

Duke's Leadership Program in Health & Well-Being

Duke Health Services and The Mosaic Company
 Best Advance in Education Delivered through Technology
 April 2023



Company Background



Company-at-a-Glance	
Headquarters	Durham, NC
Year Founded	1838
Employees	43,000
Global Scale (Regions that you operate in or provide services to)	Global
Customers/Output, etc. (Key customers and services offered)	Education
Industry	Education
Website	www.dukehealth.org

Value Proposition

The United States spends more per person on healthcare than any other country and does not have the best health outcomes.

- \$9,237 annually per capita spending¹
- 1 in 3 adults are considered obese²
- 117 million people have at least one chronic disease
- Life-expectancy rate is declining (78.8 years, compared to an average of 82.2 years among comparable countries)³

National health spending is projected to grow at an average rate of 5.6%⁴ per year for the next decade.

Lifestyle and well-being are now being recognized as critical drivers for optimal health and requires a new type of leader. Duke recognized the need to create a culture of health and well-being in this country beyond clinical or administrative skills. Today's leaders need to think critically, create collaborative environments, and actively involve communities, patients, and families in their own care. This new environment requires leaders with expertise in health and well-being and business acumen. They also need the leadership skills to advance change throughout their own organizations and beyond.

Graduates of the program join an international cadre of leaders dedicated to transforming practice and improving the health of the nation; leaders who fully embrace a personalized approach to comprehensive medical care that optimizes health.

¹ [Future and potential spending on health 2015–40: development assistance for health, and government, prepaid private, and out-of-pocket health spending in 184 countries - The Lancet](#)

² [Overweight & Obesity Statistics | NIDDK \(nih.gov\)](#)

³ [How does U.S. life expectancy compare to other countries? - Peterson-KFF Health System Tracker](#)

⁴ [NHE Fact Sheet | CMS](#)

Product or Program Innovation

Health and well-being, as well as the business acumen needed to successfully operate a Health and Well-Being practice. It is not part of traditional medical school curriculum, which focuses on diagnosis and treatment of illness. Through the lens of health and well-being, practitioners can learn how to expand their perspective and identify the cause of the illness and its prevention.

Duke has created a one-year program to answer this need for change. The Leadership Program in Health and Well-Being is a robust, hybrid in-person and distance-based leadership development and mentoring program for well-being leaders that teaches the knowledge and skills necessary to successfully develop, launch, lead, sustain, and grow a health and well-being culture across all healthcare settings.

The original set of online courses were the result of partnership, collaboration, creativity, and engagement of Subject Matter Experts (SMEs) from Duke and the United States (46) and Europe (2: Germany, England), from across various fields and organizations. In 2020, the courses were updated and streamlined based on SME insights, current data and practices, and participant feedback. The 20+ SMEs, evenly split between Duke faculty and business representatives, collaborated with the learning vendor to enhance the creativity and engagement, and interactivity of the courses. Refer to the Technology Demo section for additional information about the online courses.

Unique Differentiators

The Leadership Program in Health and Well-Being, which is a collaboration between Duke Health and Well-Being and the Duke Fuqua School of Business, includes the following elements.

Immersion

During the three Immersion sessions at Duke University, participants learn firsthand from nationally recognized leaders in health and well-being. Participants study current models of health and well-being delivery as well as deepen their understanding of who they are as leaders and increase their ability to inspire others and influence change. Immersion topics include personal training in leadership skills such as mindfulness practice, effective group dynamics, fostering transformation, mastering structural integrity, and organizational evolution. Throughout the program, participants work closely with and receive professional support from the Program’s Core Faculty – global leaders in the field who share their expertise in well-being approaches to healthcare.

Participants can expect to deepen their understanding of who they are as leaders, increase their ability to communicate effectively, and understand how to improve a sense of ownership and accountability in those they lead.

Online Curriculum

In addition to the Immersion sessions, participants complete a curriculum consisting of 16 online courses.

Well-Being of the Leader	Exploring Models of Leadership	Living and Leading with Purpose	The Current Landscape of Health Promotion
Health Policy	Principles of Open Design	Lifestyle and Health Behavior Change	Economic Evaluation of Programs and Services
Strategic Planning	Introduction to Entrepreneurship	Project Management	Work Culture
Health Coaching	Thought Leadership in Healthcare	Marketing Health and Well-Being	Human Resources

Mentorship

The next six months pairs the participant with a faculty mentor from Duke’s Fuqua School of Business. With their mentor’s help, participants craft a business project for implementing or evolving a health and well-being strategy at their organization. There are two broad categories of projects that participants may complete in this program. One involves addressing a specific business objective in a functional area of the organization for which one works (e.g., finance, management, marketing, operations, strategy). The second is a project in which one is managing a change process within an organization.

