

The UCHealth WELDS Initiative

The WELDS team approach provides practical advocacy for physicians and advanced practice providers (APPs) by:

- Removing obstacles and simplifying processes.
- Listening to wants and needs and offering solutions.
- Ensuring that voices are heard, and contributions valued.



WELDS exists to improve the lives of physicians and APPs at UCHealth.

WELDS is a team of physician leaders charged with improving working conditions for UCHealth clinical staff. The team reports to UCHealth's chief medical officer. The acronym "WELDS" stands for the areas of focus of this initiative:

- Well-being
- Equity
- Leadership development
- Support (including informatics and communications)

Why WELDS?

WELDS was created to ensure the culture at UCHealth allows physicians and advanced practice providers to have the OPPORTUNITY TO THRIVE. This framework guides WELDS leadership in developing resources needed for UCHealth clinical staff to feel fulfilled in their roles.

WELDS areas of focus:



Well-being

The well-being model is based on best practices gathered from across the nation. The model was developed by experts in

behavioral health and consists of five focus areas that each contribute to the well-being of physicians and APPs:

- Climate of well-being (how to increase consideration and cooperation among clinical staff members).
- Organizational well-being (how to improve clinical staff job satisfaction).
- Behavioral health (how to offer rapid and free access to help for those in need).
- Personal well-being (how to improve personal wellness of clinical staff).
- Community well-being (how to increase involvement in, and support of, the communities served).

The health and well-being of our clinical teams, how it impacts physicians and advanced practice providers, and how their mood and approach impacts the other clinicians that they work with is of major importance.



Elizabeth Harry, MD, SFHM

Senior Medical Director of Well-being, UCHealth; Assistant Dean of Faculty Well-being and Associate Professor of Medicine, University of Colorado School of Medicine

Equity



Health equity implies that every patient should have a fair opportunity to attain their full health potential, and that no one should be disadvantaged from achieving this potential.

Health equity work requires an acknowledgment and reconsideration of beliefs previously taken for granted about health (and how it is produced), the health care and public health systems (how they work), and society (how it advantages some and disadvantages others).

Central to this work is the evaluation of our language and the narratives that shape our thinking.

Opportunity exists to either perpetuate the status quo or to challenge and dismantle existing injustice. Much work remains to be done, including addressing the needs of APPs and physicians who are from backgrounds underrepresented in medicine.

WELDS physician leadership has developed an approach for addressing the issues mentioned above and others, to ensure that UHealth is aligning with societal recommendations.



Abigail Lara, MD
Medical Director of Health Equity
UHealth

Leadership Development



It's never been more important to have physicians and advanced practice providers at the table addressing problems and developing solutions. UHealth invests in its physician and APP leaders through developmental programs—from front-line to leadership roles.

Physician leadership development at UHealth enables the acceleration of organizational goals by leveraging physician leaders as force multipliers to optimize UHealth's mission and vision. This is accomplished through various learning platforms (face-to-face, virtual, alternative business hours, learning partners, self-studies), each designed to assist in achieving both personal and organizational goals.

The focus is to integrate APP leaders into many of these programs. Via the WELDS Initiative, specific programs

continue to be built to meet the career development aspirations of APP team members.



Jenny Bajaj, MD, MPH
Chief Medical Officer
UHealth Medical Group

"If we start to hear that physicians and APPs are feeling a little more like they can focus on their patients, and then go home and focus on themselves and their families at the end of the day, then we'll know we're making a difference."

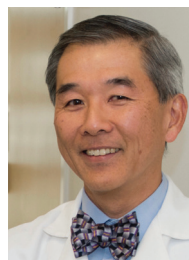
– Margaret Reidy, MD
Chief Medical Officer, UHealth

Support (Informatics and Communications)



WELDS leadership is focused on opportunities to improve certain support services, evaluating how teams are structured and how they communicate with one another.

Toward that end, the physician informatics group runs two-week Sprints in ambulatory clinics across the UHealth system, building high-performance teams, reducing the EHR burden for physicians and APPs, and improving efficiency and effective care.



CT Lin, MD
Chief Medical Information Officer
UHealth

Learn more about how WELDS can help and add value.

UHealth institutions provide superior care to patients and are committed to the communities they are honored to serve. Together, UHealth strives to push the boundaries of medicine, improving health through innovation. The WELDS Initiative is one example of this effort and is dedicated to advancing the well-being in the workplace for everyone at UHealth.