

Renew My Organization

Resources for Implementation of Organizational Health Promotion Initiatives



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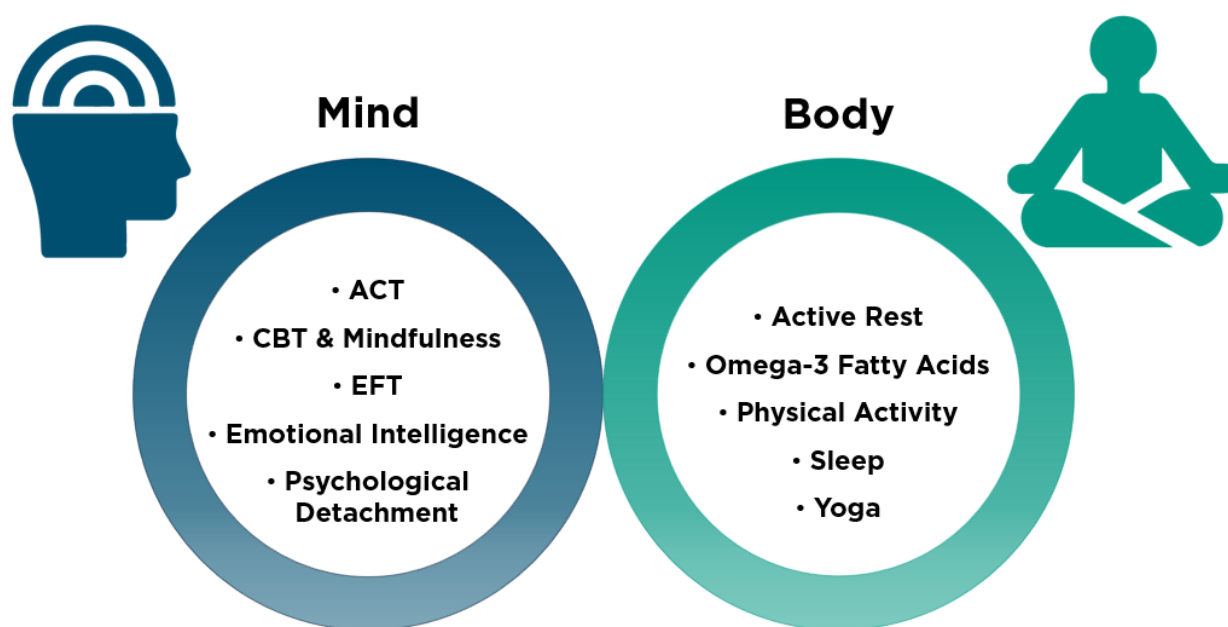
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Evidence-Based Interventions

The ten interventions featured in RenewU were selected because the compelling evidence for their effectiveness in promoting health promotion and mitigating distress. When available the resources associated with each of the intervention features evidence with health professionals. The organizational health promotion initiatives promoted through RenewU are based on one or all of the ten evidence-based interventions.

The evidence-based interventions help to promote health promotion in the mind and body. Evidence-based interventions are distinguished on whether they promote health promotion *primarily* in the mind or body, with an understanding that developing the body improves the mind and vice versa.



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Justification for Organizational Health Promotion Initiatives

To implement an effective organizational health promotion initiative, it is important to understand the purpose for the health promotion initiative and the challenges these initiatives address. The following questions will be answered in this section. Our hope is that this can help to clarify the need for health promotion initiatives and if needed justify health promotion initiatives/programs on an organizational level.

- [What is Resilience?](#)
- [Who is in the Most Need of Resilience Programs?](#)
- [What are Effective Targets for Promoting Resilience and Health?](#)
- [What Resources are Available for a Health Promotion Initiatives?](#)

What is Resilience?

- **Resilience** is a dynamic developmental process that encompasses an individual's capacity to adapt positively following significant adversity.
- **Resilience** is influenced by numerous factors (i.e., biological, social, psychological).
- **Resilience** can change over time.
- **Resilience** is a normal process in development; it is a bidirectional relationship between experiences and physiologic and structural changes in the brain.

Health promotion interventions can develop an individual's resilience.

(VanMeter & Cicchetti, 2020).

Who is in the Most Need of Resilience Programs?

- Most **dedicated** individuals
- Most **conscientious** individuals
- Most **responsible** individuals
- Most **motivated** individuals
- Most **compassionate** and **empathetic** individuals

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These qualities are often exhibited in healthcare professionals which demonstrates the importance for building resilience and providing health promotion initiatives among health professionals specifically and in health profession organizations.

