



Task Force Planning Guide

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**Charge for Being Well Initiative**

The University of Louisville School of Medicine Being Well Task Force is assembled to assist the school's executive leadership in creating a long term strategic plan to address faculty, resident, student and staff burnout through the implementation of strategic initiatives supporting compassion cultivation; resiliency; and the promotion of physical, mental, and social health.

The work design for the Task Force will divide members into three work groups focusing on HEALTH, RESILIENCE, and COMPASSION. Work groups will develop objectives supported by strategies and tactics to frame a plan for implementation over the course of the next five years.

Work groups will be asked to brainstorm ideas for possible interventions to diminish the factors contributing to burnout as well as to develop strategies for promoting enhancements for improved and sustained health, resiliency, and compassion.

Work groups are encouraged to think creatively about possibilities and prospects yet should work toward development of realistically implementable strategies. This planning effort is intended to support the design of a longterm plan; therefore, work groups should not limit proposals based on current fiscal constraints. Reasonable consideration, however, should be given to budget limitations of a publicly funded institution of higher education such as UofL.

Undoubtedly there will be deficiencies, discrepancies or imperfections in information that may prove challenging. Group members are encouraged to work toward the primary purpose of this effort, which is to obtain well developed ideas from diverse perspectives, information sets and expertise to support School of Medicine leadership in implementing a variety of measures that will positively impact well being for the internal community of the School and that might serve to create models beneficial in other human service professions.

Work groups are asked to:

* consider teaching and learning prospects in the context of UME, GME and CME;
* consider opportunities for data collection, research, scholarship and grant funding;
* explore prospects for transference of outcomes from the wellbeing initiative to positive patient experiences, and consider ways in which the School of Medicine might engage in the community as a resource and a beneficiary for promoting enrichment of wellbeing.

Work groups are encouraged to strive for balance, recognizing there will be inherent imperfections and time constraints during the course of this planning process and that such should not thwart creative thought, group synergy, or individual contributions. When in doubt, work groups are encouraged to be inclusive of ideas.

A high level of gratitude is extended to each of you for your investment in this endeavor. Thank you for the valuable contribution your time, expertise, and effort.

# I:\Medical\Dean's Office\Karan's Files\Being Well\Task Force Planning Guide\Planning Guide - Timeline.pngTimeline

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# **Task Force Membership**

**Leaders**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Toni Ganzel | Dean | School of Medicine | [toni.ganzel@louisville.edu](mailto:toni.ganzel@louisville.edu) |
| Jon Klein | Professor  Vice Dean  Endowed Chair in Proteomics  Director | Department of Medicine  Research  James Graham Brown Foundation  Being Well Initiative | [jon.klein@louisville.edu](mailto:jon.klein@louisville.edu) |
| Karan Chavis | Chief of Staff | Office of the Dean, School of Medicine | [karan.chavis@louisville.edu](mailto:karan.chavis@louisville.edu)  852-0141 |

**College of Arts and Sciences**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Jennifer Altman | Graduate Student | Clinical Psychology | [jennifer.altman@louisville.edu](mailto:jennifer.altman@louisville.edu) |
| Ronald Fell | Chairperson & Professor | Biology | [ronald.fell@louisville.edu](mailto:ronald.fell@louisville.edu)  852-6771 |
| Lauren Freeman | Assistant Professor | Philosophy | [lauren.freeman@louisville.edu](mailto:lauren.freeman@louisville.edu)  852-0454 |
| Ann Hall | Chair & Professor | Comparative Humanities | [achall09@louisville.edu](mailto:Achall09@louisville.edu)  852-7134 |
| Paul Salmon | Associate Professor of Clinical Psychology | Department of Psychological and Brain Sciences | [psalmon@louisville.edu](mailto:psalmon@louisville.edu)  852-8268 |
| Sandra Sephton | Associate Professor  Associate Scientist  Senior Faculty Fellow | Department of Psychological and Brain Sciences  Brown Cancer Center  Center for Hazards Research | [sephton@louisville.edu](mailto:sephton@louisville.edu)  852-8904 |

**College of Business**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Nat Irvin | Instructor Term | Management | [nat.irvin@ louisville.edu](mailto:nat.irvin@%20louisville.edu) |

**Brandeis School of Law**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Jennifer DiSanza | Assistant Dean | Student Services | [j.disanza@louisville.edu](mailto:j.disanza@louisville.edu), 852-8956 |

**Kent School of Social Work**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Anna Faul | Professor  Associate Dean  Executive Director | Social Work  Faculty Affairs  Institute of Sustainable Health & Optimal Aging | [anna.faul@louisville.edu](mailto:anna.faul@louisville.edu)  852-1981 |
| Pam Yankeelov | Professor  Associate Dean | Social Work  Student Services | [pam.yankeelov@louisville.edu](mailto:pam.yankeelov@louisville.edu)  852-0426 |

**College of Education & Human Development**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Meera Alagaraja | Associate Professor  Co-Coordinator | Department of Educational Leadership, Evaluation, and Organizational Development  OLL Degree Program | [m0alag01@louisville.edu](mailto:m0alag01@louisville.edu)  852-0617 |
| Lisa Hooper | Professor and Program Coordinator of Clinical Mental Health Counseling | Department of Counseling and Human Development | [lisa.hooper@louisville.edu](mailto:lisa.hooper@louisville.edu)  852-5311 |
| Brad Shuck | Associate Professor | Department of Educational Leadership, Evaluation, and Organizational Development | [mbshuc01@louisville.edu](mailto:mbshuc01@louisville.edu)  852-7396 |

**School of Nursing**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Paul Clark | Assistant Professor | Nursing Research | [paul.clark.1@ louisville.edu](mailto:paul.clark.1@%20louisville.edu)  852-7405 |
| Topsy Staten | Associate Dean  Associate Professor | Undergraduate Programs  Undergraduate Academic Affairs Office | [rrstat01@ louisville.edu](mailto:rrstat01@louisville.edu) |

**School of** **Public Health & Information Sciences**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Jack Barnette | Associate Dean  Professor | Academic Affairs  Bioinformatics and Biostatistics | [jack.barnette@ louisville.edu](mailto:jack.barnette@%20louisville.edu)  852-8674 |

**Speed School of Engineering**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Kihwan Bae | Assistant Professor | Department of Industrial Engineering | [k0bae001@louisville.edu](mailto:k0bae001@louisville.edu)  852-8858 |
| Monica Gentili | Associate Professor | Department of Industrial Engineering | [monica.gentili@louisville.edu](mailto:monica.gentili@louisville.edu)  852-0143 |
| Jason Saleem | Assistant Professor  Director | Department of Industrial Engineering  Center for Ergonomics | [jason.saleem@louisville.edu](mailto:jason.saleem@louisville.edu)  852-2274 |

**Faculty and Staff Wellness – U of L**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Patricia Benson | Director  AVP | Get Healthy Now  Health, Wellness, and Disease Management | [patricia.benson@louisville.edu](mailto:patricia.benson@louisville.edu)  852-1907 |
| Paula Kommor | Wellness Specialist, Sr. | Get Healthy Now | [paula.kommor@louisville.edu](mailto:paula.kommor@louisville.edu)  852-0128 |

**Student Wellness – U of L**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Karen Newton – Health Promotion | Health Education Specialist, Sr. | Campus Health Services | [karen.newton@louisville.edu](mailto:karen.newton@louisville.edu)  852-1914 |

