



FINAL REPORT *and* RECOMMENDATIONS of the:

WELL-BEING & RESILIENCE TASK FORCE



**ESHELMAN SCHOOL
OF PHARMACY**

Mental health concerns such as depression, anxiety, and addiction plague the nation and take a toll on all aspects of society, including pharmacy practice. A survey of pharmacy practice faculty indicated that faculty are experiencing high levels of depersonalization, emotional exhaustion, and a low sense of professional accomplishment¹.



In June 2018, 50 faculty, staff, alumni and student volunteers attended an inaugural Well-Being and Resiliency Retreat at the N.C. Botanical Gardens to kick off task force activity.

Moreover, approximately 400 physicians die by suicide in the U.S. each year, and learners in many health sciences disciplines also experience stress and burnout². A survey of pharmacy residents in Tennessee revealed that 40% of residents self-reported symptoms of depression³. According to the National Academy of Sciences, clinician burnout can lead to decreased job performance, high turnover rates, medical errors, and clinician suicide⁴.

Faculty, staff, and students at UNC Eshelman School of Pharmacy understand these negative outcomes acutely after experiencing the loss of one of our own Doctor of Pharmacy students, Michael Nam, to suicide in 2017. Resilience and well-being of health care professionals warrants national attention by schools and colleges of pharmacy. It is no longer enough to focus solely on the academic and co-curricular success of students; instead, the profession of pharmacy is called to create a new culture that values students holistically.

The National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience encourages organizations to provide “sustained attention and action at organizational, state and national levels, as well as invest in research and information-sharing that advance evidence-based solutions”⁴.

UNC Eshelman School of Pharmacy is well-positioned to tackle these important issues as part of our commitment to advance education, practice, research and service. Our Strategic Plan Initiative 6 prioritizes “Our People” as an integral part of our mission. Our core values of commitment to excellence, inclusiveness, and dedication to those we serve call us to ensure that all members of our community have the necessary resources to develop the skills for sustainable success in an ever-changing, fast-paced work environment.

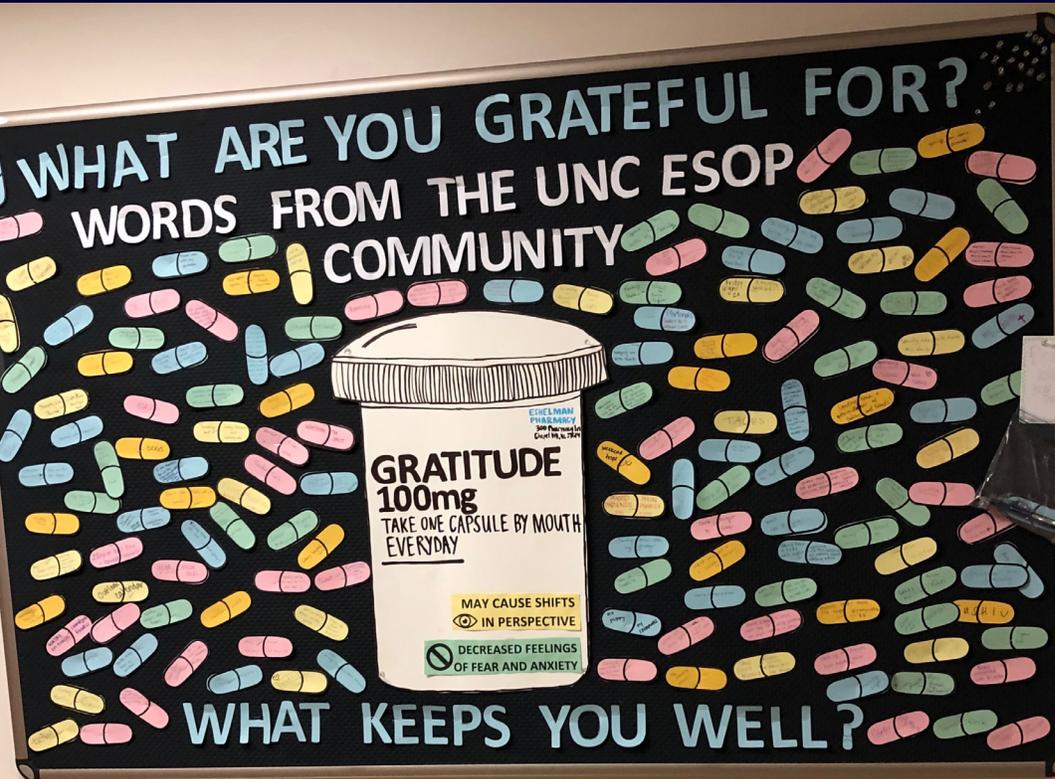
To this end, a Resilience and Well-Being Task Force was charged by Dean Thakker to evaluate the current environment of our School, develop strategies for preventing and managing mental health concerns, and lead the profession of pharmacy in the effort to create balanced and resilient health care leaders.



