

FACULTY

WELL-BEING INITIATIVE

Enhancing Penn Medicine's Faculty Experience

OVERVIEW

The recently formed Faculty Wellness Committee launched a crowdsourcing competition in early 2016 to engage faculty in a strategic and collaborative dialogue. Over the course of four weeks, 124 creative ideas for services, amenities and programs to enhance faculty experience were submitted. In addition, more than 2,000 ratings and 290 comments were logged on the Your Big Idea platform.

This document includes information about the ideas selected as winners, a list of ideas recommended for local implementation, and the complete library of submissions from the challenge. If you'd like to share feedback, have a question, or want to submit additional ideas, please send the Faculty Wellness Committee a message at facultywellness@uphs.upenn.edu.

124
IDEAS



295
COMMENTS



2,118
RATINGS



40-PLUS
DEPARTMENTS



SUBMISSION CATEGORIES:

- Space
- Programs
- Services
- Physical health
- Food and drink
- Evaluation
- Compensation
- Transportation

WINNING ENTRIES

The ideas below were chosen as winners and priorities for the Faculty Wellness Committee.

LACTATION SUPPORT – CARMELA VITTORIO

We need properly constructed lactation rooms for women who are breast-feeding and need to pump. These should be located such that the women do not have to travel great distances to use them. This will decrease their stress level as they feel that they need to remain efficient and productive. Currently women don't eat lunch, and use the time to try to locate a room to pump. It is often difficult to do so. We need to be supportive of these women and decrease their stress.

Next steps: A standard for lactation rooms for offices based on a per employee or square foot will be created. New buildings will be designed according to the standard (e.g., Perelman South Tower will include lactation rooms), and current buildings will be retrofitted over time.

COLLABORATE AND INNOVATE LOUNGE – TESSA COOK

Many of us are involved in research and innovation, and the work we do would probably benefit from multidisciplinary collaboration with colleagues in other departments. But it's often difficult to find time/space to form these connections unless someone sets them up. A dedicated space for this type of interaction, away from the patient care environment but still on the hospital campus, would enable us to connect with colleagues, have meetings, brainstorm ideas and even work on projects. Open space with computers, design boards and water/coffee/snacks would be ideal!

Next steps: The 15th floor of the south tower extension will have collaborative space, conference rooms, a coffee bar and the opportunity to have regular early evening events with beer and wine. The collaborative space and conference rooms will enable faculty to meet in different sized groups with movable partitions, large screens and white boards. Conference rooms will be equipped with video conference capability.

FACULTY FITNESS CENTER – MATT PALMER

Exercise has enormous short and long term benefits to energy levels, stress levels, and long-term health. Install a gym and incentivize employees to use it. Consider something like what Mayo does, which gives you a financial incentive to use the gym. This would also simplify many employees' daily routine, who make a separate trip to a gym outside of work. *Next steps: A faculty fitness space will be piloted on the 14th floor of BRB to determine usage rates. A small shower area and locker space will be provided. The pilot will be used to determine a fitness prototype for other satellite fitness areas around Penn Medicine.*

ON-SITE WALK-IN DAYCARE – ROY HAMILTON

For two career families like mine, an unexpectedly sick nanny or school closure is a scheduling nightmare/emergency. We end up staying at home, which is unproductive, or bringing kids to work, which is disruptive to the work environment, looks unprofessional, and is potentially inappropriate (especially for those of us with clinical obligations). It would be amazingly helpful if we had the ability to drop off our children at an on-site daycare on short notice, and even better if we had the flexibility to pick them up and drop them off again over the course of a given day.

Next steps: The new daycare center will be operated by Bright Horizons; a nationwide firm that operates more than 875 childcare centers. The center will be located on the second floor of an eight-story Penn Medicine office building to be constructed at 3600 Civic Center Drive anticipated to open in late 2018. The center will include an outdoor playground area connected to the center on the second floor and parking will be available for parents in the garage at the site. We are currently negotiating with Bright Horizons on the possibility of a "walk-in" option.

CONCIERGE MEDICAL CARE – DAN VOGL

Physicians have bad health care because we access the system in haphazard ways. Scheduling primary care, dental, and vision evaluations is difficult because of busy schedules. For minor illnesses, we often care for ourselves, and for major illnesses, we find care through informal social networks. We need primary care and dental practices located within the workplace, as well as a concierge service to arrange rapid consultations within the system for our families and ourselves.

Next steps: A navigator function will be piloted for faculty to access primary and specialty care more easily.

GUESS WHO'S COMING TO DINNER! – JACK ENDE

A staff person is assigned to book, well in advance, tables for 6 or 8 at the most popular (and often difficult to reserve) restaurants. Places like Vedge, Vernick, Zahav, etc, as well as other less well known, but still great places. These are posted in the faculty lounge, with a web address allowing you to sign up for two spots, for yourself and guest/significant other, but you do not know who else has signed up. If the table has not been filled within two days of the date, a staff person calls the restaurant and downsizes the table. Every couple pays for themselves. *Next steps: A web-based sign up process will be developed to pilot this concept for events for faculty at popular restaurants in Philadelphia.*

TAKE OUT DINNER – ANONYMOUS

Offer pre-ordering of dinners for pick-up on the way out the door at the end of the day. There is reason to believe that pre-ordering leads to healthier choices (less impulse choices when dinner is near). Pre-ordering might also reduce some of the financial and food waste risk of meals ready to go that aren't selected. But there could also be **some** meals ready to go for those who forgot to order. Delivery could be considered in the future as well. *Next steps: We will work with the One West Café vendor to implement a pilot of "to-go" options for faculty. Future enhancements might include delivery.*

BICYCLING AND WALKING INCENTIVES – DESMOND OATHES

Provide freebies (leg straps, bike lights, water bottles) for faculty who pledge to bike to work. Offer monetary incentives to those who pledge to walk or bike at least 0.5 mi miles per day as part of their work commute. Thank them with a bi-annual wine/cheese social. *Next steps: A program offering incentives for faculty who forego parking to bike or walk to work will be piloted.*

TECH HELP AKA GENIUS BAR – PAUL UFBERG

Nothing is more frustrating than tech issues. "My computer is broken" or "my phone is a mess" are common complaints. Offering a window of time for people to bring their tech issues to an expert would be helpful. Can be expanded for home systems (limited to portable units). Think of it like Penn Genius Bar, refreshments optional. *Next steps: The Penn Social Media and Health Innovation Lab will pilot a genius bar on the 1st floor of the Perelman Center for faculty, employees and patients.*

CONVENIENT FARMERS' MARKETS – ANONYMOUS

Partner with local vendors to host farmers' markets at convenient locations on campus at hours that work for faculty. *Next steps: We will investigate options for a farmers' market and determine a feasible location.*

IDEAS FOR LOCAL IMPLEMENTATION

There were many great ideas that were submitted to the campaign that the Faculty Wellness Committee is offering for local consideration at division and department levels. Some of these ideas may also be considered for development once the committee has achieved the implementation of the first phase of initiatives.