One participant stated, “My experience with my mentor has been incredibly helpful...It is amazing to have someone so talented and present on my team as I work on the project for my organization.”

Wheel of Health

The Wheel of Health helps participants understand the factors that influence their health and how they can make positive changes for their future. The results of the self-assessment guide the participant’s mentoring and health and well-being coaching session within the program.



Figure 1: Wheel of Health

Health and Well-Being Coach

To lead a transformative program, participants must live it first. This unique program focuses on the inner life of the leader. Participants complete a Health and Well-Being Self-Assessment prior to the start of the program and have the opportunity to work on self-care with a Health and Well-Being Coach throughout the year-long program. The online

curriculum encapsulates a deep dive into health behavior, lifestyle practices, and methodologies of well-being, which aligns with the health and well-being coaching.

Program Resources

In addition to working one-on-one with a mentor from the Fuqua School of Business that can be called directly, participants interact with leaders in the field during the Immersion sessions, make practical applications through case studies, learn, collaborate, and make connections with the community of learners and cohorts, and enhance their professional network.

Technology Demo

Wheel of Health

The online Wheel of Health Self-Assessment guides the participant through an overview of the tool and its interconnected and interrelated components of whole-person health and well-being. The foundational components are mindful awareness and community, which surround the participant. Surrounding the foundational components are six supporting components: physical environment, nutrition and lifestyle, mental and emotional well-being, fulfillment and purpose, physical activity and fitness, and sleep and rest.

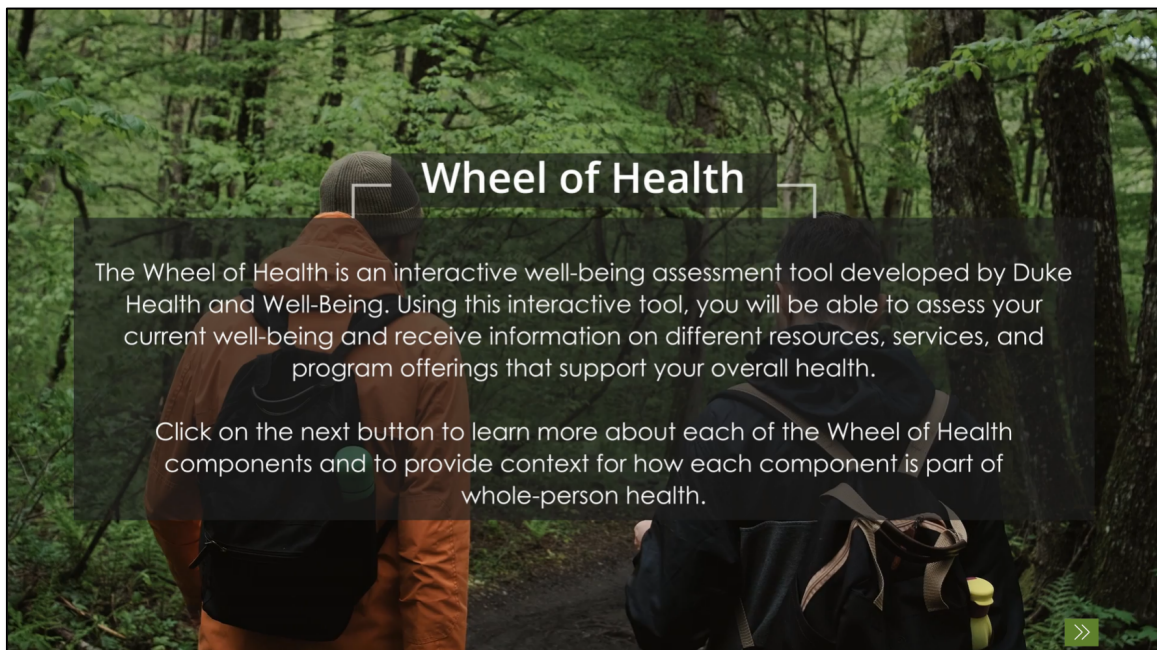


Figure 2: Wheel of Health Opening Text

At the conclusion of the self-assessment, the tool summarizes the participant's results and provides suggestions, based upon the score, through text and interactive resources.