Task Force Charge:

Vision - To serve as a model for the profession of pharmacy in the development of a resilient pharmacy workforce that is committed to embracing a whole-person approach to education.

Mission - To create innovative organizational systems that support the resilience and well-being of our people.



WELL-BEING & RESILIENCE WORK GROUPS

The Task Force was comprised of staff members, faculty, and students who were passionate about this effort and volunteered their time. Members were divided into 6 working groups that focused on specific deliverables to inform the Task Force and identify solutions to create a distinct environment that promotes well-being and resilience. The Task Force was co-chaired by Mollie Scott and Brad Wingo.

Task Force Members

Explore Group:

Andrew Clapper, Kelly Collins*, Liz Knight, Erin Mays, Ashley Mull, Phil Rodgers, Allison Schad and Tyler Vest

Assess Group:

Jennifer Fox, Amy Guisinger, Amanda Mintz, Tish Nowack, Christina Pomykal, Donna Steinbacher, Sarah Steinert, Charlene Williams, Michael Wolcott, Whitley Yi and Jackie Zeeman*

Promote Group:

Desmond Cariveau*, Amber Frick, Rebecca Lee, Macary Weck Marciniak, Alison Mercer-Smith, Faustina Nguyen, Rachel Selinger and Laura Sjoquist

Prevent Group:

Heidi Anksorus, Delesha Carpenter, Stefani Ferreri, Suzie Harris*, Shuyin Huang, Pam Jackson, Elissa King, Kenan Krim, Abby MacCauley, Ben Muller and Amanda Savage

Respond Group:

Ellen Berggren, Lauren Campbell, Vineet Gopinathan, Leah Osaе, Elana Post, Scott Savage, Anita Marie Scotti, Catherine Sun and Colleen Wernoski*

Engage Group:

Amanda Corbett, Brian Donahue, Heather Lewis*, Angela Lyght, Dave Maldonado, Adam Persky, Maryssa Thompson and Aaron Todd

**Group Lead*

TASK FORCE TIMELINE



April 2018
Call for
volunteers



May 2018
Development
of Task Force
Charge



June 2018
Inaugural Task
Force Retreat



September 2018
Task Force
Retreat



December 2018
Final Reports
Due



February 2019
Recommendation
to Executive
Committee

WORK GROUP OBJECTIVES

Work groups focused around 6 key areas (Explore, Assess, Promote, Prevent, Respond, and Engage) that included a needs assessment, literature evaluation, and development of organizational strategies that will ultimately create a culture that values the resilience and well-being of our people.

Explore. Work Group 1 – Environmental Scan

- Perform an environmental scan of the University of North Carolina at Chapel Hill, UNC health sciences schools, peer schools and colleges of pharmacy, and professional pharmacy and medicine organizations to identify and describe other initiatives focused on improving well-being and resilience and preventing clinician and learner burnout.

Assess. Work Group 2 – Needs Assessment

- Utilizing a standardized tool (e.g., Maslach Burnout Inventory), quantitatively assess the well-being of our students, staff, and faculty in order to describe the current climate of our School.
- Create focus groups of students, staff, and faculty to identify the unmet needs of our community and listen to our community's solutions for improving well-being and resilience of our people.

Promote. Work Group 3 – Promoting a culture of resilience

- Evaluate the body of literature on promoting a culture of well-being and resilience in health care and education.
- Identify perceptions of School leaders regarding our culture and its relationship with resilience and burnout.
- Determine what resources already exist to support those with mental health disorders and burnout for employees and professional and graduate students at the University of North Carolina.

Prevent. Work Group 4 – Teaching Resilience

- Examine what strategies are used by other health disciplines such as medicine to teach skills (i.e., self-care, mindfulness, etc.) that

develop resiliency.

- Explore where our current curriculum focuses on teaching resiliency skills.
- Develop educational and programmatic strategies for equipping students in the Doctor of Pharmacy and graduate programs with the skills that are necessary for the development of lifelong well-being and resilience.

Respond. Work Group 5 – Responding to Crises

- Create a plan for supporting students, staff, and faculty who experience a mental health emergency.
- Develop a system within the Office of Curricular and Student Affairs (OCSA) that identifies students who are at risk for burnout and mental health crises and provides ongoing resources that contribute to student well-being.
- Explore new systems for supporting the mental health of our students (i.e., small support groups, advising system, etc.)

Engage. Work Group 6 – Sharing our Story

- Identify a wide variety of means to communicate regularly with our staff, students, and faculty about the School's commitment to resilience and well-being and resources that are available to foster a culture that supports each member of our community holistically.
- Create a commitment statement for the National Academy of Medicine Initiative on Well-Being and Resilience that indicates our dedication to creating a culture of holistic excellence at the School.
- Seek opportunities to develop interprofessional initiatives that promote clinician well-being and resilience with other health sciences schools at the University of North Carolina.