EMAIL FREE ZONE Email is pervasive in our work environment and can interfere with our personal lives as well. Some companies have experimented with banning email during certain times without negative effects on productivity. For example: no email Wednesday or no email after 8pm etc. The idea is to carve out a time when faculty/staff (including administrators) commit to not answering or sending email.

MEDITATION PROGRAM Create a daily AM or PM group meditation program for faculty. This has been very helpful and productive for employee well-being at Google, General Mills and several other large companies.

ROTATING DEPARTMENT VOLUNTEER DAYS Increase people's ability to participate in community outreach by developing a centralized way to for people to volunteer. Individuals would be able to sign up for single day volunteering slots online for Philadelphia area organizations on weekends or holidays. Each day could be specific to a department (or a couple related depts.) so you get to meet folks in your field while improving the community. Examples: Philly Parks & Rec, soup kitchens, community gardens, etc.

INCENTIVIZE HEALTHY HABITS Offer incentives for self-care. Reward staff members for exhibiting healthy habits like hosting standing or walking meetings, staying hydrated, taking time to meditate, completing annual screenings and so on.

THOUSAND EXTRA MILES Any amenity will be treasured for a few moments and then taken for granted in all years thereafter. In contrast, having a sense of worth allows one to stay later, work harder, call more patients, and think longer about tough cases. Develop a system to celebrate the thousands of extra miles Penn physicians have gone for their patients. This should include videos in patient areas, on the Penn Med TV's, in a Penn Med blog, and those celebrated would get a letter from their Dept. Chair +/- Dean.

PEER-TO-PEER REWARD Develop an awards program similar to that used at major companies to allow faculty to recognize fellow faculty and staff members (in the clinic, hospital, etc.) with peer awards. You can credit staff/peers with points towards services like coffees, snacks, massages, etc. to recognize when they have gone above their expected duty.

DRAGON FOR PENNCHART It's an EPIC world, but use of templates leads to errors and impersonal notes. The alternative is to type custom notes or have access to Dragon for voice-recognition to make our notes more precise and colorful.

RAFFLE FOR MYPENNMEDICINE MyPennMedicine significantly reduces the time spent on phone calls. A campaign to encourage MPM use by setting up a one-time prize to be given to a patient who signs up would drive more patients to MPM.

CACOPHONY TO SYMPHONY IN THE OR The operating room environment is currently a cacophony of sounds. Residents, nurses, faculty bring their myriad devices, phones, Pandora streams, and speakers. Unfortunately, the sterile barrier prevents the surgeon from modifying volume as needed. Nurses are busy documenting. Amazon Echo (connected to UPHS-fast Wi-Fi) could be the master controller of music. With natural language processing, the Echo can respond to "Alexa, please play Mozart playlist, shut off music, read last MRI report for patient XXX."

SIT AND STAND AND WALKING MACHINE DESKS Sit and stand desks have been shown to keep people more active and less sedentary with less back pain. Such desks have an incremental cost of \$500- \$1100 each depending on the current desk configuration. Departments can consider allowing faculty to use their professional expense accounts for purchase of the desks.

ALL IDEAS

FACULTY RESOURCE ROOM An area for faculty to gather, practice mindfulness, get information, and connect with each other. The resource room should have: 1. Different activities to decompress like individual pods for meditation, space to stretch, coloring books 2. Multipurpose rooms for group classes- like yoga, pilates 3. FREE monthly classes geared towards practicing mindfulness- i.e. crafting a collage, making a terrarium, chocolate/cheese/wine tastings 4. Bulletin board to get or post information about daycare, nannies, and apartment listings 5. FREE Monthly chair massages 6. FREE healthy snacks.

STANDING DESKS AND MEETING TABLES Have Penn Medicine pay for inexpensive, retrofit standing desks and/or new standing meeting tables for anyone who wants them. Potential health benefits and reductions in length of meeting times.

BREAST PUMP VENDING MACHINES Pumping moms sometimes forget pump parts. It would be great to have a vending machine where parts could be purchased. This could be located in a location such as postpartum, or in a faculty lounge. Johns Hopkins has one!

FACULTY LOUNGE(S) Medical schools and hospitals used to have such lounges but they went away due to costs and concerns about elitism. However, some places still have them and they work to provide not just respite and lattes but also informal networking and a meeting place for easy conversation. HUP has a nurse's wellness center, etc. Problem is the campus is large. Maybe one in HUP to start and see where it goes?

MASSAGE PODS I think it would be great if there were massage therapists who could visit during work hours to do brief (30-45 minute) massages on a monthly/quarterly basis. This would be a fabulous perk and would really improve morale and self-care tremendously.

EMPLOYEE SHOWERS AND CHANGING ROOMS The availability of showers and changing rooms for employees would promote the ability to go out and exercise during a break in the day, without the necessity of having to subscribe and travel to a gym for access to such facilities. This would save money, time and inconvenience and make exercising during the day a lot more feasible.

TRUE LACTATION SUPPORT Supporting women who work at Penn Medicine in meeting AAP recommendations for breast-feeding would contribute to well-being and health for employees and their families, as well as benefit the bottom line by reducing absenteeism and improving staff retention and loyalty. In line with the Baby Friendly Hospital Designation, Penn should be providing lactation support beyond the minimum for all employees, including convenient (within 5 min) access to rooms with (highly efficient) Symphony pumps and refrigeration, personal LC coaching for planning prenatally and upon return to work, and incentives.

STATE-OF-THE-ART PHYSICIAN LOUNGE My idea is the creation of a state of the art physician lounge designed to give the Penn faculty a place to rest and refresh, so we can provide optimal care for our patients. Three components of the lounge would include: 1. Dining facility with healthy food options (and strong coffee) 2. Entertainment area 3. A soundproof rest and relaxation center that includes sleep pods and reclining massage chairs.

COMMUNAL WORK SPACE To give people a place to work outside of their offices, I propose a couple of large atriums with many tables and chairs, filled with light, with a nice coffee shop (including food), where people can have research meetings, work on their laptops, or just socialize. This would also help build community.

FACULTY LOUNGE/MEETING ROOMS Provide faculty with a centralized space that they can relax in, socialize, and set up small meetings (helpful to those with far flung offices around campus, many of whom end up meeting in the PCAM atrium), which provides coffee/tea and light snacks.

MEDITATION PODS Isolated, quiet, single room meditation pods in which mindfulness meditation could take place.

LACTATION ROOMS We need properly constructed lactation rooms for women who are breast-feeding and need to pump. These should be located such that the women do not have to travel great distances to use them. This will decrease their stress level as they feel that they need to remain efficient and productive. Currently women don't eat lunch, and use the time to try to locate a room to pump. It is often difficult to do so. We need to be supportive of these women and decrease their stress.