**Clinical Partners**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Shari Kretzschmer - ULH | Vice President of  Patient Care Services  Chief Nursing Officer | University of Louisville Hospital | [sharkret@ulh.org](mailto:sharkret@ulh.org) |
| Ken Marshall | Interim President | University of Louisville Hospital | [kenmrshll@gmail.com](mailto:kenmrshll@gmail.com) |
| James Taylor – University Medical Center | Board Member  Senior Advisor | Community Foundation of Louisville  University Medical Center | [james.taylor.3@louisville.edu](mailto:james.taylor.3@louisville.edu) |

**Community Partners**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Stephanie Barnett | Co-Founder  Acting Director | ChooseWell Communities | [stephanie@choose-well.org](mailto:stephanie@choose-well.org)  (800) 520-4914 |
| Harry Pickens |  |  | [hpickens@bellsouth.net](mailto:hpickens@bellsouth.net) |
| Matt Harris | Certified Yoga Teacher    LMFT | Yoga with Matt Harris, C.Y.T.  Private Practice | [yogamatt3@insightbb.com](mailto:yogamatt3@insightbb.com)  627-0048 |
| Vanessa Hurst | Mindfulness Coach  Co-Project Manager | Compassion  At~Work, of Compassionate Louisville | [hurst.vanessa@gmail.com](mailto:hurst.vanessa@gmail.com)  599-7222 |
| Sunny Ra | Arts in Healing Coordinator | Kentucky Center for the Performing Arts | [sra@kentuckycenter.org](mailto:sra@kentuckycenter.org) |
| Rabbi Nadia Siritsky | Vice President of Mission | Jewish Hospital, University of Louisville Hospital, and James Graham Brown Cancer Center | [nadiasiritsky@kentuckyonehealth.org](mailto:nadiasiritsky@kentuckyonehealth.org)  407-3241 |
| Miranda Sloan | Past Chair  Past Member  Community Wellness Partner | SMART Staff Wellness Committee  Compassion Committee and Compassion Research Committee  Physical Fitness Instructor |  |
| Melissa Updike | Executive Director | KMRRRG | [melissa.updike@kmrrrg.com](mailto:melissa.updike@kmrrrg.com)  588-7796 |

**School of Medicine Faculty**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Jennifer Brueckner-Collins | Professor | Department of Anatomical Sciences & Neurobiology | [jkbrue02@louisville.edu](mailto:jkbrue02@louisville.edu)  852-5718 |
| Liz Cash | Director of Research  Assistant Professor | Head & Neck Cancer Outcomes Research Program  Department of Otolaryngology – HNS & Communicative Disorders  Mindfulness and Biobehavioral Health Research Center | [liz.cash@louisville.edu](mailto:liz.cash@louisville.edu)  562-2892 |
| Joseph D’Ambrosio | Director of Community Engagement  Assistant Professor | Institute of Sustainable Health & Optimal Aging  School of Medicine | [joe.dambrosio@louisville.edu](mailto:joe.dambrosio@louisville.edu)  852-7811 |
| Thomas Dues | Associate Professor  Hospitalist, Chief Medical Information Officer | School of Medicine  University of Louisville Hospital | [thomas.dues@louisville.edu](mailto:thomas.dues@louisville.edu)  852-7944 |
| Kelli Dunn | Vice Dean  Director | Community Engagement and Diversity  Kentucky AHEC Program | [kbdunn01@louisville.edu](mailto:kbdunn01@louisville.edu)  852-2759 |
| Jennifer Hamm | Program Director | Department of Obstetrics, Gynecology, & Women’s Health, Residency | [jennifer.hamm@louisville.edu](mailto:jennifer.hamm@louisville.edu)  217-5024 |
| Martin Huecker | Assistant Professor  Research Director  Assistant Residency Director | Department of Emergency Medicine | [martin.huecker@louisville.edu](mailto:martin.huecker@louisville.edu)  852-5689 |
| Jennifer Koch | Associate Professor  Director | Department of Medicine  Internal Medicine Residency Program | [jennifer.koch@louisville.edu](mailto:jennifer.koch@louisville.edu)  852-7040 |
| Kristine Krueger | Professor  Division Chief | Department of Medicine  Academic and Clinical Affairs, Division of Gastroenterology, Hepatology, and Nutrition | [kristine.krueger@louisville.edu](mailto:kristine.krueger@louisville.edu)  852-6991 |
| Mary Nan Mallory | Professor  Vice Chief of Staff | Department of Emergency Medicine  University of Louisville Hospital | [mary.mallory@louisville.edu](mailto:mary.mallory@louisville.edu)  852-7633 |
| Dave McIntosh | Associate Dean for Urban Health Innovation  Chief Diversity Officer | Office of Community Engagement and Diversity  School of Medicine | [dave.mcintosh@louisville.edu](mailto:dave.mcintosh@louisville.edu)  852-4880 |
| Sam Miller | Associate Professor | Graduate Medical Education | [karen.miller@louisville.edu](mailto:karen.miller@louisville.edu)  852-2711 |
| Olivia Mittel | Assistant Dean  Assistant Professor | Student Affairs  Pediatrics | [olivia.mittel@louisville.edu](mailto:olivia.mittel@louisville.edu)  852-0755 |
| Mike Ostapchuk | Associate Dean | Student Affairs | [michael.ostapchuk@louisville.edu](mailto:michael.ostapchuk@louisville.edu)  852-5192 |
| Pradip Patel | Professor  Faculty Advisor  Founding Member | Department of Pediatrics  ULSOM’s Gold Humanism Honor Society  HEART group | [pradip.patel@louisville.edu](mailto:pradip.patel@louisville.edu)  629-3592 |
| Ron Paul | Vice Dean  Chief | Faculty Affairs and Advancement  Division of Pediatric Emergency Medicine | [ron.paul@louisville.edu](mailto:ron.paul@louisville.edu)  852-6266 |
| Jerry Rabalais | Associate Dean  Chair  Chief of Staff | Faculty Development  Department of Pediatrics  Norton Children’s Hospital | [gerard.rabalais@louisville.edu](mailto:gerard.rabalais@louisville.edu)  852-8604 |
| John Roberts | Professor | Department of Pediatrics | [john.roberts@louisville.edu](mailto:john.roberts@louisville.edu)  852-8939 |
| Russ Salter | Professor  Associate Dean  Director | Department of Microbiology & Immunology  Graduate and Post-Doctoral Studies  Interdisciplinary Program in Biomedical Sciences | [rdsalt01@louisville.edu](mailto:rdsalt01@louisville.edu)  852-3740 |
| Ann Shaw | Senior Associate Dean | Undergraduate Medical Education | [mashaw01@louisville.edu](mailto:mashaw01@louisville.edu)  852-1862 |
| Allan Tasman | Professor | Department of Psychiatry and Behavioral Sciences | [allan.tasman@louisville.edu](mailto:allan.tasman@louisville.edu)  813-6640 |
| Gordon Tobin | Professor | Division of Plastic and Reconstructive Surgery  Compassionate Louisville | [gordon.tobin@louisville.edu](mailto:gordon.tobin@louisville.edu)  852-6880 |

**School of Medicine Residents**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Kira Haydon | House Staff | Graduate Medical Education | [kira.haydon@louisville.edu](mailto:kira.haydon@louisville.edu)  852-1732 |
| Jessica Urzen | House Staff | Graduate Medical Education | [jessie.urzen@louisville.edu](mailto:jessie.urzen@louisville.edu)  540-1409 |

**School of Medicine Students**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Contact Information |
| Preetha Iyengar | Student | School of Medicine | [preetha.iyengar@louisville.edu](mailto:preetha.iyengar@louisville.edu) |
| Matt Neal | Student | School of Medicine | [matthew.neal.1@louisville.edu](mailto:matthew.neal.1@louisville.edu) |
| Melinda Ruberg | Student  Member | School of Medicine  Healthcare Leadership School Louisville | [melinda.ruberg@louisville.edu](mailto:melinda.ruberg@louisville.edu) |

