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Your Office of Well-Being

FY2025 in review



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About the Office

Established in 2022, the Emory WHSC Office of Well-Being (EmWELL) is dedicated to fostering a culture where wellness and professional fulfillment are prioritized. Our mission is to support and improve the individual, team, and organizational well-being at the Woodruff Health Sciences Center (WHSC).

We advance this mission by leading innovative initiatives, providing education, conducting research, and advocating for system-level changes in partnership with colleagues across Emory. Together, these efforts strengthen the environment in which you care for patients, advance science, and educate the next generation.

Message From the Chief Well-Being Officer

As we close FY25, I would like to express my sincere gratitude to each of you. Your dedication, creativity, and care made my first year at Emory Healthcare truly special.

Being people-centered is at the heart of our work. Every interaction, whether in a patient room, a staff huddle, or a quiet moment of peer support, shapes the environment where people feel suppported, connected, and able to bring their best selves to work. In FY25, we saw this belief come to life in new ways, from system-level initiatives like Stress First Aid and GROSS to the everyday acts of compassion that define who we are.



One highlight that reflects our collective progress was earning the American Medical Association's Joy in Medicine Bronze recognition. This is more than a wellness award; it is a national acknowledgment that Emory Healthcare is advancing clinician well-being as a strategic priority. The designation validates the hard work of our leaders and frontline teams in creating a workplace where clinicians find meaning and fulfillment in their calling. It also signals to current and future employees that Emory Healthcare is committed to creating an environment where people can sustain long, rewarding careers.

Looking ahead to FY26, we will continue to elevate well-being as a shared priority, embed it into how we lead and deliver care, and create even greater impact across Emory Healthcare. Thank you for making FY25 remarkable and for inspiring confidence in the even brighter future we will build together.

Evan Thoman
Chief Well-Being Officer

Key Highlights

Notable accomplishments in Fiscal Year 2025

Earned American Medical Association

Joy in Medicine recognition at Bronze Level

Reached over

15,000 interactions
through presentations
and events

Trained 127 new
EmBRACE Peer
Supporters in 3 trainings,
with 322 supporters
trained to date

Published the paper on the Business Case for Well-Being

Funded 7 new wellbeing pilots through EmWELL Microgrant programs Aid with 34 leaders in 8 pilot teams, expanding to 22 teams in total

Hosted a physician focused suicide prevention event with over 100 physicians

Supported Employee
Hardship Fund through
a designated campaign,
and matching \$8,000
in donations

Launched a new iteration of **GROSS** leveraging AI, resolved 57 issues.

Represented Emory
Healthcare at the Health
Workforce
Wellbeing Day in
Washington, DC

Recruited a **Chief**Well-Being Officer
and expanded the office
by 7 people

collaborated with EUH and EUHM Leaders to remove employee parking fees

Submitted 14 abstracts on workplace well-being, and presented 8 at national events

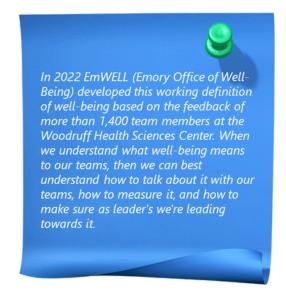
Paper-In A-Day workshop supporting 23 researchers

Facilitated 2 speaker events and 7 journal clubs

Workplace Well-Being at Emory

The optimal state of **health** and **fulfillment** experienced by **people** and **teams** when they feel

- Safe
- Balanced
- Respected
- Supported in their efforts
- Connected to their communities
- Satisfied by being able to function at their best, and
- Joyful from engaging in meaningful activities





Adapted from the Stanford WellMD Model with permission.

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The Emory Workplace Well-Being model recognizes that professional fulfillment and burnout are influenced by three drivers:

- personal resiliency (individual strategies for balance),
- nature of work (operational efficiency), and
- workplace culture (supportive environments and relationships).

Together, these factors shape the overall well-being of individuals, teams, and the organization.