(Rothenberger, 2017).

What are Effective Targets for Promoting Resilience and Health?

- Aligning personal and organizational values, mission, purpose, and compensation
- Autonomy
- Engage individuals in scheduling making
- Having control over time and content of work
- Clear boundaries for roles
- Collegiality
- Mentorship and coaching programs
- Engaging individuals in policy-making for the institution
- Allowing workers to devote at least 20% of their time to work on tasks that are meaningful to them

(Naji & Bhandari, 2021), (Robertson, et al., 2016), (Rothenberger, 2017).

What Resources are Available for a Health Promotion Initiatives?

- Resources for **individuals**, includes 10 interactive modules for health professionals (continuing education credit) or staff.
 - To get started your organization can offer these individual modules to employees. If you really want to incentives individuals to utilize these modules, organizations could create an incentive program for participation. [[Renew Myself](#)]
- Resources for **teams and groups**, includes educational and practice group activities.
 - RenewU provides resources for teams and departments to learn about and practice the 10 evidence-based interventions. [[Renew My Team](#)]

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- Resources for **health professions students**, includes a course with modules, discussions, self-reflections and a student group poster.
 - RenewU offer a fully developed 4- or 5-week Interprofessional Education Health Promotions Course that can be embedded in a course or on its own. Equip learners with these evidence-based interventions early on to help them thrive throughout their career. [\[Renew My Students\]](#)
- Resources for **organizational health promotion**, initiatives and policy developments
 - Later on in this document some organizational health promotion initiatives are provided
 - Additional resources are included on the Renew My Organization webpage, if organizations would like to implement an annual health promotion program where one intervention is promoted to employees once a month. [\[Renew My Organization\]](#)

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Return on Investment for Organizational Health Promotion Initiatives

Is there any Cost Savings with Health Promotion Interventions?

- Studies show that health promotion interventions are cost-effective due to improved presenteeism
- For example:
 - A cost cited is \$475/participant
 - A cost reduction cited is \$1,846/participant
- RenewU resources are **free** to use and a worthwhile investment of company and employee time.

(Fox, et al., 2018).

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Developing Organizational Health Promotion Initiatives

- [Considerations for developing organizational policies.](#)
- [What is the purpose of health promotion programs?](#)
- [What types of challenges need health promotion programs?](#)
- [How can you measure health promotion?](#)
- [What are the uses for measuring health promotion?](#)
- [What are some examples of community outreach interventions?](#)

Considerations for developing organizational policies.

Choosing the best approach for your organization depends on multiple factors. Factors to consider for your organization:

- The type of challenge, disaster, or shock
- The purpose of the training or evaluation
- The intended outcome
- The intended use of results
- The resources available at your organization

(Ignatowicz, et al., 2023).

What is the purpose of health promotion programs?

1. To **prevent** challenges/disasters/shocks in the organization
2. To **respond** to challenges/disasters /shocks in the organization
3. To **recover** from challenges/disasters /shocks in the organization

(Ignatowicz, et al., 2023).

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What types of challenges need health promotion programs?

1. Resilience in response to disasters
2. Resilience in response to infectious diseases
3. Resilience in response to chronic challenges and fluctuating levels of demand for the healthcare provider

(Ignatowicz, et al., 2023).

How can you measure health promotion?

1. Measure the overall organization score of resilience by validated surveys. One survey that can be used is the World Health Organization 5 Well-being Index (Topp, et al., 2015).
2. Develop models to predict how the organization responds to different challenges, disasters or shocks.
3. Quantify the healthcare organization's resources to respond to different challenges, disasters or shocks.

(Ignatowicz, et al., 2023).

What are the uses for measuring health promotion?

What are the uses for measuring resilience?

- Monitoring
- Identifying opportunities and strategies
- Evaluating the effect of taken interventions
- Evaluating the effects of a previous or ongoing challenge/disaster/shock
- Modeling and projection of processes, resources, and reactions during challenges/disasters/shocks
- Developing organizational and regional policies

(Ignatowicz, et al., 2023).

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What are some examples of community outreach interventions?

Some examples of community outreach interventions are:

- Being part of local, state, and national professional organizations to influence and shape policy around resilience.
- Connecting with state representatives to make them aware of the issues the healthcare workforce experience (e.g., increased suicide rates among nurses, etc.).
- Advocacy efforts, such as getting involved in union and/or advocacy groups to improve the working conditions of healthcare professionals.