USABLE OUTDOOR SPACE It would be wonderful to have a courtyard with outside seating where folks could take their laptops on nice days for work. This would also build community by getting people out of their offices.

FACULTY CLUB Faculty club/lounge with a fitness center, library and café. This should also host after hour or lunch time programs such as musical performances by faculty/students/staff, art exhibits by staff, talks by local authors, book club etc.

NAP PODS In a hospital setting, barriers to naps include limited numbers of call rooms, housekeeping constraints (i.e. linen changes for multiple potential nappers), and distance between clinical areas and call rooms as currently configured. These issues are mitigated by the use of sleep pods, which do not require housekeeping and allow for multiple people to nap uninterrupted in shared space. Workplace napping utilizing nap pods has been utilized in hospital settings (e.g. Stanford) and in companies such as Google, Nike, Huffington Post, and Zappos.

FACULTY CLUB RELOCATION It would be great if we had a faculty club location that was more central on campus, so that faculty could go for lunch, dinner, or happy hour and be able to interact with other faculty both in social terms but also brainstorming collaboration ideas. We currently have some places to eat within the campus (i.e., Gia Pronto/PCAM, ABP/BRB), but they are mostly grab and go type of places, without the more comfortable dine-in environment that could foster relationships among faculty. Having the ability to relax with a glass of wine after work would be great!

TREADMILL DESK UNITS It would be wonderful for health (and for long conference calls) to have at least 1 treadmill desk in each division within each department (important to do it by division because we are all spread across different buildings). That way, you could sign out the treadmill desk, get some much-needed exercise, and everyone would have an opportunity to use it across the day.

WELL-BEING RETREAT/SPA Similar to the nursing rejuvenation center - would offer a place ON-SITE where staff could take group exercise classes (yoga, meditation), have access to exercise equipment, get nutrition counseling, see a behavioral therapist, and get a massage - these services would either be free for deeply discounted.

COLLABORATE AND INNOVATE LOUNGE Many of us are involved in research and innovation, and the work we do would probably benefit from multidisciplinary collaboration with colleagues in other departments. But it's often difficult to find time/space to form these connections unless someone sets them up. A dedicated space for this type of interaction, away from the patient care environment but still on the hospital campus, would enable us to connect with colleagues, have meetings, brainstorm ideas and even work on projects. Open space with computers, design boards and water/coffee/snacks would be ideal!

PENNBOOK Penn Medicine is a very large organization where employees might only know a very small percentage of the staff due to going to the same meetings or working in the same department. Employees will frequently call or email Penn employees outside of their department, but then pass those same employees in the halls and have no idea who they are. My idea is to help connect all of Penn Medicine by putting every employees picture in the online Phone Directory. This will help bridge the gap and only help strengthen our bond. We can use the ID pictures to upload.

ON-SITE WALK-IN DAYCARE For two career families like mine, an unexpectedly sick nanny or school closure is a scheduling nightmare/emergency. We end up staying at home, which is unproductive, or bringing kids to work, which is disruptive to the work environment, looks unprofessional, and is potentially inappropriate (especially for those of us with clinical obligations). It would be amazingly helpful if we had the ability to drop off our children at an on-site daycare on short notice.

ON-SITE AFTERSCHOOL ENRICHMENT Schools let out at 3pm and we normally work until 6pm. This time is difficult for faculty with kids and although there are after-school programs around the city and at their schools, these facilities are usually away from work and would require pick-up before 6pm (meaning that we have to leaving around 5:30pm) and some are also limited in enrichment values. It would be a HUGE relieve of burden if we know our kids are having fun and enriched after school until 6-6:30pm when we can pick them up directly near our work and go home together.

EXPAND HOME OWNERSHIP PROGRAM The help with home buying is much appreciated. Unfortunately, there are never any homes for sale in their coverage area. How about expanding to 'local' neighborhoods that are an easy bike ride / bus ride to campus?

IN-HOSPITAL WORKOUT ROOM A workout room in the hospital with some treadmills, stationary bikes, elliptical, and machine weights would be fantastic. That would make it easier for faculty to stay healthier with a quick workout before or after work. It can be challenging to get to the gym between long work hours and family responsibilities. So if one could cut out the travel time by having a gym at work, I think faculty would be more likely to practice what we preach in terms of healthy lifestyle.

BRIEF RELEASE SESSIONS To provide faculty and staff with emotional & psychological support, allow faculty & staff to meet in confidence (& under HIPAA regulations) for brief periods, such as 20 to 30 minutes sessions, with a staff licensed psychologist to air their frustrations or dilemmas. The goal would be solution-focused, brief meetings for personal or work problems. The service would differ from EAP because people could book time on short-notice, meet on-site & resolve their difficulties in a shorter period of time. Quick and quiet resolutions create happier faculty, staff, and workplaces.

ON-SITE CHILDCARE Childcare options are limited in the area and the Penn Children's Center is not particularly convenient to the HUP/CHOP/Perelman campus for dropping off children. Offer on-site childcare for Penn Medicine faculty with expanded hours that reflect the needs of physicians. Include a drop-in option so that people utilizing other health care options have a back-up plan for unexpected snow days, nanny call-offs, etc. This would also benefit patients, as it would limit potential provider cancellations of appointments.

ON-SITE EMERGENCY DAYCARE Penn has parents in a pinch, but the idea of leaving my toddler with a stranger I have never met, alone in my house, is a no go. I would feel much more comfortable leaving my child in an on-site, Penn approved and inspected facility.

DRY CLEANING AND LAUNDRY SERVICE Sometimes it's the little things that help considerably with work-life balance, like not having to rush out the door to get to the dry cleaners before they close or getting some help with laundry. A competitively-priced dry cleaning and laundry service that picks up and delivers from your office, or from numerous central locations throughout the campus and hospitals, would help greatly in this regard.

CHILDREN CENTER State-of-the-art daycare with daylight and nature inspired playground, Penn Campus offers so many possibilities! Penn School (K- 8th Grade) without any ideology (quaker, montessori, catholic etc.).

CLINICIANS WITH CANCER Clinicians with Cancer would be a program geared towards UPHS practitioners that have been diagnosed with a malignancy. The group would be composed of survivors, those in treatment and the newly diagnosed. The group would be able to provide practical advice for those clinicians newly diagnosed and support for those undergoing treatment. Further, the group would provide a community for which doctor cancer patients could come and discuss the challenges unique to doctors fighting cancer. I know that a group like this would have been incredibly helpful when I was diagnosed.

EXPANDED CHILDCARE Penn has identified limited childcare options as one barrier to the success and promotion of junior faculty, especially women. The current childcare program is too small to meet the needs of the larger Penn community, and especially those employed by Penn Medicine, who work long or unpredictable hours and weekends. I propose expanding the current daycare offering, giving preference to Penn Medicine faculty for child placement and offering not only later hours but weekend coverage as well for an additional fee.