Focus and Infrastructure

EmWELL Strategy Overview

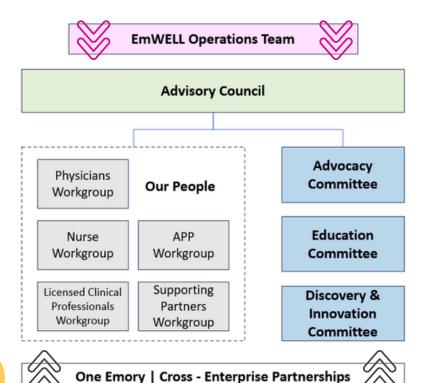


The EmWELL strategic plan identifies five key areas of focus required for advancing well-being across WHSC:

- Our People: Support clinical teams and optimize workflows to enhance professional well-being.
- Education: Integrate well-being into curricula and provide resources for learners at all levels.
- **Discovery & Innovation**: Promote and support research on the science of well-being.
- Advocacy: Communicate initiatives, track regulations, and identify philanthropic opportunities.
- Leadership: Guide strategic implementation and foster a culture of collaboration and fulfillment.

Infrastructure

EmWELL delivers on its strategic plan through leadership from Chief Well-Being Officer Evan Thoman and a core team supported by the Advisory Council, three committees, and five expert workgroups, ensuring diverse perspectives and effective communication. Central to this work are partnerships with groups across WHSC—including Healthy Emory, Spiritual Health, Human Resources, Digital Transformation, Quality, and Operations—to collaboratively advance well-being initiatives.



G.R.O.S.S. (Getting Rid of Stupid Stuff)

Completed 5 GROSS pilot projects, and scaled the program to new site, with 57 total issues resolved in FY25



OVERVIEW:

A team-based, time-bound, solution-focused, data driven quality improvement initiative that identifies and eliminates unnecessary tasks to improve workplace culture and efficiency, enhance employee engagement, and support well-being.

OBJECTIVE:

To identify and eliminate unnecessary or lowvalue tasks in the workplace through **crossdepartment collaboration**, **improving efficiency**, **employee engagement**, and **wellbeing** while **reducing burnout**.

5

1

57

Pilot team projects New scaled completed project launched

Issues resolved in FY25

590

294

112

Total issue submissions

Issue submissions in FY25

Issues being addressed



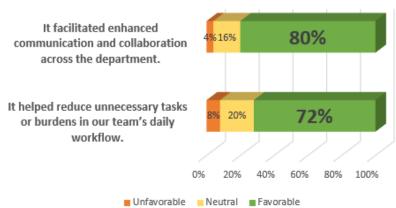
KEY FACTS:

- Pilot GROSS program launched in 2024.
- Adapted from Hawaii Pacific Health, the EmWELL version reflects an expanded approach.
- Designed as an approximately 16-week program.
- The first scaling phase was initiated in May 2025 with the launch of GROSS 2.0.
- GROSS 2.0 **leverages AI tools** to enhance the program.

IMPACT:

- Engaged 400+ WHSC employees
- Reduced organizational inefficiencies and unnecessary tasks in daily workflows
- 80% of pilot participants reported stronger cross-departmental collaboration and increased employee engagement by the end of the project.
- Fostered sense of belonging, professional fulfillment, and psychological safety.
- **88%** of pilot participants wanted the program to **continue**.

PROGRAM FEEDBACK:



"I would say just the level of communication this program opened up was helpful to **initiate change**. It was helpful for the program to call out the GROSS so they were **no longer the elephants in the room**. 10/10 recommend."

EmWELL Microgrants

Supported 22 innovative well-being projects lead by the front line employees, including funding, implementation, evaluation and research



OVERVIEW:

The purpose of EmWELL Microgrants is to fund innovative, evidence-based, and teamfocused pilots that positively impact employee well-being across Woodruff Health Sciences Center (WHSC).

3,000

projects

people impacted projects from completed supported to date

conference presentations to date

86%

projects completed within 18 months

sites impacted from active initiatives



"The Code Lavender box that Pauline has introduced has really given us a tactile way to recognize our staff when they are experiencing moral distress."

- Annelies Carl, Assistant Nurse Manager, Neuro **ICU**

To learn more, visit: emwell.emory.edu/our-work/microgrants.html

KEY FACTS:

- Annual program established in 2023, now in its third grant cycle
- Funding of up to \$5,000 per project is awarded to select group of microgrant recipients based on robust criteria
- 7 projects completed, 5 projects in progress
- 2025 cycle opened in May 2025; 11 projects selected for award

IMPACT:

- Over 3,000 Emory employees impacted by completed projects
- Projects have resulted in improved workplace well-being, reduced stress, and increased employee intention to stay with the organization
- 80% of current projects on track to be completed within 18 months
- Project awarded in FY25:



Pauline Chen (EUH): Code Lavender - Decreasing **Burnout for Our Caregivers**



Taylor Hayes (SOM): Correlation between lifestyle medicine and professional practice in academia