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Developing Organizational Health Promotion Initiatives: Integrated Initiatives

We recommend two integrated approaches to organizational health promotion initiatives:

- 1) [Annual Health Promotion Program](#)
- 2) [Health Promotion Day](#)

Either one can be selected and implemented to fit the needs and resources of an organization. Organizations can also implement these two programs together with the health promotion day celebrating the culmination of the annual health promotion program and featuring the program for future participants. Details for both are provided below.

1) Annual Health Promotion Program

Time Commitment: One 45 min - 1 hour workshop per month for a total of 12 workshops

Resources: Workshop space, presenter, RenewU provided workshop materials - PPT, handouts and activities. Workshop materials are provided under the [Renew My Team](#) webpages.

Description: For the Annual Health Promotion Program we recommend featuring a different one of the ten interventions each month. The order of the interventions is up to you depending on when you start in the year different interventions may make more sense during different months of the year, such as Physical Activity in January when many people have resolutions around physical activity or Psychological Detachment in the summer months when many people have vacations planned.

The first month of the program will be the program launch and share evidence on the emerging need for health promotion among healthcare professionals. ***The presentation for the first month is located here:*** <https://rise.articulate.com/share/RYeg5NtMUJoJzoC5Focf2i2vdsd19FT6>

The last month of the program will be an opportunity for participants to share a flyer or brief demonstration of how they can share an intervention of their choosing with their colleagues, to help propagate a work culture that values health promotion. We recommend asking participants to create something that they can share with their colleagues for the last month of the program and if you are doing a health promotion day it could be featured in some way there.

It is up to the organization to decide what full participation looks like (i.e., attend 10 of the 12 workshops) and how to recognize participants that have attended the annual health promotion program, such as a badge, pin, or sticker.

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2) Health Promotion Day

Time Commitment: One full or half day

Resources: Space for intervention demonstrations, flyers and/or posters providing education / information on featured interventions. People to present, lead or share about interventions

Description: For a Health Promotion Day we recommend using it to feature or highlight specific interventions to healthcare professionals. It could be featuring one intervention, such as through hosting a yoga session at your organization. The health promotion day could also feature several interventions through mini-demonstrations or sharing flyers on a table to provide guidance or instructions on how to practice an intervention. ***If your organization is also doing an Annual Health Promotion Program this would be an ideal opportunity for participants in the program to present their learning and to advertise the program.***

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Developing Organizational Health Promotion Initiatives: Intervention Specific Initiatives

Each of the evidence-based interventions will have identified model organizational programs listed, as well as expert recommendations listed for three levels of organizational implementation (listed below). Health promotion initiatives are listed in a leveled format so that organizations can select initiatives based on the roles of administration required, whether through time, funds, or resources, to support a given initiative.

Level 1: Acknowledge, participate and support healthcare employee participation in health promotion activities, whether individual, group activities or workshops at your organization.

Level 2: Support the time, location, and funds necessary to conduct health promotion activities at the local healthcare organization.

Level 3: Develop policies and collaborations to support local, state, national outreach for health promotion initiative promotion among health care employees.

Evidence-based Interventions

(Click to visit a specific intervention or Scroll below for all of them)

[Acceptance and Commitment Therapy](#)

[Active Rest](#)

[Cognitive Behavioral Therapy & Mindfulness](#)

[Emotional Freedom Therapy](#)

[Emotional Intelligence](#)

[Omega-3 Fatty Acids](#)

[Physical Activity](#)

[Psychological Detachment](#)

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Acceptance and Commitment Therapy (ACT) Specific Initiatives

Expert Recommendations for Organizational Promotion of Acceptance and Commitment Therapy		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> • Participate in Lunch & Learn on what ACT is and the basic ACT practices at your local institution. • Practice guided meditation daily for 5-min at workplace as mini-groups (2-4 people). 	<ul style="list-style-type: none"> • Create discussion groups to learn from each other what ACT means to them and how group members experience and practice it. 	<ul style="list-style-type: none"> • Provide funds/specific insurance with coverage for ACT therapy and time. • Advocate for policies/laws that destigmatize seeking mental health services among healthcare staff. • Create Zen rooms for meditation and reflection activities. • Identify the causes of organization-related stress and implement organization-focused interventions that aim stressor reduction.