**School of Medicine Staff**

|  |  |  |  |
| --- | --- | --- | --- |
| Dwayne Compton | Executive Director | Office of Community Engagement | [dwayne.compton@louisville.edu](mailto:dwayne.compton@louisville.edu)  852-5303 |
| Jennifer Hall | Program Manager | Graduate Medical Education | [jennifer.hall.1@louisville.edu](mailto:jennifer.hall.1@louisville.edu)  852-5234 |
| Stefani Hodgkins | Program Manager | Diagnostic Radiology | [stefani.hodgkins@louisville.edu](mailto:stefani.hodgkins@louisville.edu)  852-2287 |
| Leslee Martin | Director  Member | Undergraduate Medical Education  Compassion Research Work Group | [ljmart01@louisville.edu](mailto:ljmart01@louisville.edu)  852-4404 |
| Staci Saner | Faculty Development Program Manager | Office of Faculty Affairs and Advancement | [staci.saner@louisville.edu](mailto:staci.saner@louisville.edu)  852-1942 |
| Susan Sawning | Research Director | Undergraduate Medical Education | [susan.sawning@louisville.edu](mailto:susan.sawning@louisville.edu)  852-0420 |
| Angela Shinabery | Nurse Practitioner | Department of Pediatrics,  Pediatric Emergency Medicine | [angela.shinabery@louisville.edu](mailto:angela.shinabery@louisville.edu)  629-7212 |
| Tony Simms | Director | Student Life and Student Wellness | [anthony.simms@louisville.edu](mailto:anthony.simms@louisville.edu)  852-3267 |

# **Being Well Task Force**

# **Brief Biographies**

**Leaders**

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| Name | Photo | Summary |
| Toni Ganzel |  | When considering reports from the American Medical Association (AMA), the Association of American Medical Colleges (AAMC), and the Accreditation Council for Graduate Medical Education (ACGME) on physician, student and resident burnout, I am compelled to pursue effective interventions in the context of the community of our school of medicine. In the Fall of 2015 I and members of my executive team attended the International Conference to Promote Resilience, Empathy and Well-Being in the Health Professions, where we learned that burnout is pervasive across all levels of medical training and practice. One in 2 physicians report burnout, and the occurrence is intensifying. Scientific evidence supports the effectiveness of interventions such as mindfulness practice to promote resiliency and self-compassion that extends as empathy and compassion to others. Diet, exercise and adequate sleep encourage good physical, mental and social health. I have completed faculty training in the Georgetown University School of Medicine course in Mind-Body Medicine. The Mind-Body Medicine program curriculum teaches development of self-awareness, relaxation, meditation, guided imagery, biofeedback, physical exercise, art, music and movement as complementary, alternative or integrative approaches to healthcare. I along with Dr. Jon Klein am teaching the first cohort of the UofL School of Medicine Mind Body Medicine selective. I have championed a variety of wellbeing offerings in the School of Medicine, such as yoga and tai chi, provision of the WHIL app in support of mindfulness practice, and the creation of spaces suitable for mindfulness practice. I am initiating the Being Well task force to further explore ways our School can elevate our effectiveness in combating burnout and shifting our culture to one where self-care, sustaining health and resilience, and cultivating compassion are elementally embedded in our culture. |
| Jon Klein | **Jon B. Klein, M.D., Ph.D.** | I serve the School of Medicine as the Director of the Being Well Initiative. Having practiced mindfulness for many years, I am a believer in its benefits, and I teach mindfulness practice to undergraduate medical students as a means for compassion cultivation through the Compassion Cultivation Training elective (CCT) course for undergraduate medical students. In 2016, I completed faculty training in the Georgetown University School of Medicine course in Mind-Body Medicine along with Dr. Ganzel. I am now partnering with her in teaching the first cohort of the UofL School of Medicine Body Medicine course, which cultivates development of self-awareness, relaxation, meditation, guided imagery, biofeedback, physical exercise, art, music and movement. |
| Karan Chavis |  | In support of Dean Ganzel's vision to integrate a variety of interventions to address burnout for faculty, residents, students and staff, I am engaged in the coordination of several initiatives supporting mindfulness practice and improved health and fitness. Some of these initiatives include the 120 Body Breaks text messages, the campaign to promote taking the stairs, cultivating mindfulness practice spaces, coordinating the provision of yoga and tai chi, KORU “Train the Trainer” certification, negotiation of arrangements for the provision of the WHIL app for the School of Medicine community, and other staff wellness programs and activities to promote wellbeing at the School of Medicine. |

**College of Arts and Sciences**

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| Name | Photo | Summary |
| Jennifer Altman | http://louisville.edu/psychology/sephton/biobehavioral/lab-photo-bank/JenAltman.jpg/@@images/fa89b753-1faf-4c71-a57e-7724127725d1.jpeg | I am a graduate fellow in the Mindfulness and Biobehavioral Health Research lab in the clinical psychology program at U of L. I am pursuing my certification as a Mindfulness-Based Stress Reduction (MBSR) teacher through the UMass Center for Mindfulness and have co-facilitated MBSR groups with Dr. Paul Salmon. I am completing my certification as a Koru Mindfulness instructor. I have taught mindfulness classes to Athena's Sisters, which serves active duty and veteran military women. I am also offering a class on Mindful Self-Care for Caregivers through Frazier Rehab. I have offered a Queer Mindfulness drop-in group through the LGBT Center on campus and will be leading a Queer MBSR group.  My research focuses on the clinical application of mindfulness as it relates to the body. In addition to psychology, I have a background in exercise physiology. The focus of my research fellowship has been mindfulness and self-compassion as related to affect, intervention, the body and physical activity. |
| Lauren Freeman | http://louisville.edu/philosophy/images/full-time-faculty-photos/DSC_1411.jpeg/@@images/815d51fc-00bb-439f-9a1b-9dc3d654f6bb.jpeg | My work is driven by a commitment to fight injustices that patients suffer within the context of healthcare. My specific focus is on microaggressions that are rooted in (implicit or explicit) prejudice and/or racial, ethnic, gender, sexuality, religious, disability, or other stereotypes (Sue 2010).  The aim of my research is threefold: (1) the current understanding of microgressions in psychology literature be reconceived; (2) develop a basis to understanding the harms suffered; and (3) to develop a practical guide for health care workers to help them to avoid committing microaggressions within their clinical practices.  The practical and community-oriented social justice component of the project aims to provide local health care practitioners the tools to reduce the microaggressions committed against patients, thereby reducing the harm. |
| Ann Hall | Ann Hall | I am interested in examining the effects of the Humanities and the Arts on well being, rehabilitation, empathy, and quality of life. |
| Paul Salmon | http://louisville.edu/psychology/salmon/portrait | My research, clinical, and teaching interests center on mindfulness, in a variety of contexts including stress management, exercise, clinical practice, and environmental sustainability. I derive enormous satisfaction from collaborating with Dr. Sephton and a wonderful team of gifted and enthusiastic undergraduate and graduate students who share a common interest in mindfulness. The result of this fruitful collaboration has been a steady flow of research publications, conference presentations, and clinical initiatives over the years that continues to grow and flourish. Currently, I am finishing work on a text for clinical practitioners, Mindfulness in Motion. |
| Sandra Sephton | http://louisville.edu/psychology/sephton/portrait | I work with Paul Salmon examining the mechanisms by which mindfulness-based interventions may influence health outcomes. Much of our work is with cancer patients, but we have also studied those with other chronic disease (e.g., fibromyalgia, Parkinson's Disease) and we pilot our theories among undergraduate student subject as well. We provide training in clinical applications of mindfulness as well as a depth of scholarship regarding biological mediators of the health effects of mindfulness-based practice. Our yoga and meditation space is located just across the hall from our wet lab in Lutz Hall. |
| Ronald Fell | | |