Shelly Abramowicz (EUH): Incorporating Enhanced Stress Resilience Training (ESRT): into Oral and Maxillofacial Surgery



Gisel Bello (EUHM): Resilience Through Narrative: A Well-Being Initiative for OB/GYN Residents



Zachary Grunewald (EHI): Waveforms & Well-Being: Establishing Ergonomic Workstations in Radiology



EmBRACE Peer Support

Trained 127 new peer supporters and held close to 1,400 confidential employee conversations in FY25



OVERVIEW:

Emory's Building Resilience and Compassion Enculturation (EmBRACE) Peer Support Program trains peer supporters and facilitates peer support sessions. These free and confidential sessions are for work-related stress.

OBJECTIVE:

- Increase resilience and decrease stress
- Increase shared ownership of joy in work
- Improve quality of the work environment
- Address mental health stigma
- Increase the sense of belonging

KEY FACTS:

- EmBRACE Peer Support contributes to better employee experience.
- Began in 2019 by nurse leaders, and is now run by EmWELL
- Peer supporters have a range of roles, from physicians and nurses to support staff.
- Requestors are matched by similar role.

IMPACT:

- Facilitated 3 trainings for new peer supporters in FY25
- Peer supporters provided 1400+ support sessions, including formal sessions (through referrals) and informal sessions (as needed with co-workers)
- Work shared in <u>Emory News article</u>

PEER SUPOORTERS' FEEDBACK



While many can provide understanding, an ear to listen, or support, there is a particular kind of empathy that only a peer who has shared experiences or space can offer."

-Amy Richards, Task Force for Global Health 127

New peer supporters trained in FY25

1400+

Estimated sessions per year

194

Active peer supporters

322

Total trainees to date







Stress First Aid

Launched a new foundational program supporting leaders and front line employees in recognizing and managing stress



OVERVIEW:

Stress First Aid (SFA) is a simple framework to recognize and address stress early and quickly. Stress First Aid Champions share the framework with their teams.

OBJECTIVE:

- Promote understanding of the stress continuum (used to understand stress level) and seven C's (actions to reduce stress)
- Support early recognition of stress symptoms and proactive stress management
- Educate employees about existing, nocost resources and how to access them
- Improve the sense of belonging

440+

34

employees reached

Leaders trained in April 2025

Stress First Aid Champions recruited Pilot sites in May-June 2025

KEY FACTS:

- SFA supports employee experience by connecting them to resources.
- Launched with the support and recommendation of nurse leaders.
- Can be easily integrated into existing workflows.
- Is supported by the American Nurses
 Association, Magnet and other academic centers.

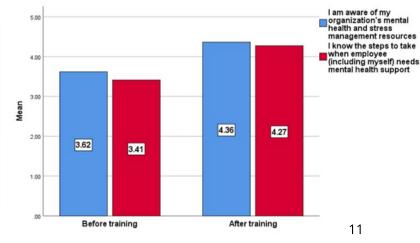
IMPACT:

- Developed custom Emory toolkit and created a SFA learning hub
- Eight teams piloted Stress First Aid before it was expanded to WHSC
- Participating in training increased knowledge and self-efficacy
- Integrated into existing trainings for nurse leaders, nurse residents and public safety officers.

"I love the Stress Continuum hand out. The guide is so helpful in helping a person see where they are and then get the appropriate help to get to where they are thriving. The sheet even has resources we can use to guide them. I love it ."

Stress First Aid Continuum | What Color Are You?





Food Access Support
Based on employee feedback, assessed the opportunities for



improving access to nutritious foods while at work

OVERVIEW:

An initiative brought forth by employees and focused on expanding equitable access to nutritious foods for Emory Healthcare employees, regardless of location or shift.

OBJECTIVE:

- Improve availability, accessibility, and affordability to nutrient-dense, culturally relevant, and sustainably sourced food for employees in work-setting
- Partner with Food and Nutrition Services (FNS) teams to understand and remove barriers, and increase professional development opportunities.

site visits completed

stipends awarded to Chefs

new plant-based menu items piloted at EUOSH

KEY FACTS:

- Consistent access to inclusive nutrientdense food positively impacts employee experience and work performance
- Employees value access to healthy foods and coffee at all shifts and locations.