TASK FORCE

ACCOMPLISHMENTS



Week of Wellness – a new annual event, planned by the Student Senate Social and Wellness Committee and the Asheville Executive Committee, was held in February 2019 to focus on the importance of wellness within our School.

Conference Attendance – representation by PharmD student and Task Force member Erin Mays at the *National Summit on Promoting Well-Being and Resilience in Healthcare Providers* at The Ohio State University in October 2018.

CPNP Grant – grant awarded to PharmD students Abby MacCauley and Ashley Kang under the mentorship of Suzie Harris and Heidi Anksorus. Their project was selected as an award finalist for the CPNP Foundation Strategic Goals Award, which will be presented at their Annual Meeting in April 2019 in Salt Lake City, Utah. Additionally, the project will be submitted for an encore poster presentation at the AACP Annual Meeting in Chicago in July 2019.



AACP Symposia accepted at Annual Meeting in Chicago in July 2019

- “Creation of Organizational Initiatives to Cultivate Joy, Resilience, and Well-Being in Pharmacy Education” (Mollie Scott and Jackie Zeeman, in collaboration with the University of Mississippi and East Tennessee State University)
- “From Prevention to Crisis: Addressing Student Mental Health Every Step of the Way” (Suzie Harris, Heidi Anksorus, Amber Frick, Colleen Wernoski, in collaboration with Southern Illinois University Edwardsville)
- “Coordinating a Response to Student Suicide: Perspectives on the Worst Day of Our Lives” (Mollie Scott and Brad Wingo)



Eshelman Care Team – new resource for students based in OSCA that provides coordinated assistance and support to students who are struggling with well-being, academics, or professional issues through a centralized method of outreach, referral, and case management.

Strategic Plan – an emphasis on well-being and resilience has been incorporated into the UNC Eshelman School of Pharmacy strategic plan.



Mental Health First Aid – new course activity as part of the Leadership and Professional Development Course Stream established in 2018 for all third-year Pharm.D. students led by Suzie Harris, Charlene Williams, Heidi Anksorus, and Amber Frick. Additionally, these certified instructors have led several MHFA training as continuing education for pharmacists and pharmacy technicians in the community.

Well-Being and Resilience Endowment – an endowment was established at the Foundation in 2019 to support the wellness initiatives at the School with fundraising efforts ongoing to reach the \$25,000 goal.



Well-Being and Resilience Student Award – a memorial award in honor of Michael Nam was established in 2019. The annual award recognizes PharmD students who have demonstrated a personal commitment to promoting resilience, well-being, and mental health, such as service or leadership in organizations or initiatives that seek to improve well-being, resiliency, and mental health for students, patients, communities, and/or health care professionals.

Eshelman Institute for Innovation Grant Submission – a grant submission focused on interprofessional assessment and engagement for well-being and resilience is planned for spring 2019. Grant innovators and collaborators include Jackie Zeeman, Suzie Harris, Mollie Scott, Charlene Williams, Laura Sjoquist, Kelly Collins, Allie Schad, Kate Thieda and Colleen Wernoski.



Macy Foundation Funding Application – interdisciplinary working group convened to pursue a private funding opportunity to support an interprofessional symposium on well-being and resilience.

Representation on the Synergy through Collaboration Student Support Work Group – a collaboration between UNC, University of Minnesota and Sullivan University. The goal of this work group is to advance collaborative projects and opportunities to support students among the three institutions.



TASK FORCE RECOMMENDATIONS

A summary of complete findings and specific recommendations from each work group is documented in the Comprehensive Report of the Task Force on Resilience and Well-Being. Each team leader submitted a thorough summary of team findings, recommendations, references, and supporting documents to the Task Force Co-Chairs in December 2018. The Co-Chairs have reviewed the reports and compiled the recommendations into 3 key action items for the School:

1. Build an infrastructure to foster well-being and resilience:

- Create a UNC Eshelman School of Pharmacy Initiative on Well-Being and Resilience that emphasizes the importance of wellness for the entire School community including staff, faculty, students, and post-graduate trainees.
- Establish a Director of Well-Being and Resilience for the UNC Eshelman School of Pharmacy to oversee the further development, implementation, and assessment of a focused Well-Being and Resilience Initiative.
- Hire two mental health professionals to provide on-site mental health counseling and triage services for the Chapel Hill and Asheville Campuses.
- Create a standing Wellness and Resilience Committee that establishes annual wellness priorities, develops synergy between existing wellness programs, creates new wellness events, and strategizes implementation.