PETS-PT Many faculty have beloved pets, yet pets are not allowed in most (perhaps all) work areas. Other faculty do not buy pets because they do not feel that they can be sufficiently available to the pet at home, given their demanding work schedules. I propose that Penn develops PETs-PT (Pets as Productivity Therapy) for Faculty, an innovative program that allows faculty to bring their pets to a facility near the medical campus where they can spend the workday. The "facility" could be one large place or many micro-facilities. Productivity, grants, etc. would of course skyrocket.

CONCIERGE MEDICAL CARE Physicians have bad health care because we access the system in haphazard ways. Scheduling primary care, dental, and vision evaluations is difficult because of busy schedules. For minor illnesses, we often care for ourselves, and for major illnesses, we find care through informal social networks. We need primary care medical and dental practices located within the workplace, as well as a concierge service to arrange rapid consultations within our health system for our families and ourselves.

HEALTH CENTER AND GYM Elliptical, stationary bike and treadmills. Free weights. Place for abdominal work and stretching and yoga studio. Also showers and lockers. Would be great for bike commuters too!

IN-OFFICE MASSAGE Ability to reserve within a few hour notice, an in-office chair massage to relieve stress and sore muscles. Ultimate stress reducer and increases productivity. Penn would contract with a service that was available 7-5/8-5 and faculty could sign up for slots online.

FLEXIBLE CHILDCARE Childcare options for working parents are limited: most daycares (including Penn's) do not reflect the hours that faculty work (early mornings/late nights/weekends), while nannies leave us vulnerable to sick call-outs, etc. Many faculty live far from our families who can step in at a moment's notice. Childcare options that reflect the unique needs of academic faculty would be a huge benefit. These options should include options for school-aged children as well as school holidays, etc. that frequently throw working parents into a huge bind and diminish productivity.

SLEEP COACHING Most people are not getting a full night of sleep these days, and poor sleep can negatively impact daily quality of life. Being tired all day interferes with many aspects of life including our time at work. Sometimes, even basic information about sleep can give someone the tools they need to improve the quantity and quality of their sleep. The goal of this idea is to make sleep coaching available to employees to improve their sleep and daily life.

DISCOVER MY HYPERTENSION Elevated blood pressure is the single greatest threat to lifespan and living in a non-disabled fashion. Finding it can be a challenge - people feel well with elevated BP. My idea is to install a BP kiosk next to each ATM on campus and use a swipe card system that tracks BP when people come to do banking. The goal is to find people with BP above a threshold and direct them to have it either re-checked by their primary care provider, or offer the opportunity to follow up with a BP screening at designated sites at either Presby, PCAM, 3701 Market streets or Pennsy. Healthy employees are a plus!

SUMMER CAMP Faculty with children of elementary and middle school age have to work during the summer despite that school is not in session. Summer camps throughout the city often are expensive and also do not cover the hours that we are at work (8 AM- 6pm). If Penn could provide a version of summer camp for faculty with young children or subsidize cost of summer camp, many faculty may benefit from this.

MAKE WELLNESS MEANINGFUL It would be great to get bigger discounts on health care costs or bonus money relating to participation in wellness initiatives. The current program is out of date and benefits/incentives lag behind other company programs. There should be online submission for getting points (not faxing in a paper form with EOB statements) and more interactive ways to participate (like giving out Fitbits and collecting data to compare and compete for extra prizes).

"PENNMATES" CONCIERGE It would be great if Penn had an internal service - like Postmates - that could help busy professionals who may need things throughout the day or have forgotten an item at home that can be delivered to them. For example, if someone doesn't have time for lunch, there could be a delivery service (reduced fees compared to Postmates) to have lunch from the building next door delivered. Or if someone forgot a breast pump part, or needed something mailed at the post office, they could use an app to have someone help get them what they need.

IMPLEMENT ABCC PROGRAM Academic Biomedical Career Customization (ABCC) is an innovative program implemented at the Stanford SOM. There are two parts, but the part I am most interested in is the one in which faculty earn credits based on services that they can then cash in. I would love for us to implement something similar at Penn. Faculty could track service or mentorship activities (which tend to be over-represented by female faculty) and then use the credits that they earn for things they need (e.g., personal trainer, house cleaner, meal delivery service, childcare, dinner out, grant writing service, etc.). I think it could really change the culture here.

PHYSICIANS FOR PHYSICIANS Many faculty lack primary care physicians, and access to UPHS primary care practices is very limited. A program to facilitate this for faculty, as we are already doing to some extent for employed staff, would be invaluable for faculty wellness, job satisfaction, stress reduction and likely health care savings.

SUBSIDIZE CHILDCARE The wait list at the Penn Children's Center is crazy. The amount pre-tax that we can use for childcare is ridiculously small (as are the IRS tax benefits). A subsidy for childcare from Penn would be a great stress relief. Similarly, covering the cost of a nanny for a 'date night' or 'night out' for parents would be very nice.

EMPLOYEE RESOURCE GROUPS Employee Resource Groups (ERGs) are voluntary, employee-led groups that serve as a resource for members and organizations by fostering a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. ERGs foster a sense of inclusion for employees that may otherwise feel unrepresented by the institution and may help recruit a more diverse group of employees. Many large health care institutions offer these groups, including CHOP. Employees at HUP have started a grass roots LGBTQ ERG, but need institutional support.

EMAIL FREE WEDNESDAYS (OR FRIDAYS?) Create one workday per week when faculty/staff (including administrators) commit to not answering or sending email. There could be a trial run of this to see whether employees see a reduction in stress/increase in productivity.

MEDITATION Create a daily AM/PM group meditation program- has been very helpful and productive for employee well-being at Google, General Mills and other large companies.

PERSONAL HOUSE CLEANING We devote a significant amount of time to household duties, but given that our jobs require long hours, our household duties slip or are an added stress. Other universities offer personal housecleaning benefits to increase productivity among faculty (especially women - see here: http://www.aaup.org/article/housework-academic-issue#.VsH0f7krl_U) by making outsourcing of housecleaning convenient and ensuring that those employed for the service are paid fairly.

ON-SITE AUTO SERVICE Getting an automobile serviced is a headache if you commute to Penn. This proposal would allow several local dealerships to share parking spots in one of the Penn garages. Penn faculty and staff would make arrangements with the dealerships to leave their cars in these select spots. The dealers/repair shops would pick up the cars, take them off-site for service, and then return them when done. Penn would house a small desk area to coordinate keys, paperwork, as well as perhaps rentals. This is being done at other institutions.

ON-SITE DRY CLEANING Pick up and drop off at your office.

CONVENIENT FARMERS' MARKETS Partner with local vendors to host farmers' markets at convenient locations on campus at hours that work for faculty.