IMPACT:

- Completed a needs assessment to understand current workplace food environment, and compiled a report with **key recommendations**
- Awarded 4 Chef Professional **Development Stipends**
- Expanded America To Go catering vendors with more inclusive restaurant options
- Supported a plant-powered menu pilot at EUOSH
- Supported a launch of employee food pantry at EUHM







Physician Focused Work

Focused on suicide awareness and prevention, Joy In Medicine recognition, and sharing People Pulse survey results



OVERVIEW:

The EmWELL Physicians Workgroup represents and advocates for the well-being of Physician team members across Emory Healthcare.

OBJECTIVE:

- Understand and communicate unique barriers and opportunities for physician well-being and professional fulfillment
- Increase workgroup representation and engagement.

100+

physicians attended the suicide prevention dinner

Sept. 27, 2024

8

tabling events

2

commensality events

Emory event shines light on National

Physicians Suicide Awareness Day

2

physicians supported in presenting at well-being conferences

KEY FACTS:

- Workgroup goals focus on improving professional fulfillment, sense of belonging, and reducing burnout among physicians
- FY25 Workgroup Co-Chairs: Dhaval Desai, Jeanne Hatcher

IMPACT:

- Earned Bronze designation for AMA Joy in Medicine Recognition Program
- Facilitated Suicide Awareness event reaching 100 + physicians and attracting national speakers
- Facilitated progress of removing intrusive questions from board certification
- Presented at Medical Executive
 Committee (MEC) meetings completed
 at EUH, ESJH, EDH, and EUHM
- **5** physician EmBRACE Peer Supporter

Emory Healthcare earns national Joy in Medicine recognition for efforts to reduce burnout, increase well-being

Sept. 26, 2025





APP Focused Work

Focused on professional development, including supporting access to headshots, library resources for research, and hosting the annual APP Well-Being focus group



OVERVIEW:

The EmWELL Advanced Practice Providers Workgroup represents and advocates for the well-being of APP team members across Emory Healthcare.

OBJECTIVE:

- Increase professional fulfillment opportunities for APPs within EHC.
- Enhance collaboration between APP Leadership and EmWELL.
- Collect APP feedback to learn about well-being opportunities for workgroup involvement.

45
APP headshots completed

attendees at APP Well-Being Lunch

KEY FACTS:

- Workgroup goals focus on improving professional fulfillment, sense of belonging, and reducing burnout.
- FY25 Workgoup Co-Chairs: Sara Millwee, Mitch Nettleton
- 9 workgroup members

IMPACT:

- 10 headshot events hosted with 45 new APP headshots
- 2nd annual APP Well-Being Lunch hosted
- EmWELL updates shared in 6 APP newsletters and 2 APP townhalls
- Presented burnout data to APP council
- Supported 1 APP with conference sponsorship to present their well-being research

6

APP newsletter highlighted EmWELL 2

APP townhalls highlighted EmWELL

"Headshots are important for visibility and networking. Thank you, EmWELL and the APP Workgroup for making this opportunity possible!" Taylor Hayes

"Headshots are vital for the recognition of the talent present here at Emory Hospital and University. From a professional standpoint, it helps individuals stand out and present their best image."

Safin Ahmady



Nursing Focused Work

CLINICAL CARE | ADVOCACY DISCOVERY | EDUCATION

Launched Stress First Aid, integrating the framework into nurse residents onboarding, increased EmBRACE participation among nurses by 20%

OVERVIEW:

The EmWELL Nurses Workgroup represents and advocates for the well-being of nursing team members across Emory Healthcare.

OBJECTIVE:

- Foster access to mental health supports through Stress First Aid and peer support
- Expand membership to represent more operating units
- Utilize data from 2023 PWAC survey

KEY FACTS:

- The nursing workgroup contributes to improved employee experience.
- FY25 Workgroup Co-chairs: Michelle Kitchens, Connor Flynn
- 11 workgroup members

IMPACT:

- Lead the launch Stress First Aid and scaled from pilot to enterprise wide initiative
- 19 newly trained nurse EmBRACE Peer Supporters.
- Recruited new members from 9 operating units for wider representation
- Shared burnout data and dashboard in virtual office hours

163

Staff reached in Stress First Aid pilot meetings and huddles 4

Testimonials from workgroup leaders at Stress First Aid presentations 19

New nurse EmBRACE Peer Supporters

"Sometimes when we are experiencing stress we do not realize how significant it is and how it is affecting us. Seeing it in writing, I was able to identify times when I probably should have reached out to some of the resources to help manage the stress I was experiencing. With the tools provided in this program I feel more confident in supporting my team and sharing the resources that are available to us."