Online Curriculum

Each course in the online curriculum employs a unique theme. For example, the Well-Being of the Leader course uses a hiking theme and visuals to present the content, as shown below.

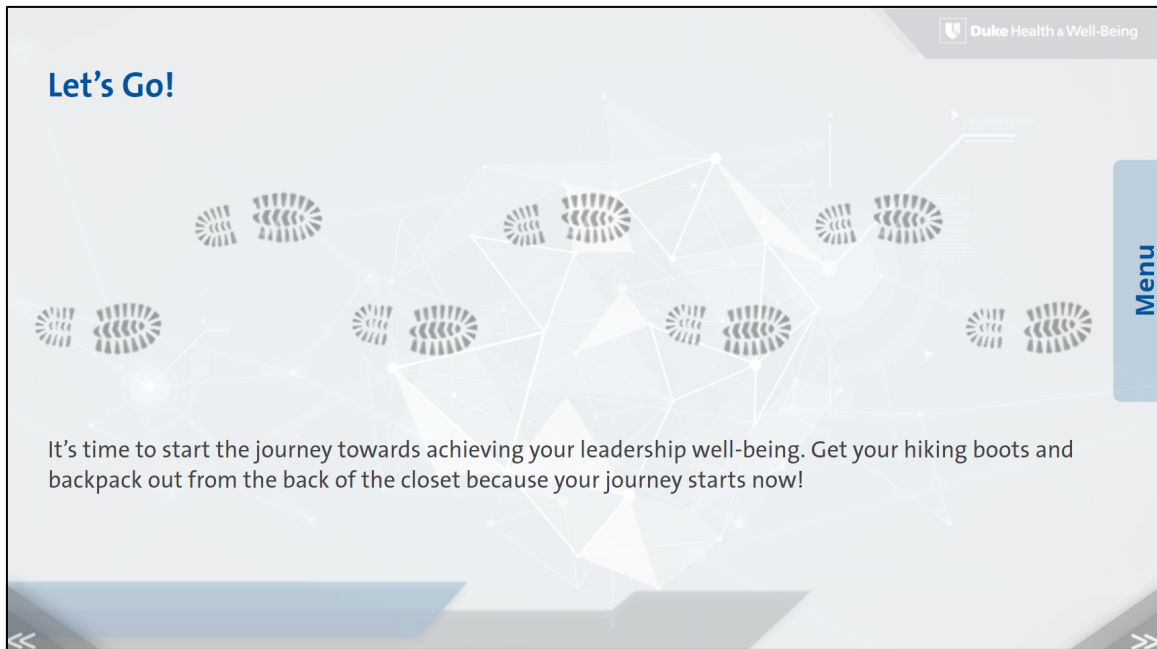


Figure 3: Well-Being of the Leader Theme

Another example of the hiking theme visuals in the course.

What Does the Research Say? Duke Health & Well-Being

Did you find a relationship between your well-being and your impact as a leader? Take a few minutes to learn what the research says about this subject.

Select each photograph from your journey so far to reveal a snippet from an article about the connection between personal well-being and impactful leadership. If you would like to read the full article for a snippet, click Resources from the Menu. As you review the snippets, make note of those articles that you would like to explore next. You can continue the course after clicking each image.

1 2 3 4 5 6

Menu

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Figure 4: Well-Being of the Leader: Visual Theme

The online curriculum also employs a student journal that is used for reflection and cohort collaboration throughout the online courses.