INCENTIVES FOR SELF-CARE All our incentives are structured to promote working harder, longer, and with more intensity. Yet this contest and lots of research supports the idea that these habits lead to burnout, error, and poor care. I would like to see a pilot where faculty were not eligible for their full incentive unless they demonstrated sustained participation in some form of self-care. For example, signing into the gym at least 5 times a month, or completing an annual screening physical exam. We have to convey the message that time spent on self-care is critical to providing good patient care.

YOGA FOR ALL Yoga and meditation are clearly beneficial to reduce stress. Unfortunately there is not a good space to run classes where one could lie down on mats on the floor (clean) to do these classes now. I think that having yoga instructors regularly offer classes at different times of the day a few times a week would be great.

HEALTHY MIND HEALTHY BODY Mine is a general suggestion to foster interactions among faculty of all ages. Maybe in the form of a club that offers both space (for social gatherings) and facilities (for recreational activities, group and individual workouts).

SIT/STAND DESKS Recent research has been exposing the harmful effects of sitting for prolonged periods of time. It is a major cause of low back pain, contributes to obesity and cardiovascular risk, etc. Desks that alternate easily between sitting/standing positions are very helpful and could be funded for faculty members and administrators.

FACULTY REHABILITATION FACILITY USE Penn Rehab has nice big billboards which I assume means that they have nice exercise equipment. Likely, this equipment is underutilized by patients especially in early morning or late afternoon/evening hours. How about coordinating with these facilities to allow PSOM faculty access during the 'off hours?' That way, Penn saves the cost of building an extra facility and everyone is a little happier/healthier. I also like the cost of building more distributed small exercise rooms that could fill the gap during the day.

FACULTY SWIM TIMES Have open swim times for faculty (does not require gym membership) in early morning and late afternoon. Also weekend swim classes with babies.

FACULTY HEALTH PROMOTION Develop a faculty gym and link health rewards points with exercise/fitness metrics to promote healthy living and improved work satisfaction. Participation in exercise classes, swimming, weight control and so on. Health rewards points could be redeemed at a juice bar, used for a massage, exercise apparel/equipment (yoga mats, water bottles). A running leader board would permit participants to win 'medals' for increased fitness or weight loss.

SIT AND STAND AND WALKING DESKS Already implemented in the SOM and in the nursing schools, these sit and stand desks and walking machine desks help keep people more active and less sedentary with less back pain. Not supported in requests in the DGIM and would be better supported and not have to be an out of pocket expense for faculty.

ENHANCING MEANING Our well-being does not hinge solely on the realm outside of work. With most of our waking hours spent at work, it is important to maintain and rediscover a sense of meaning while at work. I propose creating a regular (e.g. monthly or bimonthly) forum where physicians/providers can meet to renew and enhance their meaning in work. Potential techniques would include (with the guide of a trained facilitator) Balint group-style discussions, sharing ideas about effective communication skills, and self-reflection and narrative exercises designed to optimize the work experience.

MINDFULNESS AT WORK Mindfulness is a proven way to decrease stress, improve job satisfaction, increase quality of life and enhance mood. But mindfulness-based stress reduction programs are time-consuming, expensive, and require regular class attendance. We could deliver mindfulness training designed specifically for health care professionals through a smartphone app or computer workstation. Brief daily sessions would offer mindfulness-based tools to support stress management, emotional balance, and effective communication throughout Penn Medicine.

FACULTY GYM MEMBERSHIP Provide free membership to Penn gyms for faculty. The system currently makes you pay for the whole year even if you, like me, start your position well into the academic year. Therefore, the cost per month is too high and I do not attend any gym. A related suggestion is to have more small faculty-only exercise facilities on campus. We had one of those at the Veterans hospital in Palo Alto and employees used it all day long.

GUESS WHO'S COMING TO DINNER A staff person is assigned to book, well in advance, tables for 6 or 8 at the most popular (and often difficult to reserve) restaurants. Places like Vedge, Vernick, Zahav, etc., as well as other less well known but still great places. These are posted in the faculty lounge, with a web address allowing you to sign up for two spots, for yourself and guest/significant other, but you do not know who else has signed up. If the table has not been filled within two days of the date, a staff person calls the restaurant and downsizes the table. Every couple pays for themselves.

TRUE MENTORSHIP A chat with people who are in positions that you may be interested in. I have an interest in administration and the opportunity to speak to some people and find out how they took their career path or what opportunities are available would be a tremendous benefit for me. I would very much enjoy it. At prior institutions I have worked with, they have offered "happy hour with the experts"

TECH HELP AKA PENN GENIUS BAR Nothing is more frustrating than tech issues. "My computer is broken" or "my phone is a mess" are common complaints. Offering a window of time for people to bring their tech issues to an expert would be helpful. Can be expanded for home systems (limited to portable units). Think of it like Penn Genius Bar, refreshments optional.

ROTATING DEPARTMENT VOLUNTEER DAYS Increase people's ability to participate in community outreach by developing a centralized way to for people to volunteer. Individuals would be able to sign up for single day volunteering slots online for Philadelphia area organizations on weekends or holidays. Each day could be specific to a department (or a couple related depts.) so you get to meet folks in your field while improving the community. Examples: Philly Parks & Rec, soup kitchens, community gardens, etc.

PERKS PROGRAM Give a set amount of flexible points or credits that could be used towards: cleaning services, Uber/Lyft rides, news subscriptions, baby or petsitting, technology.

ONE-ON-ONE IT OPTIMIZATION One on one IT service to maximize your computer/tablet/smartphone setup for your specific needs. This will ensure that you have the best in VPN, email, library and research configurations. Also would provide assistance in optimizing your PennChart settings, workflow, and smart phrases.

TIMEOUT Incentivize and subsidize meeting with “life coach” or equivalent - at least 3 or 4 times during a given academic year, more if s/he chooses - to help identify sources of stress, ways to address them and gauge outcomes. Those who accomplish meeting can receive something nominal, like a giftcard to Starbucks/Saxby’s. Conversely, if there is wide support and recognition of the need to participate, a greater portion of the incentive plan could actually be allocated to this effort.

WORK/WELLNESS COACH Executives and others in several industries have advisors who help them structure workflow to be most efficient. Penn faculty, especially those with different buy down percentages, may benefit from an advisor who reviews their current workflow and assists with time management and planning. Advisors could help promote work efficiency, help faculty carve out exercise or meditate time into a busy workday, discuss how to balance family/work, and follow up to provide some accountability.

COME TALK TO MY LAB MEETING It would be nice if there was an internal shared calendar for interested labs to share openings in their lab meeting calendars for speakers at Penn to sign up to give talks. The hosting lab could also send an invite (like gcal does) to invite specific speakers that they admire and would like to hear from at Penn. The slots should also have links to the hosting lab group and general topics/categories of talks they would like to see.

