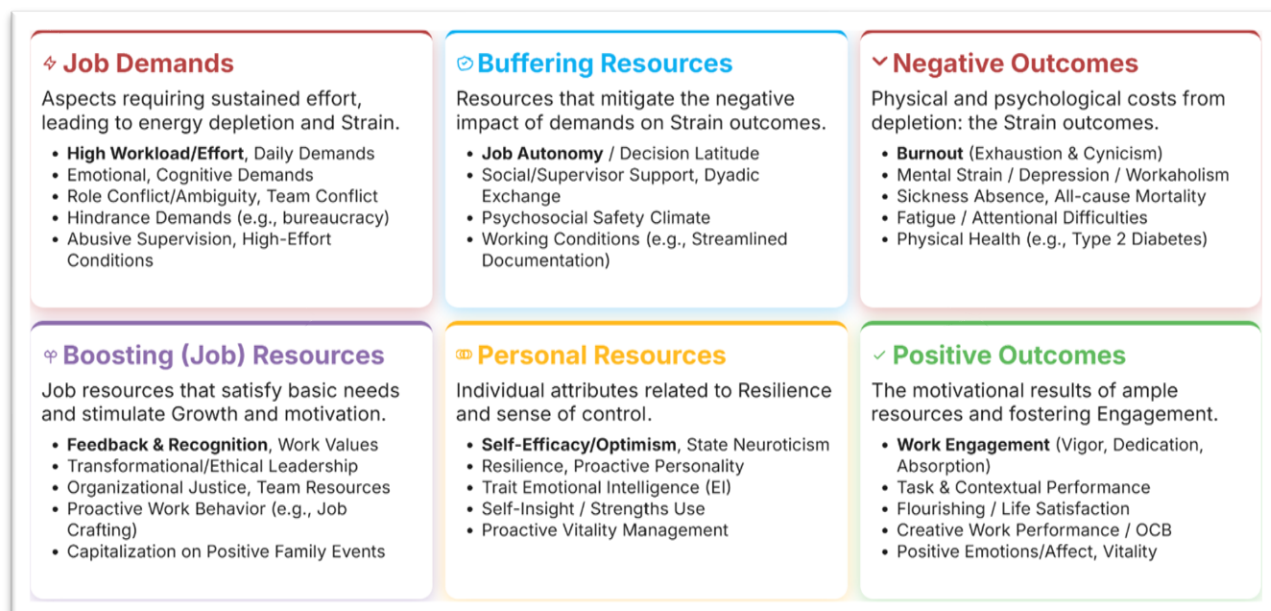
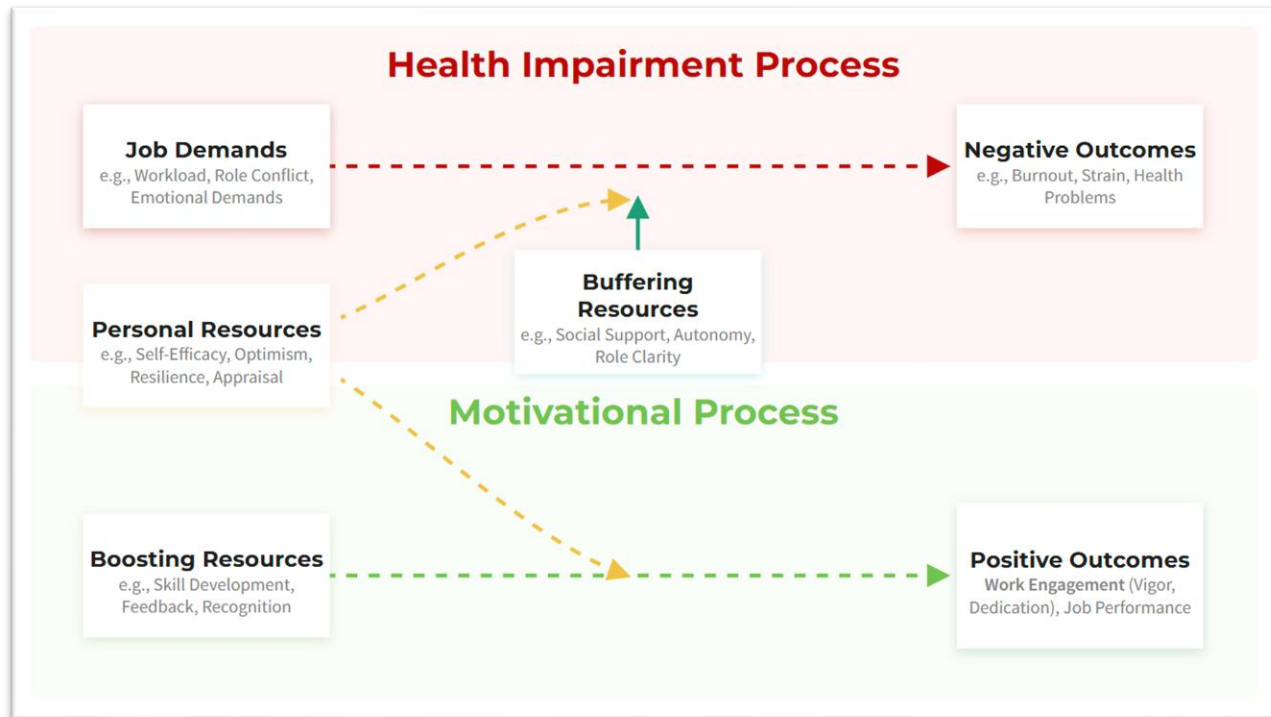


