Being Index Programme for Health NZ|Te Whatu Ora

Background

Health New Zealand|Te Whatu Ora is now the single largest employer in the country with a workforce of approximately 90,000 staff. For all large healthcare organisations, the most asset is its people. A healthy thriving workforce is essential for the delivery of high quality, compassionate care and for optimal systems performance and productivity within healthcare. However, it is well recognised both in New Zealand and internationally, that due to a myriad of complex systemic factors, burnout and work-related distress is common for staff within healthcare settings.

In acknowledgement of this, a Workplace Wellbeing Discovery Stocktake was undertaken by the Interim National Wellbeing team in late 2022. From this stocktake a series of targeted recommendations were made to support workforce wellbeing. This included the need for measurement metrics for workforce wellbeing to guide and inform targeted action strategies. A review of the currently available tools that were scalable to a large national workforce was undertaken. The Well-Being Index tool, provided through a partnership with the Health Roundtable was subsequently recommended by the National Wellbeing Leads and endorsed by Health New Zealand|Te Whatu Ora Executive leadership.

The 2-year partnership for nationwide staff use began in June 2024. Central to the success of this wellbeing measurement programme will be ensuring widespread engagement across Health NZ|Te Whatu Ora staff so the data is representative and valid. This begins with ensuring we have endorsement and support from leadership across all districts and regions to allow us to establish the project support framework needed to support frontline staff engagement.

Though there is no single complete measure of workforce wellbeing, the Well-Being Index delivered nationally, provides New Zealand with the unique opportunity to utilise a validated tool with repeated longitudinal measurement to monitor the wellbeing of its workforce. It has the capacity to provide vital data to develop evidence informed practice supporting a workforce to thrive.

What is the Wellbeing Index Tool (WBI)?

The Wellbeing Index Tool is an app-based wellbeing measurement and monitoring tool designed specifically for use in healthcare. It was developed in 2010, by the Mayo Clinic, a large US healthcare organisation as part of their commitment to supporting the well-being of their healthcare staff. Unable to find a suitable wellbeing measurement tool that was scalable and could be used regularly with busy healthcare staff they researched, designed and validated their own healthcare-specific tool instead. The Wellbeing Index is now used in over 800 healthcare organisations worldwide.

The Wellbeing Index Tool (WBI) has the following important features:

- Is an App-based tool (desktop version also available)
- Anonymously measures wellbeing in less than 1-minute
- Predicts risks of distress and wellbeing over 6 dimensions
- Provides immediate discipline and location tailored resources to participants within the app
- Delivers comprehensive reporting to leadership teams through de-identified aggregate data
- Tracks individual and organisational progress over time
- 6 discipline versions:
 - Consultant/Senior Medical Officer
 - Trainee/Junior Medical Officer (Intern/RMO/Registrar/Fellow)
 - Nurse and Midwife
 - Allied & Scientific Health
 - Pharmacy
 - General Employee

The WBI provides a new and equitable way for Health NZ staff to monitor and reflect on their own wellbeing in relation to their work as well as providing immediate access to resources for common issues affecting healthcare worker wellbeing. This occurs within the secure, anonymous app-based platform.

Alongside these individual participant benefits the WBI also provides the ability to have whole-of workforce wellbeing monitoring through the provision of de-identified aggregate reports (no names or individual identifiers attached) utilizing pooled wellbeing data from all WBI users across Health NZ|Te Whatu Ora.

With good engagement these reports can be integrated into established reporting governance structures alongside other key metrics at a service, hospital, district and regional level.

This is the starting point to identify areas of high distress and areas where staff are thriving and has the potential to assist our organisation to design more effective and tailored responses to staff wellbeing needs.

Each time staff enter their data they become part of building the solutions to improving workforce wellbeing not just for us now, but for future generations of NZ healthcare staff too.

Data Anonymity and Security

Through use of the Wellbeing Index tool each user agrees to share the data we enter, in a secure and anonymised manner, with Corporate Web Services (CWS) who are the sole licensed provider of the Wellbeing Index across the world.

To be clear, no one is able to see or access an individual user's data.