**College of Education & Human Development**

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| Name | Photo | Summary |
| Meera Alagaraja | **Meera Alagaraja** | My recent work explores spirituality and spiritual wellbeing in the context of the workplace. I work and consult with health care and technology companies in developing employee centered wellbeing policies and programs. I co-direct research activities through the Wellbeing Research Lab with Dr. Lisa Hooper in the College of Education. |
| Lisa Hooper | Lisa M. Hooper | I am interested in cultural influences on measurement equivalence of wellbeing instruments. I am also interested in how physicians’ and other health care providers’ level of wellbeing impacts culturally tailored patient care. |
| Brad Shuck | **Michael Bradley Shuck** | My primary area of interest revolves around compassionate leader behavior and compassionate organizations as well as the intersection of psychological workplace climate and employee health. My research includes the application, meaning, and measurement of employee engagement, emerging areas of positive psychology, and leader development. |

**College of Business**

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| Name | Photo | Summary |
| Nat Irvin | **http://media.bizj.us/view/img/8672342/nat-irvin*750xx3600-4800-0-0.jpg** | I specialize in futuristic modeling. I find from my experience in teaching medical students that they often miss a broader understanding of the factors and forces outside of the medical profession that will impact the next generation of physicians. Change sin data mining, artificial intelligence, demographics, systems design, and global markets will be greatly impacted by the extent to which health, disease, and pandemics are managed. Enhancing physician resiliency development models fits into a futuristic context for the profession. |

**School of Public Health & Information Sciences**

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| --- | --- | --- |
| Name | Photo | Summary |
| Jack Barnette | **http://louisville.edu/sphis/directory/directory-images/barnette-jack/@@images/593f7367-f1b2-445b-b92f-c6906f35b459.jpeg** | In working with bioinformatics and biostatistics, my interest in this project is in the evaluation of the initiative and its impact. |

**School of Nursing**

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| Name | Photo | Summary |
| Paul Clark | **Paul R. Clark, Phd, RN, MA** | My research focuses on improving the healthcare environment, with the ultimate goal to improve patient outcomes. Research projects have uncovered healthcare environment problems faced by nurses, including the moral burden (moral distress, moral fatigue, and moral residue) nurses experience. Moral burden leads to a wide variety of negative outcomes for nurses, including burnout, disengagement/withdrawal, and increased intention to leave the nursing unit or profession. Ultimately, these problems are problems for patients. Nurses who are tired, burned out, or disengaged when caring for patients cannot provide optimal patient care. Decreasing moral burden will help those providing care and ultimately improve the safety and quality of patient care. |
| Topsy Staten | **Ruth Staten, PhD, APRN-CS-NP** | I have devoted my career to the promotion of well-being among nurses and college students. While the emotional and spiritual aspects of wellness have been my primary focus, I recognize health and resilience come from a place of wholeness. My clinical practice focuses on reduction of emotional distress and promotion of positive mental health in persons with substance abuse problems and co-occurring depression and anxiety as well as other health concerns. I have been practicing meditation throughout my career and teaching mediation to clients as a necessary component of recovery and wellness. Recently, I have been involved in mindfulness support for faculty and students. My research focuses on wellness practices among young adults, including environmental support for healthy eating and exercise, reduction in smoking and managing stress, anxiety and depression. |

**Kent School of Social Work**

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| Name | Photo | Summary |
| Anna Faul | Image result for anna faul | My career has been dedicated to helping older adults live productive and healthy lives across their lifespan. My research focuses on implementation of evidenced based biopsychosocial interventions and include studies funded by such entities as the National Institute on Aging, the Department of Health and Human Services, the Kentucky Department of Mental Health and Mental Retardation Services, the Centers for Disease Control and Prevention, and Passport Health. I infuse compassion to guide my work in healthcare. I am a compassion science laureate with Compassionate Louisville. My interests remain centered on social sustainability that promotes cohesion of society and individuals working towards common goals fostered through a lens of compassionate love. |
| Pam Yankeelov | http://louisville.edu/kent/images-folder/faculty-photos/dr.-pam-yankeelov | My research explores influences on an individual’s ability to manage their diabetes with the greatest emphasis on vulnerable populations. I am partnering with Dr. Faul as evaluators of a five year, 2.5 million grant sponsored by CDC’s National Program to Eliminate Diabetes Related Disparities in Vulnerable Populations, particularly older adults and persons of low socio-economic status, in the rural counties of Kentucky.  My interests center on social determinants of health, and I invest effort in recruiting high quality, social justice oriented prospective MSSW students to Kent School. |

**Speed School of Engineering**

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| --- | --- | --- |
| Name | Photo | Summary |
| Kihwan Bae | **Photo** | I am currently working on developing models for the aging population. |
| Monica Gentili | **Photo** | I am in the Industrial Engineering Department.  My research expertise is Optimization.  My main interest is model and algorithm design for problems with application in  health care systems. |
| Jason Saleem | **Photo** | Studies show that physicians spend about half of their time on documentation with the electronic health record (EHR) and other desk work. The increased documentation demands introduced by the implementation of the EHR is likely a major contributor to physician burnout. I’m interested in systematically investigating contributing factors to burnout for UofL physicians, especially with respect to the EHR, and then implement workflow and EHR design changes to reduce this burden (e.g., exploring ways to make the EHR more usable and better integrated with clinical workflow). |

**Brandeis School of Law**

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| Name | Photo | Summary |
| Jennifer DiSanza | Photo | I believe the partnership between student life and academics is core to the mission of the school: without one, the other suffers. Students need support in all aspects of their law school education, and as student advocates, Student Life personnel listen to issues, concerns and stressors, and try and help students cope with the unexpected events that happen while in law school. |

**Student Wellness – U of L**

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| --- | --- | --- |
| Name | Photo | Summary |
| Health Promotion  Karen Newton | Image result for karen newton louisville ky | University of Louisville’s Health Promotion Wellbeing Central (HPWC) is an award-winning national model for promoting wellbeing, sustainability and resilience. HPWC concentrates on eight key wellbeing factors and incorporates the elements of resilience in all services and programs. Informed by the socio-ecological model, HP collaborates with our UofL units and community partners to address the full range of wellbeing factors. Health Promotion has keen interest in collaborations that influence the culture of wellbeing and resilience at UofL and community. |

**Faculty and Staff Wellness – U of L**

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| Name | Photo | Summary |
| Get Healthy Now  Patricia Benson | **http://louisville.edu/medicine/resolveuid/708392f6d93f4b0f93e8150db93e36af** | Get Healthy Now was launched in 2005 and is designed to (1) create a culture of health and wellbeing (2) engage employees in health and wellness (3) contain health care costs. We have developed targeted coordinated interventions to mitigate the top three primary drivers of lifestyle cost: obesity, stress and lack of physical activity.  As it pertains to resiliency development or mindfulness practice, burnout prevention or intervention, and/or compassion cultivation. Get Healthy Now offers:   * KORU Basic and KORU 2 classes * One-on-one in person wellness coaching * Group wellness coaching * Take 20s (with a focus on stress management, healthy eating and movement) * 8 week Mindfulness Based Stress Reduction (MBSR) offerings (through partnership with Paul Salmon) * ½ day silent retreats * Yoga and Tai Chi classes on HSC through SOM partnership |
| Paula Kommor –  Get Healthy Now | **Paula Kommor** |