Job Demands-Resource Theory

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2023). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>



Stanford Model of Occupational Well-being

Stanford Medicine WellMD & WellPhD Center. (n.d.). The Stanford Model of Occupational Well-Being. Stanford Medicine. Retrieved September 22, 2025, from <https://med.stanford.edu/wellmd/about/model-external.html>



Culture of Wellness

- **Supportive Leadership:** Commitment to and accountability for well-being.
- **Teamwork Climate:** Fostering psychological safety and mutual respect.
- **Values Alignment:** Connecting individual and organizational values.
- **Recognition & Appreciation:** Regular gratitude practice and acknowledging contributions.
- **Just Culture:** Prioritizing fairness, equity, inclusion, and transparency.

Workplace Efficiency

- **Redesign Inefficient Systems:** Identifying and improving workflow processes.
- **Clinician Involvement:** Engaging physicians and scientists in process improvement.
- **Effective Communication:** Workspace design and protocols that facilitate connection.
- **Top-of-License Practice:** Aligning roles with skills and training.
- **Team-Based Models:** Implementing collaborative care delivery.
- **Streamlined Documentation:** Minimizing EHR inbox burden.
- **Predictable Scheduling:** Realistic staffing with coverage for planned absences.

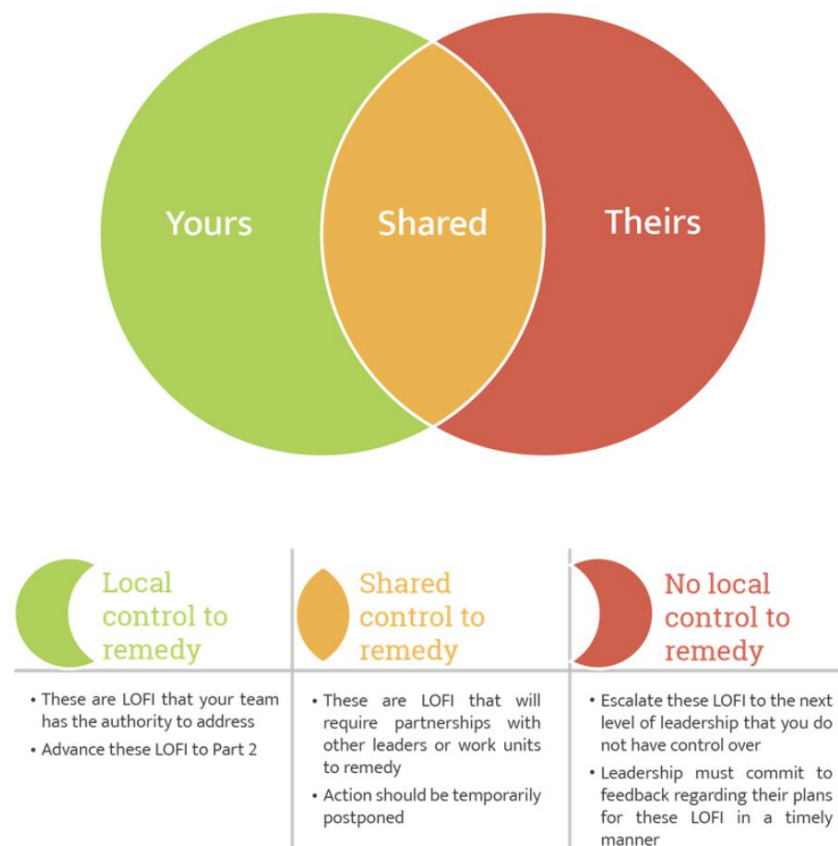
Individual Factors

- **Self-Valuation:** Prioritizing self-care and personal growth.
- **Crisis Intervention:** Safety net resources for acute stressors.
- **Reduced Stigma:** Promoting mental health service utilization.
- **Peer Support Programs:** Your area of expertise! Protected time for peer support.
- **Health Promotion:** Worksite evidence-based health programs.
- **Financial Counseling:** Resources for financial management.
- **Life-Needs Support:** Child care, elder care, after-hours meals, etc.
- **Personal Relationships:** Mitigating the negative impact of work on relationships.

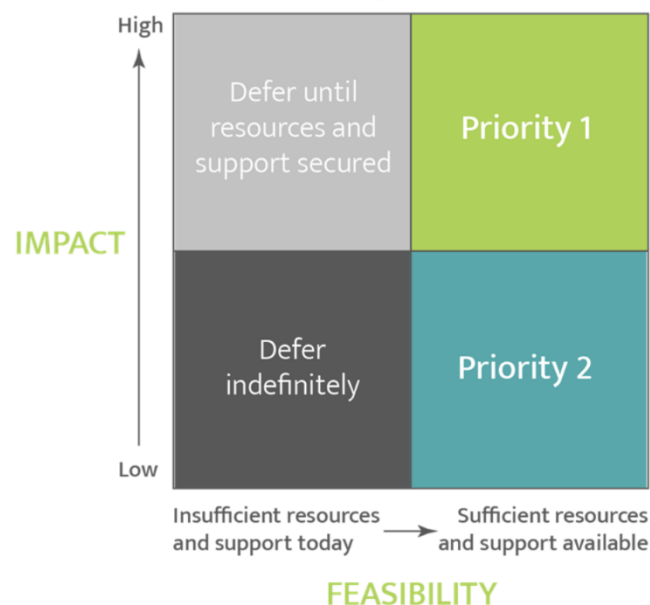
Listen-Sort-Empower