EMR USABILITY LABORATORY Efficient utilization of the EMR and IS systems at Penn are critical to faculty and patient satisfaction. Unfortunately, optimization and training resources are limited. Many institutions have “laboratories” where faculty and staff can “drop-in” for help in using IS/EMR resources. This would allow for customization/personalization education on new functionality and ability to create work orders/tickets for new or updated templates, etc. The lab needs to be centrally located, have knowledgeable staff and have convenient hours so that faculty and staff can access it.

ATTENTION TO WELLNESS Have a dedicated, PAID (at least 0.5 FTE), Physician Wellness Officer on each campus to monitor, direct, and implement physician wellness programs. Peer support groups to help physicians deal with difficult relationships and stressors. More financial support for each physician to join national organizations and attend annual conferences. Data shows that this helps reconnect physicians to their meaning of work and enhance their knowledge.

FULL SERVICE BANK/ATM Currently, there is one full service ATM at HUP that can be used to make deposits, etc. There used to be a bank branch at CHOP but this closed several years ago. Having a bank branch and/or a full service ATM in Perleman would be very convenient and help faculty and staff who cannot get to the bank during regular hours.

PUBLICATION SUPPORT We are academic physicians and as such have publication requirements for promotion. But it can be hard to get those papers out. Having a support service for publications--staff who can assist with literature searches, editing, formatting references correctly, etc.--could go a long way towards helping busy physicians fulfill their academic obligations while still caring for patients and teaching the next generation. Including other physicians who'd be willing to review manuscripts and give feedback would take it one step further.

GO GREEN Recycling and paper reduction campaign. Environmental stewardship is critical for ensuring a healthy population, clean waterways, and the natural beauty of our surroundings. Faculty could take pride in system-wide initiatives to Go Green! Easily accessible recycling receptacles throughout employee lounges, offices, and common areas. Invest in efforts to reduce printing of patient records and physical paperwork (also helping to protect patient information). Discounts for bringing your own cup/mug/plate/utensils to the cafeteria or coffee shops. Incentives for department greening pilot programs.

ON-SITE TICKET OFFICE An on-site office (maybe HR office across from 2 Gates ID office) where you could pick-up discounted/subsidized tickets and information for local attractions and events. It'd be great to order tickets online through a central website or have a concierge secure tickets for you. This would include movie passes; museum passes, sporting events, shows, and more!

FAMILY EVENTS There are wonderful things happening at Penn all the time (the Penn museum is great, the Annenberg has wonderful performances, etc.) and I was thinking that it could be nice to have one or two events per year where Penn Medicine faculty are invited to an event (? a tour at the museum), preceded or followed by a brief "meet and greet" so we would have a chance to meet faculty members from across the health system. Younger faculty may be interested in an event such as ice-skating at Penn's rink, or a children's program at the Annenberg Center - something for the family.

EMAIL FREE WEEKNIGHT Email is pervasive in our work environment and can interfere with our personal lives as well. Some companies have experimented with banning email at a certain time of day without negative effects on productivity. I propose that we create a culture where email is not used on Wednesday nights after 8pm. People could post an out of office message if desired.

OPEN FITNESS CLASSES AND PERSONAL TRAINING

Depending on what kind of exercise equipment or gym space is allowed, there should be ability to maximize use of a fitness center or gym at all hours. Perhaps during open gym time, have a trainer available to answer questions and make sure we are performing exercises correctly, especially with nautilus machines or free weights. Additionally, hiring trainers to conduct specialized fitness classes, such as bodyweight classes, pilates, yoga, weight training classes, at key times during the day (early morning before work, lunchtime, and after work) will make it easier for us to keep fit!

MORE HOURS AT FRANKLIN FIELD Instead of just 11am-2pm, open the field to hours when working faculty are actually free to walk/jog...like 5am-9am and 5pm-8pm. Offer free Nalgene bottles and announce widely to encourage use.

TAI CHI AT WORK My idea is to add tai chi classes at the work sites around Penn Medicine. Tai chi is designed to progressively develop the ability to relax and remain calm under stress and pressure, starting with developing calmness in a still posture, then calmness during movement, and finally attentiveness and calmness while engaged in mildly stressful interactive exercises with others. This stress relief and practice of remaining calm under pressure can then be carried over into interactions with other people at work and at home. Tai Chi can be done virtually anywhere, in a small space, in work clothes.

FIGHTING SEDENTARY TIME We counsel our patients on physical activity, but spend much of our days seated. Sedentary time predicts morbidity and mortality (Biswas et al., Annals Int Med 2015). Minimizing faculty sedentary time is a priority and could be addressed: 1) New office renovations should incorporate standing desk capabilities. 2) Existing offices should be offered devices to minimize sitting (e.g., Varidesk). 3) Add hospital-convenient locker rooms for those who commute by bike or on foot or who exercise during breaks in the day. 4) Encourage the propriety of standing rather than sitting in meetings.

GYM Exercise has enormous short and long-term benefits to energy levels, stress levels, and long-term health. Install a gym and incentivize employees to use it. Consider something like what Mayo does, which gives you a financial incentive to use the gym. This would also simplify many employees' daily routine, who make a separate trip to a gym outside of work.

ON-SITE FITNESS CENTER An on-site fitness center, specifically for faculty and staff of Penn Medicine with cardio, weights, a convenient location and expanded hours. Not only would this help improve the wellness of the employees of Penn Med, it would help people to meet each other who may not otherwise.

PRACTICING WHAT WE PREACH All of us routinely set exercise goals with our patients while we ourselves struggle with incorporating regular exercise into our own work days. While there are fitness facilities on campus, the locations are not convenient for most of us at PCAM. I propose building a fitness facility in PCAM or the new bed tower for faculty use before or after our clinics or during lunch hours.

IN-FACILITY GYM A small gym located in the outpatient center with basic items such as treadmills, elliptical and free weights to be used on breaks. Screens with computers would be available so you can see your schedule. Additionally, there would be access to showers. This way when you're in house and waiting hours for your fellow/resident or patient to be ready, you could get a quick work out in. If possible there would additionally be a small room with TV and DVD capabilities for video workouts. It's hard to tell patients to lose weight when we aren't doing so ourselves!

WORKDAY YOGA Yoga has well-established profound benefits on health and well-being. Any Penn Medicine workplace that more than 20 faculty call their professional home should have before or after work yoga classes set up. These could be conducted in waiting rooms, conference rooms, or other spaces not being used at those times. Classes should be free or reduced price, and faculty might even get incentives to make use of them.

FREE COFFEE Faculty members would get a monthly allowance of \$50 on their ID cards to be used at the various coffee kiosks throughout the hospitals and clinic buildings, e.g. the Gia Pronto kiosk on the 1st floor of PCAM or the One West Café, the HUP coffee kiosk near the cafeteria as well as Au Bon Pain, and the HUP and CHOP cafeterias.

REDUCED GYM RATES I am able to get a gym membership in my local area cheaper than joining the Penn program. Reduce the rates.