Nurse Leader



Licensed Clinicians Work



Successfully executed a targeted professional development pilot program for licensed clinical professionals

OVERVIEW:

The EmWELL Licensed Core Professionals Workgroup represents and advocates for the well-being of LCP team members across Emory Healthcare.

OBJECTIVE:

- Identify, develop, and execute professional development opportunities for LCP disciplines across EHC.
- Enhance sense of belonging among LCP disciplines.
- Increase workgroup representation to include all 8 LCP disciplines.

EmWELL Licensed Core
Professionals (LCP) Workgroup:
Professional Development Stipend

Program • LCP dis



 LCP disciplines employed within Emory Healthcare were eligible to apply for a \$1,000 professional development stipend.

Applications Awarded



- · 167 applications received.
- · 26 applications selected; 20 accepted.
- \$13,500 in funds awarded.
- Representation from all Emory operating units and LCP disciplines.

Importance This stipe

 This stipend program supports professional growth and fulfillment of key Emory team members!

KEY FACTS:

- Workgroup goals focus on improving professional fulfillment, sense of belonging, and reducing burnout
- LCP includes clinical healthcare professionals outside of MD, APP, RN, who require specific credentials and state licensure to practice
- 8 disciplines represented by LCP
- 12 workgroup members
- FY25 Workgroup Co-Chairs: Kunal Patel, Alex Davidovich

IMPACT:

- 11 newly trained LCP EmBRACE Peer Supporters
- Workgroup representation grew by one discipline and one operating unit
- Professional Development Stipend pilot program launched, 20 stipends awarded

"I feel proud to work for an organization that supports my professional growth and encourages and supports my colleagues and me to be life-longer learners to grow in our professions so that we can better serve our patients."

• Kip Hardy, RD (EUH)

"I am immensely grateful for this opportunity and look forward to using the knowledge I gain to serve the patient population at EUH."

 Madeline Herrington, OTR/L (EUH)

"Through the LCP Stipend, I was able to study and prepare for my CNSC exam and learn things about Nutrition Support."

• Kathryn Tyburski (EJCH)

Non-Clinical Supporting Roles Work

Focused on understanding professional development needs, resource education, and implemented a targeted EHC Hardship Fund campaign.



OVERVIEW:

EmWELL Supporting Partners Workgroup represents and advocates for the well-being of non-clinical team members across Emory Healthcare.

OBJECTIVE:

- Identify professional development opportunities for non-clinial staff.
- Create awareness of available employee benefits and resources among non-clinical staff.
- Increase workgroup representation and engagement.

6

tabling events hosted to raise awarness for the Employee Hardship Donation Program

\$8,000

in donations matched to EHC Employee Hardship Fund 124

non-clinical team members responded to professional development survey

4

EHC Benefits Tours hosted across the enterprise



KEY FACTS:

- Workgroup goals focus on improving professional fulfillment, sense of belonging, and reducing burnout.
- 13 workgroup members
- Workgroup Co-Chairs: Zach Grunewald,
 Natasha Mckie

IMPACT:

- 4 EHC Benefits Tours hosted across locations
- \$8,000 matched in donations to the Hardship Donation Program
- 124 responses to the Non-Clinical Professional Development Survey launches

"I donated [to the Hardship Fund] because everybody needs a little help once in awhile. A little bit goes a long way."
-Sharon, Emory Hillandale Hospital



Education Committee

CLINICAL CARE | ADVOCACY
DISCOVERY | EDUCATION

Strengthened a culture of well-being by facilitating 2 speaker events with 200+ participants, supporting 34 leaders through Stress First Aid program, and promoting 948 Lifestyle Medicine Essentials scholarships.

OVERVIEW:

EmWELL Education Committee engaged in advancing well-being across the WHSC community through education and professional development.

OBJECTIVE:

- Promote well-being through **education** and professional development.
- Support well-being by providing guidance through training and knowledge-sharing.

2

Well-Being Speaker Events

200+

948

Scholarships used for Lifestyle Medicine Essentials Course to date 4

Emory leaders sent to wellbeing conferences for representation

KEY FACTS:

- Supports programs through Speaker Series, conference and course sponsorships, and contributions to curriculum development.
- 9 committee members with diverse expertise in learning and growth.
- FY25 Committee Co-Chairs:
 Christen Hairston, Caitlin Curry

IMPACT:

- Facilitated 2 speaker series on wellbeing topics, with over 200 participants.
- Supported Stress First Aid Pilot for EmWELL RN Working Group; 34 leaders trained.
- Supported 4 leaders through
 Conference Sponsorship Program
- Promoted Lifestyle Medicine Essentials Scholarship; 948 scholarships used .