Examples of Organizational Programs for Promotion of ACT:

- A **1-day ACT workshop** delivered in the context of a routine staff support service was effective for reducing psychological distress among health care workers. The brief nature of this group intervention means it may be particularly suitable for staff support and primary care mental health service settings. The findings indicate that the beneficial effects of an ACT workshop on distressed employees' mental health were linked to improvements in specific mindfulness skills (Waters et al., 2018).
- A **4-session ACT training program** was designed to reduce psychological distress among healthcare staff. The study employed a parallel group randomized controlled design. Reliable and clinically significant changes in psychological distress were apparent in larger proportions of those in the ACT arm, with twice as many showing reliable change in the intervention group compared to controls. (Prudenzi et al., 2022).
- This study indicates that a **smartphone administered a 6-week stress intervention based on ACT** can reduce perceived stress and increase general health among middle managers among middle managers at medium- and large-sized companies (N50 employees) in Sweden (Ly et al., 2014).

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Active Rest Specific Initiatives

Expert Recommendations for Organizational Promotion of Active Rest		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> • Offer active rest programs to employees to participate. • Encourage team/unit leaders to experiment with active rest programs for the team (team goes together so many times a week to institution sponsored programs). Offer active rest programs throughout shifts to provide opportunity for participation across 24- hour period. 	<ul style="list-style-type: none"> • Initiate formal program as described in articles. Study impact on employee metrics (physical, emotional, productivity, presenteeism). Normalize/incentivize expectations for participation. 	<ul style="list-style-type: none"> • Consider and advocate for employee wellness as a necessary condition for sustained productivity, employee satisfaction and tenure and safe, effective patient care. • Integrate expectations to offer and participate in resiliency-based interventions as part of leadership and employee evaluations.

Example of an Organizational Program for Promotion of Active Rest:

- Active Rest programs were implemented and studied across several worksites in different experimental - control group studies. Program 1 consisted of 11 workplaces among white collar workers, Program 2 consisted of 31 workplaces. **The Active Rest program consists of a 10-minute stretching-exercise program that was offered to work teams 3-4xs a week.** Program 1 had a 10 week duration; Program 2 had an 8 week duration.
 - **Program 1 reference:**
Michishita, R., Jiang, Y., Ariyoshi, D., Yoshida, M., Moriyama, H., & Yamato, H. (2017). The practice of active rest by workplace units improves personal relationships, mental health, and physical activity among workers. *Journal of Occupational Health*, 59(2), 122–130.
 - **Program 2 reference:**
Michishita, R., Jiang, Y., Ariyoshi, D., Yoshida, M., Moriyama, H., Obata, Y., Nagata, M., Nagata, T., Mori, K., & Yamato, H. (2017). The Introduction of an Active Rest Program by Workplace Units Improved the Workplace Vigor and Presenteeism Among Workers: A Randomized Controlled Trial. *Journal of Occupational and Environmental Medicine*, 59(12), 1140–1147.

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Cognitive Behavioral Therapy (CBT) & Mindfulness Specific Initiatives

Expert Recommendations for Organizational Promotion of CBT and Mindfulness		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> • Participate in Lunch & Learn on what ACT is and the basic ACT practices at your local institution. • Practice guided meditation daily for 5-min at workplace as mini-groups (2-4 people). 	<ul style="list-style-type: none"> • Create discussion groups to learn from each other what ACT means to them and how group members experience and practice it. 	<ul style="list-style-type: none"> • Provide funds/specific insurance with coverage for ACT therapy and time. • Advocate for policies/laws that destigmatize seeking mental health services among healthcare staff. • Create Zen rooms for meditation and reflection activities. • Identify the causes of organization-related stress and implement organization-focused interventions that aim stressor reduction.

Examples of Organizational Programs for Promotion of CBT and Mindfulness:

- **Mindfulness Based Stress Reduction (MBSR) program** developed by Kabat-Zinn in 1979 is an educationally based program that focuses on training in the contemplative practice of mindfulness. **It is an eight-week program where participants meet weekly for two-and-a-half hours and join a one-day long retreat for six hours.** The program incorporates a combination of mindfulness meditation, body awareness and yoga to help increase mindfulness in participants. The practice is meant to facilitate relaxation in the body and calming of the mind by focusing on present-moment awareness. The program has proven to be effective in reducing stress, improving quality of life and increasing self-compassion in healthcare professional settings (Botha, et al., 2015). It has also been applied to survivors of breast cancer (Matchim, et al., 2011).