**Community Partners**

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| --- | --- | --- |
| Name | Photo | Summary |
| Stephanie Barnett |  | My work through ChooseWell is to promote greater compassion in healthcare. We have been thoroughly connected to Compassionate Louisville’s Healthcare Constellation, and our primary focus has been on substance misuse in the community. Our program boasts iChooseWell, the region’s only integrative healthy lifestyles program designed for pregnant/postpartum mothers. I am engaged with Project Thrive, which works to unite families affected by addiction by providing community-based, active support. We are creating the Thrive Well Center, a primary care “health hub” advancing mind/body medicine, positive psychology, and functional medicine. |
| Harry Pickens | Image result for harry pickens | My work involves neurologically grounded, practical tools for building resilience, reducing the toxic impact of negative stress, increasing access to positive emotion, and healing the pain of the past. I work with private clients and also facilitate four specific training programs relevant to health care:   1. From Burnout To Bliss: The Art and Science Of Transforming Stress Into Joy; 2. Real-World Resilience: The Art And Science Of Bouncing Back and Flourishing Forward; 3. TLC: Tools For A Living Compassion -- The Art And Science Of Cultivating Connection, Courage, And Caring 4. Shine Like The Sun: How To Reduce and Eliminate Vicarious Traumatization Without Closing Your Heart To The Suffering Of Others.   I host trainings in the Havening Techniques®, a powerful and neuroscience-based methodology for dissolving the emotional residue of traumatic memories, boosting resilience and broadening access to positive emotional states. I am founder/CEO of BrainMind ReDesign™. |
| Matt Harris | **Matthew T. Harris, MSSW, LMFT, Marriage & Family Therapist in Louisville** | I teach yoga, and I believe the practice of yoga supports mindfulness, meditation, gratitude, and compassion for self and others. My teaching style is rooted in the biomechanics of the body, universal movement and alignment principles and implements spiritual teachings from various traditions. My style is “trauma-informed”, encouraging paying non-judgmental attention to the body’s movements. |
| Vanessa Hurst | C:\Users\mtross02\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Word\vanessa_b&w.jpg | I am an author, speaker, consultant, and coach in mindfulness practice, compassion cultivation, contemplative living, and intuitive awareness. I am the innovator of Compassion Conversation and Compassion’s Circle. I work to create a lived experience of heightened awareness in myself, clients, and students, in order to encourage ever-increasing compassionate action.  I have authored two books: *Engaging Compassion Through Intent and Action* and *A Constellation of Connections: Contemplative Relationships*. |
| Sunny Ra | **https://media.licdn.com/mpr/mpr/shrinknp_200_200/AAEAAQAAAAAAAAiQAAAAJGI3ZGU5ZjJmLTAwYTAtNDE4ZS05OTE0LTdkYTE5MjcxNzM0ZA.jpg** | I work with the Arts in Healing program at the Kentucky Center, which partners artists with healthcare providers. Local artists receive intensive training from national and regional trainers to design programs tailored to the needs of patients, families, and staff in specific healthcare facilities and programs. Our program introduces instrumental music, vocal music, storytelling, dance, drama, and visual art to patients healing from substance abuse, movement disorders, wounds of war, children recovering from physical and emotional abuse and abandonment, seniors embracing the end of life, families dealing with homelessness and patients undergoing cancer treatment. Benefits of the program include creative self-expression, relief from pain and anxiety, and empowerment. |
| Rabbi Nadia Siritsky | **http://insidekentuckyonehealth.org/Portals/0/SiteContent/Article_Featured_Images/dbv45p20.bshRabbiDrNadiaSiritsky.jpg** | My goal with KentuckyOne health is to help integrate the missions outlined in our Purpose & Values into day-to-day practice of our facilities. My research and studies have focused on introducing and using pastoral theory into healthcare management to reduce burnout and improve productivity. |
| Miranda Sloan | Miranda Sloan | As past Chair of the staff Wellness Task Force and member of the SoM’s Compassion Committee and Compassion Research Committee, I’m interested in fostering wellness (physical and emotional) specifically for staff. My interest lies with improving student and staff wellness. I also have a significant interest in variables directly correlated with burnout rates, and devising/implementing interventions to stave off/decrease those rates. |
| Melissa Updike | **I:\Medical\Dean's Office\Karan's Files\Being Well\Summaries of Work - Pre-Kickoff\Melissa  Updike Photo.jpg** | I am the Executive Director for the medical malpractice insurance carrier (KMRRRG). I see firsthand the impact of allegations of a medical error. We are interested in evaluating how we can expand the use of an existing resource to address “Being Well” by: evaluating ways to offer post-event counseling to address the mental stress of medical errors and post event surveys to evaluate causal factors (medical error v. physician burnout); providing educational programs that focus on medical error prevent; and evaluating loss trends to identify process issues that commonly lead to medical error and develop process improvements as intervention to provide reassurance to healthcare providers that gaps that lead to medical errors are being addressed. |

**Clinical Partners**

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| Name | Photo | Summary |
| Shari Kretzschmer – ULH | **http://insidekentuckyonehealth.org/Portals/0/SiteContent/Article_Featured_Images/0b1543hj.1y5kShariKretzschmer.jpg** |  |
| Ken Marshall | Image result for ken marshall louisville |  |
| James Taylor – University Medical Center | **https://www.cflouisville.org/wp-content/uploads/2015/04/Taylor.James_.jpg** |  |