How 'good stress' can contribute to a longer, healthier and happier life

By Mary Loftus • May 8, 2025





Discovery & Innovation Committee



Enhancing well-being innovation and discovery by funding 23 projects, supporting 25 participants in scientific publication activities, and engaging 300+ participants across 7 Journal Clubs.

OVERVIEW:

EmWELL Discovery & Innovation Committee drives well-being innovation and provides strategic guidance to enhance initiatives across the WHSC Community.

OBJECTIVE:

- Drive innovation and discovery in wellbeing science and practice.
- Provide guidance to advance and disseminate well-being initiatives.

6

Journal Clubs with

300+

attendees

23

Attendees at Paper-in-a-Day Workshop

3

Instructional videos about scientific publication

23

Innovative wellbeing projects were funded across WHSC

KEY FACTS:

- 14 committee members with diverse expertise in research, knowledge creation, innovation, and analysis.
- Support initiatives such as microgrants, the Journal Club, Paper-in-a-Day, scientific publications.
- FY25 Committee Co-Chairs: Jennifer Mascaro, Nicholas Giordano

IMPACT:

- Through the EmWELL Microgrant Program, 23 innovative well-being projects were funded across 7 WHSC units.
- Organized "Paper in a Day" workshop for 25 participants with well-being paper ideas.
- Developed an instructional resource comprising 3 videos to support the scientific research and publication process.
- Enabled knowledge sharing on wellbeing, engaging 300+ participants across 7 Journal Clubs.



EmWELL OFFICE OF WELL-BEING

Paper in a Day Workshop, August 2025



"Offering nuggets of wisdom about the realities of research is very informative."

"Clear guidance and uninterrupted time to write were incredibly helpful."

- participants of Paper in a Day Workshop

Advocacy Committee

Supported organizational well-being at Emory through strategic internal and external partnerships, supporting community events and communication support



OVERVIEW:

A committee dedicated to building impactful connections and shaping policies that advance well-being across institutional, state, and national levels within the WHSC Community.

OBJECTIVE:

- Advocate for policies that promote well-being at institutional, state, and national levels.
- Facilitate the exchange of best practices to enhance well-being programs across the community.
- Engage staff in meaningful opportunities to contribute to wellbeing efforts.

550+

~20

Impressions from Common Market video

attendees at Wellness Walkers

To learn more visit:

Common Market Video



KEY FACTS:

- Committee supports well-being not only at the institutional level but also at the state and national levels.
- Support food transformation, policy changes, and employee & community engagement in well-being.
- 13 members from diverse departments with strong networks to advance policy advocacy.
- FY25 Committee Co-Chairs:
 Ryan Haumschild, Alex Almanza

IMPACT:

- Supported progress towards removing intrusive language on the medical board licensure application
- Partnered with Emory Health Impact Team on a Wellness Walkers program, engaging ~20 participants.
- Brought spotlight to a Common Market video highlighting food transformation, earning 550+ impressions on LinkedIn and Instagram.





National Partnerships

Driving Well-Being Through National Recognition & Collaboration

OVERVIEW:

EmWELL positioned Emory Healthcare as a national leader in workforce well-being, securing recognition and partnerships that influence national standards and accelerate culture change across academic medicine. These collaborations amplify Emory's voice in shaping the future of clinician well-being, research, and policy.

OBJECTIVE:

Strengthen EmWELL's national footprint by

- advancing interprofessional well-being research,
- influencing workforce policy, and
- integrating Emory's expertise into leading national collaboratives and recognition programs.

IMPACT:

- 14 national abstracts accepted and presented at 8 national forums on workplace well-being.
- Participation in the PWAC benchmarking of 37 peer institutions across academic medicine.
- Joined American College of Lifestyle Medicine Innovators Council, to support clinician professional development and innovative care models delivery
- Joined National Academy of Medicine Changemakers Campaign
- Partnered with Stanford
 WellMD/WellPhD, AMA Joy in
 Medicine Collaborative and Dr.
 Lorna Breen Heroes Foundation



"These national partnerships are about collective impact. When leading health systems work together, we accelerate change that supports the people who care for others. This is how we ensure workplace well-being becomes a shared standard and strategic priority across healthcare."

— Evan Thoman, Chief Well-Being Officer