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- Botha, E., Gwin, T., & Purpora, C. (2015). The effectiveness of mindfulness based programs in reducing stress experienced by nurses in adult hospital settings: a systematic review of quantitative evidence protocol. *JBIR database of systematic reviews and implementation reports*, 13(10), 21–29.
<https://doi.org/10.11124/jbisrir-2015-2380>
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<https://doi.org/10.1188/11.ONF.E61-E71>

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Emotional Freedom Therapy (EFT)

Specific Initiatives

Expert Recommendations for Organizational Promotion of Emotional Freedom Therapy		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> Online tutorial 3 minutes or less on the basic principle of EFT with the visual tapping pressure locations. Video demonstrations: <ol style="list-style-type: none"> https://youtu.be/iq_OHh3PvtU https://www.youtube.com/watch?v=GVg50ox8czo 	<ul style="list-style-type: none"> An EFT weekly newsletter or a wellness news blast to team to reinforce concepts of EFT and bullet points on how to begin. Informational webpage: https://healthy.kaiserpermanente.org/health-wellness/health-encyclopedia/he.emotional-freedom-technique-eft.acl9225 	<ul style="list-style-type: none"> Create an EFT series quarterly where an EFT professional comes to the organization and conducts an EFT Circle during a lunch and learn. This would reinforce the need to prioritize wellness and provide booster knowledge on how to conduct EFT. Group EFT demonstration: https://youtu.be/jBpI6asekGM?si=gY9KIM0XEBdL2K8E

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Emotional Intelligence Specific Initiatives

Expert Recommendations for Organizational Promotion of Emotional Intelligence (EI)		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> Offer EI training through HR or local professional development units; Provide funding for individuals to complete EI trainings offered via workshops and online forums. Incentivize or recognize individuals who complete the training. 	<ul style="list-style-type: none"> Implement formal program as described in articles or hire local EI experts to host trainings. Recruit team, unit, or department leaders to implement EI measure and assessment training for their staff. Study impact on employee metrics. Normalize and incentivize expectations for participation. 	<ul style="list-style-type: none"> Budget reasonable funds for securing EI experts for assessing EI and hosting EI trainings for organization. Post information and reminders about EI throughout facility to incorporate it into culture of organization. Include EI assessment and training in employee evaluation metrics. Have EI development included in leadership goals and evaluations. Sponsor EI training 1 x per year (2-3 month focus that includes assessment and training).

Examples of Organizational Programs for Promotion of Emotional Intelligence:

- Significant differences in experimental-control group trainings within on EI within health care settings were identified in research using as little as **3 sessions targeting specific outcomes**, such as personalized-situation anxiety (Nooryan, et al., 2011), a **6-month program** (Karimi, et al., 2020) and a **10-session program** that also included personal consultations with EI experts and discussion of team EI profiles (Tadmor, et al., 2016).

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- Nooryan, K., Gasparyan, K., Sharif, F., & Zoladl, M. (2011). The effect of teaching emotional intelligence (EI) items on job related stress in physicians and nurses working in ICU wards in hospitals, Yerevan, Armenia. *International Journal of Collaborative Research on Internal Medicine & Public Health*, 3(10), 704-713.
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Omega-3 Fatty Acids Specific Initiatives

Expert Recommendations for Organizational Promotion of Omega-3 Fatty Acids		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> Discussions/teaching on learning how to cook foods with Omega-3 Fatty Acids. 	<ul style="list-style-type: none"> Cooking workshop for foods rich in Omega-3 Fatty Acids. 	<ul style="list-style-type: none"> Provide food rich in Omega-3 Fatty Acids in local cafeteria, along with marking for the foods containing Omega-3 fatty acids for easy selection.

Example of an Organizational Program for Promotion of Omega-3 Fatty Acids:

- Go for Green™ Dining Facility Nutrition Education Program - https://quartermaster.army.mil/jccoe/operations_directorate/quad/nutrition/G4G_Procedures_Sept_2012.pdf

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Physical Activity Specific Initiatives

Expert Recommendations for Organizational Promotion of Physical Activity		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> Teaching on importance of physical activity. Participating in physical activity daily during breaks as a small group at work. 	<ul style="list-style-type: none"> Implement formal physical activity groups at work. Offer classes for employees during lunch break and other breaks. Having walking groups that meet at various times during the day. 	<ul style="list-style-type: none"> On-site recreation equipment. Paid membership or discount to local gym.