2. Support well-being and resilience assessment and research:

- Incorporate an annual assessment of burnout and well-being for students, faculty, staff, postdoctoral fellows, and preceptors to measure the impact of the Well-Being and Resilience Initiative.
- Conduct ongoing focus groups of faculty, staff, PharmD students, graduate students, postdoctoral fellows, and preceptors, and School leaders to identify the unmet needs of our community and reduce the stigma of mental health disorders.
- Develop a Well-Being and Resiliency scholarship team to develop a research plan, pursue funding opportunities and publish new knowledge about well-being and resilience.

3. Promote active engagement and collaboration on well-being and resilience initiatives:

- Create a centralized website that serves as a resource for the School community and houses statements on wellness, available resources, validated screening tools, strategies for prevention, and crisis workflows.
- Develop a branding strategy and ongoing communication plan for the Well-Being and Resilience Initiative.
- Seek collaborative opportunities with other organizations that demonstrate leadership in the area of resilience and well-being.
- Host an annual interprofessional symposium focused on creating a shared commitment and developing innovative solutions for improving student, faculty and staff well-being.
- Hold an annual Week of Wellness for the School community that emphasizes all domains of wellness.

COMMITMENT STATEMENT

The Engage Work Group drafted the following Commitment Statement on Well-Being and Resilience for the National Academy of Medicine:

The UNC Eshelman School of Pharmacy's mission is to develop leaders in pharmacy education, pharmacy practice, and pharmaceutical sciences who make a difference on human health worldwide. Our program now recognizes that the success of these leaders cannot be separated from their well-being. As health care continues to increase in its demand, cost, and complexity, the rates of provider burnout, dissatisfaction, and mental illness increase in tandem. In an academic setting, the constant drive towards success can also increase rates of burnout among learners, staff, and faculty. In understanding this, it has become our aim to establish a learning environment and workplace where breaking new ground is secondary only to strengthening the ground we stand on.

Our dedication to improving learner, staff, and faculty work life is rooted in our commitment to excellence in all that we do. We believe that an environment of excellence cannot be maintained without a culture of well-being. Over the past year, our program has committed itself to identifying steps we can take to create this culture, and to implement resiliency and well-being resources that are easily accessible, well promoted, and enthusiastically supported. To ensure continued progress towards this vision, the School of Pharmacy leadership initiated a Well-Being Task Force consisting of faculty, staff, Doctor of Pharmacy students, and graduate students.

In June 2018, the UNC Eshelman School of Pharmacy Well-Being Task Force convened with the intention of outlining strategies to further develop a culture of well-being within our institution. The Task Force has dedicated itself to pursuing 6 key goals:

- To explore best practices in fostering student, staff, and faculty well-being
- To assess levels of stress and burnout among our people, and utilize focus groups to identify potential solutions
- To promote a culture of well-being through the identification of resources and research focused on building resiliency
- To prevent burnout in our learners by creating educational strategies allowing for lifestyles and habits which improve well-being
- To respond to mental health emergencies and wellness needs by developing systems to identify and help those at risk of burnout and/or mental illness
- To engage our community through digital and print communications designed to build awareness of provider/student burnout and the wellness resources available at UNC

Our learners can best prepare to help others if they first feel empowered to help themselves. This empowerment begins with the example set by their staff and faculty. It is on us to demonstrate that a focus on well-being is not a weakness, but a necessity – one that many of us have too often ignored. Our program is committed to this responsibility.

The UNC Eshelman School of Pharmacy has many goals and initiatives that extend far beyond our campuses. Still, we believe that improving care for patients, developing innovative and efficient health care practices, and combatting the crisis of provider burnout begins with taking better care of our people. In this commitment, our program is dedicated to showing that an environment of excellence is only as sustainable as its culture of well-being is strong.

WELL-BEING & RESILIENCY

By the Numbers

400

physicians die by suicide each year, which is more than twice the national average⁴



38%

of pharmacy residents report feeling depressed³



41%

of pharmacy faculty reported emotional exhaustion, which is a component of burnout¹

As the nation's

#1 School of Pharmacy

we are committed to creating a culture of well-being

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Advancing medicine for life

References:

1. El-Ibiary SY, Yam L, Lee KC. Assessment of burnout and associated risk factors among pharmacy practice faculty in the United States. *Am J Pharm Educ* 2017;81:Article 75.
2. Dzau VJ, Kirch DG, Nasca TJ. To care is human – collectively confronting the clinician burnout crisis. *N Engl J Med* 2018;358:312-314
3. Mayberry KM, Miller LM. Incidence of self-reported depression among pharmacy residents in Tennessee. *Am J Pharm Educ* 2017;81:78-83.
4. National Academy of Medicine Action Collaborative on Clinical Well-Being and Resilience. <https://nam.edu/initiatives/clinician-resilience-and-well-being/>. Accessed May 8, 2018.