This data is stored securely by the Wellbeing Index at CWS.

For more detailed information on data security:

1. [Wellbeing Index Technical/Security Whitepaper](#)
2. [Well-Being Index Anonymity Overview](#)

The use of the Wellbeing Index tool across HealthNZ|Te Whatu Ora has been approved by the national Data and Digital team.

Initial Factors for Programme Success

Like any new initiative a successful launch and sustained embedding of the Well-Being Index within a service, district or region has several key factors:

1. Senior Leadership engagement and sponsorship

2. Allocated Time (FTE): For optimal success and sustainability, dedicated time would be provided to a cross-discipline team of both clinical and non-clinical staff specifically designated to overseeing well-being activities, engagement, and data surveillance at a local level.

3. Commitment from discipline leaders: The success of WBI implementation across large healthcare disciplines relies on identifying leaders within each discipline who are actively engaged and committed to driving uptake.

4. Identifying local champions: Staff uptake for the WBI is highest when it is promoted and supported by staff peers. Identifying well connected and influential staff who would like to be local champions is integral to success at a unit/team level.

5. Identifying a suitable launch strategy at each level: While contemplating a broader roll-out to the entire organisation, it is crucial to pinpoint focus groups where targeted efforts can be initiated for a more effective implementation.

Launch and Engagement Communication

Launching the Wellbeing Index tool across large teams requires a multi-pronged approach. Communication needs to be multi-modal and repeated to increase engagement.

This can often mean:

1. Initial widespread communications via email, newsletter, posters (note that uptake from this alone is usually low)
2. Targeted activities with much higher engagement include:
 - a. Face-to-face meetings driven trusted discipline leaders or local champions.
 - b. Included as agenda item in monthly meetings or in-services (recurring)
 - c. Time allocated at training sessions, induction or team meetings.
3. Visible endorsement and engagement with the WBI tool by senior leadership

Clear communication about the purpose and benefits of completing the WBI, both on a personal level and for the organization, fosters continued participation and utilization of the tool.



Administrator Access for Data Reporting to staff and leadership

Administrator access is provided to key program leads across the organisation so that the team and organisational level data can be utilised for regular reporting as described above and to foster ongoing engagement. We encourage Well-Being Index aggregate data to be reported to the following stakeholders:

Executive and Leadership teams: Provide detailed feedback to senior and executive leadership, highlighting key insights and trends derived from the Well-Being Index results. This information can contribute to informed decision-making and strategic planning at the highest levels of the organisation.

The participants: Foster a sense of transparency and engagement by ensuring that individuals contributing to the Well-Being Index are informed about the outcomes. This feedback reinforces the importance of their input, making them aware that their voices are valued and heard, ultimately promoting a collaborative and supportive organisational culture.

Contact us

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Helpful links

1. [Addressing Burnout- Whitepaper](#)
2. [Recommendations to sustain our humans in healthcare](#)
3. [Wellbeing Index Technical/Security Whitepaper](#)
4. [List of international users of the WBI](#)
5. [WBI Validation timeline](#) Links to validation papers

Videos

Video 1. [What is burnout?](#)

Video 2. [Why is burnout important to consider in healthcare?](#)

Video 3. [What are some organisations doing better than others?](#)

Video 4. [Working towards best practice in managing burnout](#)

Video 5 [Organisational Response to Workforce Wellbeing | 2023 Event Highlights](#)

Video 6 [Key highlights from Dr Tait Shanafelt- Sydney, Sept 2023](#)

Well-Being Index

To start to measure and understand the wellbeing of our health workforce, Health New Zealand|Te Whatu Ora is partnering with Health Roundtable to provide access to the Wellbeing Index tool for all staff nationwide.

This validated tool is an opportunity to help you better understand your overall wellbeing, areas of risk compared to other healthcare professionals across the nation and to access local and national resources.

This tool is 100% anonymous - your information and individual score will not be shared.

1. Scan the QR code and download to your device
2. Open My Well-Being Index app and allow notifications
3. Enter your invitation Code: **HRTNZ**
4. Select your Job Category & complete the Well-Being Index
5. It takes 2 minutes to complete monthly



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