**School of Medicine Faculty**

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| --- | --- | --- |
| Name | Photo | Summary |
| Jennifer Brueckner-Collins | **http://louisville.edu/medicine/departments/anatomy/images/Brueckner-sm.jpg** | I am currently teaching Koru meditation for a group of 12 first year medical students. |
| Liz Cash | **http://louisville.edu/medicine/departments/otolaryngology/faculty/images/cash.jpg** | I am a licensed clinical psychologist with a focus on stress and health. My research interests are centered on understanding the potential for psychological factors to impact peripheral physiological functioning. I have expertise in mindfulness-based stress reduction (MBSR) interventions, and have investigated the psychological and physiological benefits of mindfulness among patients with chronic pain and cancer. I have also served as part of a collaborative team investigating associations of stress and well-being with trait mindfulness in university undergraduates. |
| Joseph D’Ambrosio | **http://www.lisummit.com/wp-content/uploads/2015/09/Joe-DAmbro.jpg** | The Institute for Sustainable Health and Optimal Aging sponsors a 20-minute mindfulness practice session. The session includes a short dharma talk followed by a 20-minute mindfulness meditation session. The Institute is also sponsoring the Compassionate Cities Index, which is a comprehensive exploration of compassion in different zip codes and is a partnership with the International Center for Compassionate Cities. The index creates a standardized measurement tool to evaluate compassion growth and the prevalence of compassion in cities through nine domains: psychological wellbeing, health, education, community disparities, governance, business compassion, community vitality, ecological resilience, and standards of living. The index also will measure subjective individual data focused on individual indicators of compassion including forgiveness, empathy, hope, guilt, spirituality, and sense of belonging. |
| Thomas Dues | **dues3** | I am the course director for Art of Wellness elective for 4th year medical students at ULSOM. We have a session called “Restoring Self” and one dedicated to “Burnout”. We have the students identify a personal plan for wellness, and at the end of the course, students present their various projects and tie it together with their wellness goals. |
| Kelli Dunn | **http://louisville.edu/medicine/ahec/images/bullarddunn1.jpg** | The Office of Community Engagement and Diversity in the School of Medicine reaches into our community locally, regionally, nationally and internationally. The Greater Louisville community is particularly important to the School’s mission to be a premiere urban center for education and outreach. Our role is to identify and partnership opportunities in areas of common interest and/or benefit.  Our Office recognizes and supports the enhancement of wellbeing and the positive impact of wellbeing on our community. As such, our activities extend the School into the community and draw the community into the school. Community partners will help shape our planning around wellbeing and will serve to create a platform to us to extend what we learn for this endeavor back into the community. |
| Dwayne Compton | **Image result for dwayne compton university of louisville** |
| Jennifer Hamm | **Portrait of Jennifer Hamm, MD** | I have worked in partnership with Get Healthy Now (Paula Kommor and Patricia Benson) to develop a year long wellness curriculum for our residents. This is an active project that we are working on and includes a prospective cohort study with a group of our residents participating in Koru training in addition to the monthly wellness sessions and activities.  I am also work to develop a Wellness Resource Website for Programs that can be used as a Toolbox for Residencies to connect with local resources (apps, local organizations, speakers, online videos, research tools, complete modules, etc).  I am very interesting in utilizing Wellness Coaching for physicians and have been working with Paula Kommor on a pilot project for this. We have applied for grant funding and need to complete practice coaching before receiving Wellness Coach Certifications. |
| Martin Huecker | **http://louisville.edu/medicine/resolveuid/648d1fe173964eeda05aff25d4076427** | As resident mentors we attend to burnout symptoms, overall health and well-being of all of our residents.  I perform a monthly wellness lecture as part of our didactics conferences. The lectures typically fall into one of the following categories: sleep, exercise, nutrition, productivity, tranquility. Within these I explore meditation/mindfulness and compassion cultivation. We are also discussing a narrative medicine component our curriculum. I generally focus on physical and mental wellness initiatives, while our chief residents facilitate the social wellness of our group of residents.  On the research front we have conducted two studies and have more in the pipeline. We performed a study collecting data from residents using a smartphone sleep app to look at sleep patterns. We just concluded and are analyzing the data for a second study with multiple data points. We had the residents wear activity trackers to collect data on multiple parameters of activity and sleep. During this time period the residents were performing alertness assessments before and after every work shift.  My enthusiasm for the study of wellness and resilience originated with concerns about the potential strains of rotating and night shift work, along with the intense, chaotic environment of the emergency department. |
| Jennifer Koch | **Jennifer A. Koch, M.D.** | As director of a large residency program, I am interested in promoting resident well-being and resilience in graduate medical education. I have recently begun researching gender differences in the experience of internal medicine residents, and hope to work toward positive culture change in this area. As the mentor to multiple junior faculty members, I feel that addressing faculty burnout is an important issue as well. |
| Kristine Krueger | **Kristine J. Krueger, M.D.** | Our initial focus was on patient experience, HCAHPS. Promotion of patience wellness and positive patient-physician interactions have included student ambassador projects for first year medical students centered on shadowing in the emergency room and getting to know patients as persons. Third year medical students also receive a lecture on patient satisfaction and the bond between provider and patient. Our reach further extends to residents through online education on HCAHPS.  Over time, our focus has broadened to include physician and staff wellness. Our efforts to improve physician and staff wellness include the patient and physician satisfaction committee, a three-day meeting on physician wellness that created ideas for a global program, and a presentation for the Medical Executive committee on physician burnout.  In our dedication towards improving physician and staff wellness, we are involved in meetings with Melissa Updike, Allan Tasman and Jim Taylor concerning physician engagement and risk reduction. |
| Mary Nan Mallory | **Mary Nan Mallory, MD** | I am leading an assessment of where and how our medical curriculum (UME to GME to CME) provide instructional content experience, clinical quality, and patient safety to inform stakeholders on best approaches to teach these 3 clinical topics. Clinicians and hospitals/clinics are already being incentivized and/or financially punished for sub-par metrics.  There is developing evidence that "happy providers make for happy patients.”  Our curriculum will the importance of wellness connection and identify local providers for related services. |
| Dave McIntosh | C:\Users\mtross02\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\R54EN4YE\mcintosh headshot.JPG | My interest in mindfulness and well-being stems from my research, which examines the experiences of traditionally underrepresented populations. Specifically, we know from the literature that ways of being present in many spaces in society can unintentionally make people feel excluded and marginalized (often seen as microaggressions), which has real consequences for performance (described as stereotype threat). My work in ethnography, utilizing critical pedagogy, seeks to illuminate the voices of the often unheard. The mindfulness and wellbeing work provides a possible tool for resistance and affirmation, which can have a dramatic effect on individuals and the climate of the organization overall. |
| Sam Miller | http://louisville.edu/medicine/resolveuid/ab2ed7cd47f74e03bbc5eb564c9eaf87/@@images/image/mini | I work on program development and teaching related to wellness and resilience, which is becoming an increasingly popular and productive topic.  A study now in progress – no data yet- is an evaluation of the U of L SOM MedFit program. It is student work and looking very good! (Dr. Pradip Patel is PI and Andrew Braun is the student.) |
| Olivia Mittel | **http://www.uoflphysicians.com/sites/default/files/physicians/1013170901c.png** | My academic interests include acupuncture, human trafficking awareness and education, medical student wellness, professionalism and Emotional Intelligence. I am actively involved in research pertaining to human trafficking education of healthcare personnel and am interested in getting involved in resilience and burn out research within Undergraduate Medical Education and the Pediatrics residency. |
| Mike Ostapchuk | **http://louisville.edu/medicine/studentaffairs/images/dr-mike.jpg/@@images/ae6e6e95-67dd-4b70-8ffb-11052297ac52.jpeg** | As Associate Dean for Student Affairs, student life and student wellness programs report through me. I am invested in the success and the wellbeing of our medical students. |
| Pradip Patel | **http://www.uoflphysicians.com/sites/default/files/physicians/1003891599c.png** | Compassion and humanism in medicine is the hallmark to which the members of the Gold Humanism Honor Society are recognized for. Members have the responsibility to model, support, and advocate for compassionate, patient-centered care.  I am a founding member of the HEART group, an ad hoc committee that works to bridge what we aspire to do for our patients as providers and what ends up transpiring in patient contact.  I am one of five co-track leaders for the Art of Wellness senior student elective. I lead the photography group. The elective is a year long course where the students are tasked to channel their passions through art to “restore self”, recognize and help prevent burnout. |
| Ron Paul | **http://louisville.edu/medicine/resolveuid/e0b5f923a52e403e98028800f2d3fad6/@@images/image/mini** | My area of interest is in faculty wellness, with the goal of improving resiliency and decreasing burnout of our faculty providers.  I also would like our faculty to be better role models for our trainees in all areas of wellness including physical, mental and mindfulness. |
| Jerry Rabalais | http://louisville.edu/medicine/resolveuid/efb5159477bf484986809e928eefdc30/@@images/image/mini | I have come to better understand the need to address faculty wellness/resilience as a first step before significant impact can be made in helping our faculty become better teachers, clinicians and leaders. I am partnering with Jon Klein to coordinate efforts for our students and faculty in the area of resilience training. |
| John Roberts | **John Roberts** | As the Vice Dean for Graduate Medical Education I recognize the determinates of resident and fellow wellness is more than just controlling the duty hours they work. Residents and Fellows, like medical students and practicing physicians, work in highly stressful and emotionally charged situations every day. These young physicians must fulfill their duty to their patients while assuring that their own education, health and family are not harmed in the process. We recognize that the physician who exercises regularly, has a network of friends and who makes time for self, family and loved ones will have a happy life and a satisfying career. That physician makes a better doctor. |
| Russ Salter | **http://louisville.edu/medicine/departments/microbiology/images/RussellSalter.jpg/@@images/017300e9-25bb-4391-91c6-85a87aae64b4.jpeg** | My primary focus on wellness revolves around reducing stress and uncertainty for our students. The intent of establishing an open, comfortable, and welcome environment for our students is reducing stress and improving mental health and wellbeing. Our efforts towards this goal include our monthly CRAFT seminar series, which brings in speakers who are able to provide career advice for graduate students and postdoctoral fellows. These seminars provide easy access to these speakers and allows our students some personalized career counseling and discussi, the intent of which is to help reduce uncertainty about future career options, one of the largest source of stress for trainees. Expanding on this, we are planning a leadership day with activities outside of the university for current MD/Ph.D students, and we recently sponsored an event for School of Medicine graduate students where we promoted the contributions of our students and showed our appreciation of their efforts. |
| Ann Shaw | **http://louisville.edu/medicine/ume/images/AnnShaw.jpg** | My main interest is medical student well-being since we know that medical students suffer high rates of depression, anxiety and burnout. I am interested in adding a resilience and mindfulness curriculum. I am also interested in the research side. I would like to get a baseline assessment on all entering students and then follow them throughout medical school as they take mind body medicine “selectives” (every student would be required to participate in a certain number of programs over 4 years – for example, 10 out of the 30 programs we offer.) |
| Allan Tasman | **Allan Tasman, M.D.** | KMRRRG is interested in dealing with burnout among physicians. Our goal is to develop a comprehensive program for the medical school dealing with students, residents, and faculty and develop useful programs for ULH staff. |
| Gordon Tobin | **Gordon R. Tobin, M.D.** | My relevant work is fostering resiliency and compassionate action through re-enforcement of physicians' calling to higher purpose in service to the ill, the vulnerable, and the disadvantaged. Articulating and re-enforcing this purpose helps sustain students, residents, and physicians through times of stress and adversity, which contributes to our wellness and effectiveness in a perpetually high-stress, demanding environment. An example of this philosophy is expressed in the attached article "Intensive Caring". |