Example of an Organizational Program for Promotion of Physical Activity:

- A study by Mitchell et al (2016) examined the impact of health promotion programs on employee retention by looking at employed health plan members over a 4-year period. Employee retention rates were found to be significantly higher for 5 out of 6 samples of program participants when compared to non-participants.
- Jenkins and Sherman (2020) found that nonparticipation in organizational wellness activities was associated with a significantly increased risk of employee turnover in the next calendar year. Wellness activities included topics such as **physical activity**, tobacco cessation, and stress reduction.

References

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Psychological Detachment Specific Initiatives

Expert Recommendations for Organizational Promotion of Psychological Detachment		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> Lunch & Learn on what psychological detachment is and activities that promote psychological detachment. Practice guided meditation daily at workplace 	<ul style="list-style-type: none"> Creating discussion groups to learn from each other what psychological detachment activities they use and practice. 	<ul style="list-style-type: none"> Policies, funds, and time supporting no - communication after hours Have retreats throughout the year.

Examples of Organizational Programs for Promotion of Psychological Detachment:

- The results showed improvements in health and wellbeing during short vacations ($d = 0.62$), although this effect faded out rather quickly. Employees reported higher health and wellbeing during vacation, the more relaxed and psychologically detached they felt, the more time they spent on conversations with the partner, the more pleasure they derived from their vacation activities and the lower the number of negative incidents during vacation. **Experiences of relaxation and detachment from work positively influenced health and well-being even after returning home. Working during vacation negatively influenced health and well-being after vacation** (de Bloom et al., 2012).
- Employers should encourage their employees to use their vacation time so that they can benefit both mentally and physically. An employee who is mentally tired and disengaged can be more expensive for employers than those who actually quit. Quiet quitting is a new term used to define disengaged employees who "opt out of tasks beyond one's assigned duties and/or become less psychologically invested in work." (Harvard Business Review, 2022). For further reading: <https://hbr.org/2022/09/when-quiet-quitting-is-worse-than-the-real-thing>

References

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Sleep Specific Initiatives

Expert Recommendations for Organizational Promotion of Sleep		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> Presentations on sleep hygiene and structured napping to educate healthcare providers and staff about the benefits of healthy sleep behaviors. 	<ul style="list-style-type: none"> Create a workplace staff "sleep challenge" that enables people to practice and record the sleep hygiene behaviors they are learning about. 	<ul style="list-style-type: none"> Purchasing products that can be used to support healthy sleep habits in the workplace. For example, napping pods, or creating a sleep lounge. Adopting policies and practices that permit appropriate napping without stigma.

Example of an Organizational Program for Promotion of Sleep:

- Residency programs have implemented **structured napping** and the results are promising. Although the studies are few and contain small numbers of participants, randomly assigning residents (IM) to take **a brief nap was associated with fewer cognitive errors and improved perceived alertness** (Amin et al., 2012).

References

Amin, M. M., Graber, M., Ahmad, K., Manta, D., Hossain, S., Belisova, Z., Cheney, W., Gold, M. S., & Gold, A. R. (2012). The effects of a mid-day nap on the neurocognitive performance of first-year medical residents: A controlled interventional pilot study. *Academic medicine: Journal of the Association of American Medical Colleges*, 87(10), 1428–1433.
<https://doi.org/10.1097/ACM.0b013e3182676b37>

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Yoga Specific Initiatives

Expert Recommendations for Organizational Promotion of Yoga		
Level 1 (Individual)	Level 2 (Group/Team)	Level 3 (Organization)
<ul style="list-style-type: none"> Teach the three basic components of Yoga 	<ul style="list-style-type: none"> Creating space and time for the practice. Have events that encourage the practice 	<ul style="list-style-type: none"> Yoga studio discounts or membership. Incentive for routine practice

Example of an Organizational Program for Promotion of Yoga:

“There was a significant increase in happiness after a **yoga practice of 20 minutes among students and faculty/staff.**

Although participant happiness scale scores increased significantly in each session, the **overall happiness** over the course of the 3-week study did not significantly increase. This study and its implications is a major step in the forward direction of establishing yoga’s position in academia as a scientific therapeutic method for well-being and mental health. We conclude that the overall **happiness scale improves significantly** if yoga is practiced daily (Lam, et al., 2023).

“This project showed that an online yoga and mindfulness intervention **significantly improved the stress** levels of the NLRNs post intervention and that they were able to achieve **self- efficacy** by using this information to **mitigate stress both at work and at home** (Presler, et al., 2023).

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