American Medical Association. (n.d.). *Organizational-level strategies to mitigate burnout*. AMA Ed Hub.
<https://edhub.ama-assn.org/steps-forward/module/2767765>

Figure 3. The SORT Process, Part 1: LOFI Remedy Domains of Control



Assess Feasibility and Impact of LOFI



Multi-Level Support for Organizational Well-being

A Comprehensive Framework for Healthcare Systems

Individual & Team Clinical Support

Focus: Immediate, direct psychological care and trauma recovery services following acute distress or adverse events.

Examples:

- Confidential one-on-one counseling for trauma and burnout.
- Stress First Aid and Critical Incident Debriefing
- Supervision and clinical consultation for peer support programs.
- Urgent intervention services for individuals involved in sentinel events.

Team & Leader Support

Focus: Developing local resiliency capacity, enhancing psychological safety, and empowering frontline leadership.

Examples:

- Leadership coaching focused on culture and wellness metrics.
- Consultation on resolving team conflict and improving communication.
- Stress First Aid (SFA) mentorship and implementation support for unit leaders.
- Interventions to measure and improve team culture or efficiency (psychological safety; QI).

Courses and Trainings

Focus: Proactive education and widespread skill-building for individual and collective self-management and mutual support.

Examples:

- Resilience and self-care skills workshops for all staff.
- Communication training (e.g., crucial conversations, difficult news).
- Stress First Aid (SFA) basic awareness and peer support training.
- Trainings on Improvement Models and principles of Occupational Well-being

System Designs

Focus: Addressing the root causes of systemic stress and burnout through structural, process, and policy changes.

Examples:

- Integrating well-being metrics into organizational dashboards.
- Optimization projects for documentation/workflow burden reduction.
- Developing and implementing just culture principles/policies.
- Formal adverse event and moral injury response protocols.