**School of Medicine Residents**

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| Name | Photo | Summary |
| Kira Haydon | **Class of 2018** | I have a special interest in physician burnout and have been personally working on my own resiliency over the past 3-4 years after burning out in my forat specialty. I currently have a project on physician burnout pending. |
| Jessica Urzen | **http://louisville.edu/medicine/departments/neurosurgery/images/Urzen2015.JPG/@@images/0f5fc51b-a9ed-43aa-adc9-183d7a95494e.jpeg** | I am a 4th year resident in Physical Medicine and Rehabilitation and was director of the Humanistic Elective in Alternative medicine and Reflective Transformation (HEART). I enjoy being involved in organizations that teach mindfulness and encourage compassion. |

**School of Medicine Students**

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| --- | --- | --- |
| Name | Photo | Summary |
| Preetha Iyengar | cid:10C1617C-0260-46B6-BB22-C9C52642D9BC@louisville.edu | I am a second year medical student. To me, a compassionate physician healer is prepared to treat the mind, body, and spirit as three interconnected and equal pillars of health. This is the goal of Integrative Medicine, which is a field that seeks to incorporate alternative practices, including meditation, yoga, tai chi, Ayurveda, Traditional Chinese Medicine, and more, into the framework of allopathic care. I founded the Integrative Medicine Interest Group at ULSOM, which strives to bring awareness to students about evidence-based integrative techniques and resources in the community to help them develop a humanistic and holistic approach to patient care. I also participated in the Koru Mindfulness Meditation teacher training in August 2016 to learn how to promote stress reduction and resiliency among my peers as well as my future patients. My goal is that as physicians, we will confidently be able to share a 10 minute meditation practice with our patient undergoing the stress of a chronic illness, or recommend yoga therapy to help a patient gain a greater sense of control over their movement disorder as a complement to their allopathic treatment. I am excited and proud to be a part of the university’s initiatives to cultivate my fellow and future students into resilient and compassionate physicians by encouraging the practice of Mindfulness Meditation and a deeper understanding of what it means to approach their patients as people. |
| Matt Neal |  | I am part of a group of 3rd year medical students who formed an Adverse Childhood Experiences Awareness Group with the help of Dr. Sheridan Langford. This group seeks to spread awareness among physicians and the community about the impact of ACEs on health outcomes. We will be submitting resolutions to the KMA to alter the lobbying priorities to better address ACEs in the state, we are working to design a study to assess physician awareness and amenability to screen for ACEs, and we are working on connecting medical students with outreach opportunities that involve working with children who have suffered ACEs. |
| Melinda Ruberg |  | I am working to host the Healthcare Leadership School in Louisville. The Leadership School will provide 64 participants the opportunity to influence positive change in the healthcare system. We currently have 73 applicants from all over the world who are interested in attending. Applicants include medical students, physicians, nurses, social workers, and healthcare administrations from a variety of countries, from Japan to the Ghana. |

**School of Medicine Staff**

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| Name | Photo | Summary |
| Jennifer Hall | **C:\Users\mtross02\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\R54EN4YE\Jennifer Hall pic.jpg** | I am the resident/fellow Ombuds. I am working with Dr. Jennifer Hamm on expanding the wellness initiative she has developed in OBGYN for all residents and fellows and also to develop a GME wellness website. I am also working on getting QPR Suicide Prevention training to our programs. |
| Stefani Hodgkins | C:\Users\mtross02\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Word\Stefani Hodgkins.jpg | I have signed on as Co-Chair of the Community Engagement Committee at UofL, and through this work I hope to inspire individuals and even whole families to act as a community and provide opportunities for for compassion cultivation. We have begun a relationship with Volunteers of America and are exploring projects to get our campus community involved in mutually beneficial exchanges of knowledge and resources. |
| Leslee Martin | **http://louisville.edu/medicine/ume/images/Leslee%20Martin%203.jpg** | I am interested in the link between medical student/faculty well-being (e.g., levels of burnout and resilience) and their understanding/empathy toward patients. I have participated in a Koru Mindfulness Course and attended the Centile Conference, an International Conference to Promote Resilience, Empathy, and Well-Being in Health Care Professions. |
| Staci Saner | **Staci Saner pro pic** | As Program Manager for Faculty Development, I work in all aspects of faculty development at the School of Medicine, including wellness. I have discovered that faculty burnout is an important issue that needs to be addressed and I hope that I can help with that topic in some way as I work on faculty development programing. |
| Susan Sawning | **Susan Sawning, MSSW** | I oversee multiple medical education research endeavors, including the School of Medicine’s research plan for eQuality in collaboration with multiple partners. I have a personal interest in mindfulness, meditation, and wellbeing. My professional interests in the Being Well initiative are as follows:   1. I am hoping that the Being Well initiative will develop a research workgroup that will oversee the various research outcomes of the ULSOM as a whole. 2. I am interested in overseeing the initiatives that relate to med students so we have organization to our research/evaluation efforts. 3. I would like to see the research group be interdisciplinary and write grants related to Being Well initiatives. 4. I participated in KORU training classes in support of offering KORU classes for faculty who teach medical students. |
| Angela Shinabery | **C:\Users\mtross02\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\R54EN4YE\AShinabery.JPG** | Wellness is a passion of mine and I have sought to live a healthy lifestyle in the midst of working non-traditional shifts. I plan to submit for publication in the next few months.  I am a nurse practitioner working in the emergency medicine division at the University. I have taught fitness classes since 2004 and for the past 11 years have been volunteering as a fitness instructor in the Louisville community. I am currently enrolled in the masters program for HR Organizational Development at the University of Louisville and have a great desire to support any endeavors for wellness in employees as it improves morale, productivity, and job satisfaction. |
| Tony Simms | http://louisville.edu/medicine/resolveuid/9b0aeb56f563482faffb90751fccaa19/@@images/image/thumb | I manage the wellness initiatives for the medical students.   * Koru Mindfulness and Meditation * Flash Napping and Sleep Science * Substance Abuse * Depression * Stress and Resiliency * Emotional Intelligence * Massage Therapy * Sexual Health * Puppy/Animal Therapy   We also do several activities off campus that can be considered wellness – including community service, social activities, etc. I manage the student-to-student mentoring, the faculty-student advising, and the Advisory College program – all of which impact wellness. |

**Group Facilitation Planning Worksheets**

This guide is designed to assist in determining the core content for the development of the Being Well Five Year strategy implementation plan.