EMBEDDED GYMS TO PROMOTE WELLNESS Many of us can't get to the gym before or after work given early starts and long days. However, we may have a 30-60 minute block in the day to get some activity in if it were located on-site and low-cost to free. I propose on-site gyms for faculty as well house staff. There is also a body of evidence to support this embedded approach to wellness.

FACULTY FITNESS CENTER AND LOUNGE Physical well-being has been directly shown to be linked to mental well-being and many faculty members have a difficult time carving physical activity into their busy professional and personal lives. Having a fitness center with attached lounge available for faculty to use during the daytime can boost physical activity levels, improve psychological functioning through stress reduction, and enhance overall professional wellness and outlook.

FARMERS' MARKET ON CAMPUS Farmers' markets are great places to buy fresh produce during the workday, as well as support local producers. The farmers' market near the bookstore (University Square) is too far for most who work in HUP, PCAM, Smilow, BRB, etc. to go on a lunch break. Penn Medicine should work with Farm to City, who runs the University Square location, to identify a feasible location that is more convenient to the health campus. Possibilities include the triangle park at 34th and Spruce, the landscaped area in front of PCAM, and Osler Circle.

FACULTY DINING ROOM The faculty need an attractive dining room for lunch on a mon-fri schedule to promote faculty interaction. The dining room would also be open to house staff.

EXTENDING TUITION REIMBURSEMENT BENEFITS For many of us who want to hold out hope for the future of public schools for our elementary, middle and high school aged children, waiting for things to turn around in a reliable way is just not a reality. So wouldn't it be wonderful if some version of a tuition reimbursement benefit was available for many who opt to enroll their school-aged children into some form of private or independent school!

WHAT'S FOR DINNER Working all day leaves little energy for cooking a meal for your family. Wouldn't it be great if you could pick up a healthy, prepared meal as you walk out the door at the end of the day? Pre-packaged options prepared and ready to go from delicious restaurants in the area. Even better if it was affiliated with delicious food options in our buildings! A great example of this is at Comcast Center. In their delicious food court on Wednesdays at 5pm, each vendor offers a dinner for 2 to-go. It is prepared and packaged - you hand them \$20 and they hand you your bag as you run to the train!

ANTI JUNK FOOD TAX Instead of increasing the cost for unhealthy food/drinks on campus, DECREASE the cost of a healthier food/drink option in campus food outlets.

HEALTHY VENDING MACHINES Provide healthier/tastier options in vending machines like kombucha, yerba mate, nuts, high-quality yogurt in high traffic areas. Instead of having 3rd party vendors charge top dollar for this 'convenience,' have Penn subsidize and offer at cheaper than convenience store prices.

HEALTHIER DINING OPTIONS The dining options around the PSOM campus are really, really poor. It would be good to have better, healthier choices for both every day lunch or breaks and special occasions, without having to walk to Walnut, Samson, or Chestnut Street. Today there are many food chains that offer good quality, healthy food; and Philadelphia has several dining entrepreneurs that could see our campus as an opportunity for expansion. Look at what they have near Drexel for some inspiration.

TAKE OUT DINNER Offer pre-ordering of dinners for pick-up on the way out the door at the end of the day. There is reason to believe that pre-ordering leads to healthier choices (less impulse choices when dinner is near). Pre-ordering might also reduce some of the financial and food waste risk of meals ready to go that aren't selected. But there could also be *some* meals ready to go for those who forgot to order. Delivery could be considered in the future as well.

MORE TRANSPARENCY More transparency in determining RVU targets, including publishing benchmarks. Similarly, transparency in compensation and promotion would help. The executive compensation system needs an overhaul. Some of the senior administrator salaries are obscene.

SUBSIDIZED CSA CROP SHARE Faculty are often balancing multiple professional goals with needs at home such as cooking and preparing meals with fresh ingredients. There are many Community Supported Agriculture (CSA) arrangements, where people can buy a share of crops from a local farm. However, in order to participate, it requires knowledge of local CSAs and the ability to pick up the weekly share of produce every week. Penn Medicine could subsidize a CSA crop share for employees with pick-up at work. This would encourage fresh meal preparation and create a sense of community around locally sourced produce.

ANNUAL REVIEWS TO RIGHT SIZE Individual faculty salaries are influenced by many variables, including the negotiating “skill” of the faculty member and, as we have learned in workshops right here, race and gender. Disparities in salaries, especially among those in the lowest quartiles based on the AAMC salary report, can undermine the well-being of outlying faculty members, and those around them, in countless ways. Penn Medicine should commit to an annual review and analysis of faculty salaries to identify outliers on the low end, and either provides justification or “right size” the salaries accordingly.

TIE CHIEF/CHAIR INCENTIVES TO FACULTY WELL-BEING Happier faculty are more productive faculty. Burnout has negative impacts, including quality, productivity, and recruiting. If we are serious about reducing burnout, we should hold accountable those with the power to address it. Division chiefs and department chairs have robust incentive packages. UPHS should assure that any incentive package for leadership includes a robust component tied to an accepted metric of faculty well-being and burnout. This would promote leadership to start thinking creatively about ways to improve faculty experience.

BOTTOM UP METRICS The clinical staff at UPHS strive to provide excellent care to complex patients. Support is often insufficient, increasing physicians’ hours, aggravation and burnout. When the support is questioned, the answer is often ‘the metrics don’t support this (expense).’ These ‘metrics’ are opaque - their derivation and applicability are unknown. The amount of support necessary should be re-examined. The staff and physicians who do the work need to be active participants in this assessment. Physician satisfaction will be most enhanced by allowing and enhancing our (personal) core mission.

PHYSICIAN ACADEMIC SUCCESS AND RETENTION Concrete

measures to reduce physician burnout, increase job satisfaction & retention. Workload should be based in reality. Given pressure of clinical demands, realistic expectations for promotion. Assistance with manuscript preparation. Provide protected time to prepare materials/teach & write manuscripts during the workday. More support in the form of administrative assistants, transcriptionist & nurses. Set the expectation that faculty not work 7 days/week on academic activities. Division chiefs held accountable for faculty who are not meeting goals & held accountable.

PEER-TO-PEER REWARD An award program to allow faculty to recognize fellow faculty and staff members (in the clinic, hospital, etc.) with peer awards. You can credit staff/peers with points towards services like coffees, snacks, massages, etc. to recognize when they have gone above their expected duty. There are very few means for instant rewards. This is utilized at major corporations.

REWARDING SUCCESS Penn does a lot to recruit people but much less to recognize the successes of our faculty, which can have a detrimental effect on retention and satisfaction. I recommend a program that recognizes major successes with tangible rewards. Examples: 1. Receive an R01, get a budget to extend work for exploratory aims. 2. Get promoted on tenure track; get a small amount of protected time - even 5% with each promotion. 3. Get published in a high impact journal; get a small grant or support to disseminate the findings to clinicians 4. Get a patent; get support for commercialization.

THOUSAND EXTRA MILES Penn does a lot to recruit people but much less to recognize the successes of our faculty, which can have a detrimental effect on retention and satisfaction. I recommend a program that recognizes major successes with tangible rewards. Examples: 1. Receive an R01, get a budget to extend work for exploratory aims. 2. Get promoted on tenure track; get a small amount of protected time - even 5% with each promotion. 3. Get published in a high impact journal; get a small grant or support to disseminate the findings to clinicians 4. Get a patent; get support for commercialization.

SMOKE FREE CAMPUS Make the whole campus smoke free.

OFFSITE PARKING WITH A “MONORAIL” The traffic situation around HUP/PCAM has become an absolute nightmare. Gridlock at the end of the day on Civic Center Blvd and Health Science Drive causes heavily used parking garages like Lot 51 to back up from the street to the roof of the garage. It can take over an hour just to get out of the garage and around the block, let alone home. This situation will only worsen with new construction and is a huge dissatisfier to employees and patients. While dramatic, the only solution that seems possible is off-site parking with a “monorail” into the complex. Think Disney, or airports!

INDOOR WALKWAY TO SEPTA STATION As we build the new hospital, perhaps we can improve the walk over to the University City Septa station. With the new traffic patterns, the walk over takes longer, and the crossings are more dangerous. How about building a bridge from the new hospital directly to the train station, for faculty, other Penn staff, patients, and families? Sometimes, it's the little daily things in life that make a difference!

BICYCLING AND WALKING INCENTIVES Provide freebies (leg straps, bike lights, water bottles) for faculty who pledge to bike to work. Offer monetary incentives to those who pledge to walk or bike at least 0.5 miles per day as part of their work commute. Thank them with a bi-annual wine/cheese social.

IMPROVE TRANSPORTATION Many faculty members utilize regional rail SEPTA to get to work, which is of tremendous benefit to Penn (decreases need for parking) and the environment. Many of SEPTA regional rail lines with many faculty members on them (e.g. Media Elwyn Line) are overcrowded, have infrequent train times and are often delayed. The delays in particular have been getting progressively worse (the trains themselves are ancient and there are equipment failures) leading many faculty members to consider abandoning public transportation. I propose that Penn invest in improving the public transportation methods.

MONTHLY STIPEND Monthly commuter stipend of \$250. Although tax-free commuter benefits are offered, Penn does not offer a transportation stipend to help offset the cost of commuting. Many faculty make sacrifices at home to commute long distances to get to work each day. It would be a token of appreciation for our efforts to have something like a \$250 monthly stipend to use for train or parking costs.

INTEGRATED, PEDESTRIAN SAFE BRIDGES Build public pedestrian bridges and above-street concourses stretching from the SEPTA U City Station across the new Penn hospital pavilion now under construction, over Spruce/South, Over 34th, and over Civic Center Blvd to allow movement of Penn/CHOP faculty, staff, clinicians, patients and visitors on foot without having to risk their lives in competition with motor vehicles. Pay for the entire project by getting CHOP and Penn to bury the hatchet and start working cooperatively with SHARED resources and facilities for the benefit of all.

FREE PARKING ON WEEKENDS Many faculty, especially young faculty, come in on the weekends when the Penn parking garages are ~90% empty. Making a garage available to people who do not pay for parking during the week would make coming to work on the weekend more convenient, especially when trying to stop in before/after a trip elsewhere.

DRAGON FOR PENNCHART It's an EPIC world, but use of templates leads to errors and impersonal notes. The alternative is to type custom notes, which takes a long time. I wish we had Dragon for voice-recognition to make our notes more precise and colorful.

RAFFLE FOR MYPENNMEDICINE Making phone calls to patients takes away time I could spend with my family. MyPennMedicine significantly reduces the time spent on phone calls. What would really help me is if Penn encouraged MPM use by setting up a one-time prize to be given to a patient who signed up.

PATIENT NOTE TRANSCRIPTIONIST Transcriptionist for outpatient clinic notes and busy inpatient clinical services - example ICU - as they transition to PennChart. As physicians we spend a lot of time with the computer on documentation. Patient satisfaction, productivity - at work and at home, appropriate documentation and physician satisfaction could be greatly reduced with decreased time charting. This could even be done as RCT to assess those metrics. Make work more streamlined to improve well-being and productivity in the workplace and at home.

BEHAVIORAL ECONOMICS UNIT Create a multidisciplinary behavioral economics unit to examine implement and study various cost saving interventions across Penn.

OPT OUT VACATION Many of us find it difficult to use all of our vacation time throughout the year. The feeling that we have vacation time, but no time to use it is bad for work-life balance. I propose that starting in January (when half the year has passed), remaining vacation time would be distributed across the remaining weeks. Faculty could either take the (randomly assigned) vacation time, or request different times. This would have the effect of making the default behavior encourage use of vacation time and the benefits that go with it, such as reduced stress and increased family time.

CACOPHONY TO SYMPHONY IN THE OR The operating room environment is currently a cacophony of sounds. Residents, nurses, faculty bring their myriad devices, phones, Pandora streams, and speakers. Unfortunately, the sterile barrier prevents the surgeon from modifying volume as needed. Nurses are busy documenting. Amazon Echo (connected to UPHS-fast Wi-Fi) could be the master controller of music. With natural language processing, the Echo can respond to “Alexa, please play Mozart playlist, shut off music, read last MRI report for patient XXX.”

PROACTIVE SUPPORT FOR NEW INITIATIVES Most faculty are too busy to benefit from “creature comforts” like a gym, yoga, lounge, etc. at work and want to get home to their families, exercise at home and be successful at work. When a new initiative is decided on and announced (like a Virtua/Penn or Lancaster/Penn alliance), the clinician/researchers charged with implementing these new services should at the outset be offered from the institution the resources to hire clerical, nursing, and medical staff needed for the additional duties. Faculty should not be expected to figure it out with what they have and just work hard.

ABOUT THE FACULTY WELLNESS INITIATIVE

Penn Medicine’s Faculty Wellnesss Initiative engages faculty with innovative services, amenities and programming to maximize wellness, promote a healthy work-life balance, enhance productivity, and make Penn Medicine the preferred place to work.

Committee members include: Lisa Bellini, MD, Vice Dean for Faculty Affairs (Chair); Stephanie Abbuhl, MD, Emergency Medicine; David Asch, MD, Penn Medicine Center for Health Care Innovation; Theresa Busch, PhD, Radiation Oncology; Jody Foster, MD, Psychiatry; Kevin Mahoney, Executive Vice Dean for Integrative Services, PSOM; Victoria Mulhern, Faculty Affairs and Professional Development; Patrick Reilly, MD, Surgery; Nancy Speck, PhD, Cell and Development Biology; Sindhu Srinivas, MD, OB/GYN; and Matthew Stern, MD, Neurology.