**1. Resources**

It is suggested work groups rely on the expertise present in their teams and look to literature for guidance when needed.

There is a considerable information online regarding the extent of burnout in human service professions such as medicine, education, nursing, and social work. Information specific to medicine from the AMA, AAMC, and ACGME can be located in the “Resources” section of the Being Well website (http://www.louisville.edu/medicine/dean/being-well/resources).

School of Medicine "Affinity Teams" will  assist work groups in reviewing strategies through an exploratory process to gauge the degree to which strategies are: 1) specific, 2) measurable, 3) achievable, 4) realistic, 5) relevant, and 6) time/complexity aligned.

**2. Retain Perspective**

Remember - objectives are broad and support achievement of an overall goal. Strategies are more specific and address actions necessary to achieve an objective. Tactics are more specific still and break down into actionable items.

For the purpose of this effort, “Objectives” and “Strategies” are sufficient levels of refinement.

**3. Boil It Down**

Work groups are asked to consider strategies that will impact teaching and learning, patient care, and policies and practices. Groups are also encouraged to consider opportunities for engagement in research and scholarship, prospects for grant funding, and community engagement.

Overall goals of this initiative should consider:

* supporting **better physical, mental and social health** for School of Medicine students, residents, faculty and staff;
* developing interventions to **support heightened resiliency** using mindfulness and other practices, including considerations to  intervene in  the contributors to burnout, and;
* **compassion cultivation**

1. What ideas come out of your work group in terms of goal setting?

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1. What objectives would support achievement of those goals?

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1. For each objective, what strategies would support accomplishment?

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1. What tactics would need to be carried out successfully to achieve the individual strategies?

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1. With whom should the School of Medicine engage to ensure successful implementation of the strategy?

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1. Note pitfall concerns.

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1. Note key resource needs.

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1. Considering complexity and time necessary for the tactic to evolve: where should the strategy fall in relation to timing and to the timing of other strategies?

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1. Where should the strategy place in terms of priority?   Is the strategy low or high complexity and low or high impact?

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**Tip**: *Performance Outcomes establish whether a strategy is achieved. Performance measurement indicates the degree of success or impact*

1. Are there heightened prospects for unintended consequences associated with a strategy?

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1. Are there opportunities for research, scholarship or potential grant funding associated with these strategies?

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1. With whom should the School of Medicine engage to ensure successful implementation of the strategy?

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1. Note pitfall concerns.

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1. Note key resource needs.

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1. Considering complexity and time necessary for the tactic to evolve: where should the strategy fall in relation to timing and to the timing of other strategies?

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1. Where should the strategy place in terms of priority?   Is the strategy low or high complexity and low or high impact?

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1. What are the anticipated returns/results that will indicate the strategy is successful? Use the answers to this question to frame **Performance Criteria** and Measures.

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**Tip**: *Performance Outcomes establish whether a strategy is achieved. Performance measurement indicates the degree of success or impact*

1. Are there heightened prospects for unintended consequences associated with a strategy?

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1. Are there opportunities for research, scholarship or potential grant funding associated with these strategies?

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# **April Work Group**

# **Meeting Notes**

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# **May Work Group**

# **Meeting Notes**

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**June Task Force**

# **Meeting Notes**

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# **July-August**

# **Work Group/Affinity Group Meeting Notes**

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# **September Work Group**

# **Meeting Notes**

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**Current School of Medicine Wellbeing Initiatives**

1. Tai Chi classes (Monday and Wednesday at noon in the Abell building)
2. Yoga classes (there are three – one offered to physicians/residents at UofL Hospital on Thursdays, another offered at Abell Building at 7:30 a.m. Tuesday and Thursday mornings and one offered at noon Tuesdays and Thursdays in the Abell building.)
3. Puppy Therapy
4. Drs. Ganzel and Klein’s Mind Body Medicine elective for twelve 1st and 2nd year students
5. Students practice mindfulness in the mindfulness spaces in the A building
6. Student Massages to alleviate stress
7. Student, Faculty, and Staff participation in Koru Mindfulness Classes
8. Dr. Klein’s Mindfulness elective (CCT) – 2nd and 4th year medical student
9. Provision of the WHIL mindfulness practice app
10. Student Healthcare Leadership School (student led effort) to cultivate compassion in healthcare
11. Koru Mindfulness Training Certification
12. AAMC grant/award supporting wellbeing
13. Dr. Hedy Wald’s visit in October 2016 to promote resilience
    1. Grand Rounds presentation on: ***The Becoming: Crafting a Story of You for Resilience and Vitality***
    2. 1st year medical student presentation on: ***Creating a Professional Toolkit…Crafting a Story of You for Resiliency, Vitality, and Wellbeing: An Introduction to Mind-Body Medicine and Reflective Writing***
14. Robin Youngson visiting to promote self compassion and compassion in patient care
15. Dr. Barry Kerzin’s visit promoting resiliency and compassion, including the White Coat Ceremony with him as the keynote speaker
16. MeNore Lake, a fourth-year medical student fostering with the Kentucky Refugee Outreach Program in which medical students collaborate with the Refugee Health Program, UofL School of Nursing, and Kentucky Office for Refugees to reach the newly arrived refugees in Louisville
17. Student Run Free Clinics
18. Gold Humanism Honor Society’s Compassion Rounds
19. Institute for Optimal Aging for Compassion Louisville Compassionate Cities Index
20. Dean championed the Compassion Resolution for the School of Medicine
21. Toys for Tots drive by house staff
22. Donna Bottorff (faculty) working with Big Brothers/Big Sisters and Medals for Mettle
23. George Pantalos (faculty) volunteering with Soup Kitchen
24. School involvement in the Health Care Constellation Compassionate Louisville effort
25. School involvement in Compassion at Work Constellation Compassionate Louisville effort
26. Staff volunteering with Volunteers of America
27. Erica Sutton champions Surgery on Sundays
28. Zaria Murrell’s volunteer work on GIS mapping mission work in Africa
29. Cyndia Metz’s work at the Brown School
30. Faye Jones’s work with the Family Scholar House
31. Dr. Ganzel and Tony Simms recognized for commitment to Compassion Award
32. Student Angel Tree Collection collecting over $1200.00
33. Student canned food drive collecting nearly 500 canned food items before Thanksgiving Break
34. Distinction in Global Health Track
    1. 2 students received Fogarty-Fulbright fellowships and they are working in sub-Saharan Africa
       1. **UofL is the first medical school with two awardees in the same year**
       2. Jessica Eaton is researching the causes and assess the outcomes of the brain and spinal cord injuries in Lilongwe, Malawi
       3. MacKenzie Flynn is working with pregnant HIV-positive women in Nairobi, Kenya to determine whether text messaging can increase compliance with treatments to prevent HIV transmission to their infants
35. Students working with Stephanie Barnett and Healthcare Constellation on items related to compassion
36. Steve Wheeler’s medical mission trip
37. School of Medicine You Belong campaign
38. Being Well Strategic Planning Group
39. Active Student Wellness Committee
40. Faculty Wellness Committee
41. SMART Staff Wellness Committee