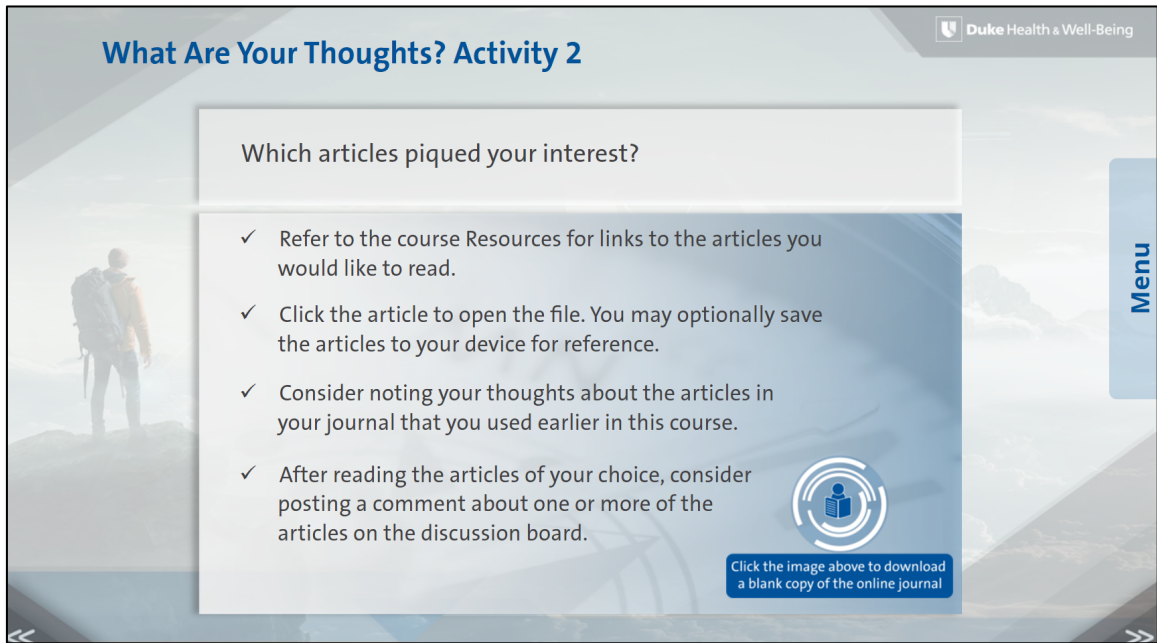


Figure 5: Well-Being of the Leader: Reflection

Another course focuses on the workforce culture and uses an ancient explorer theme, as shown in the screen captures below.

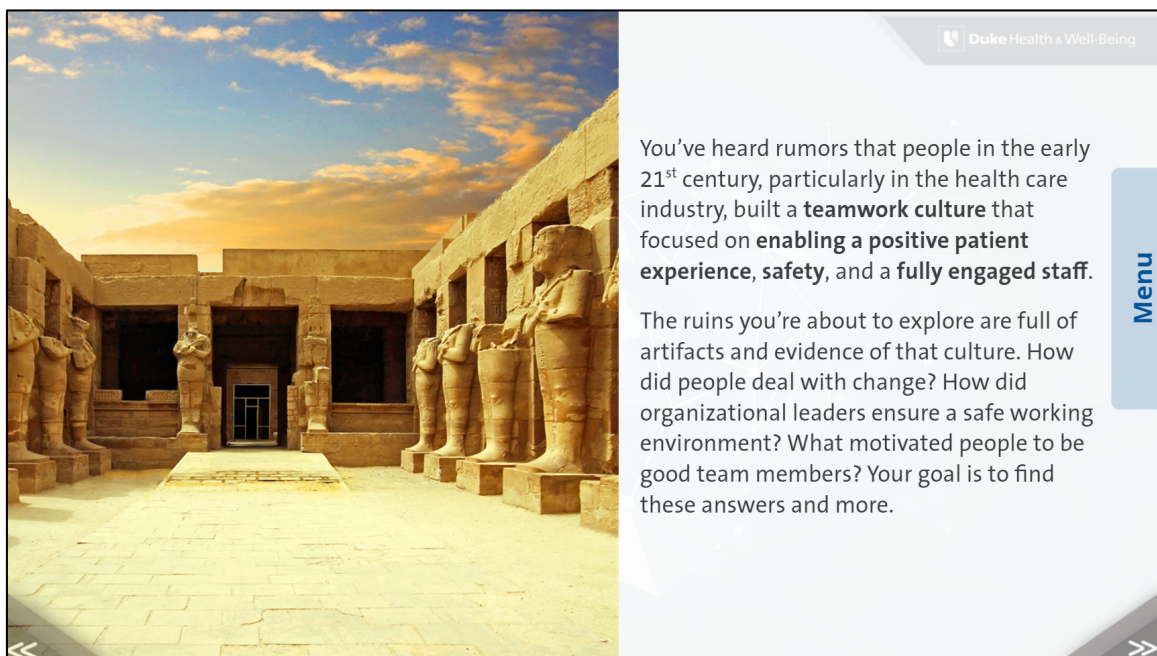


Figure 6: Workforce Culture: Ancient Explorer Theme

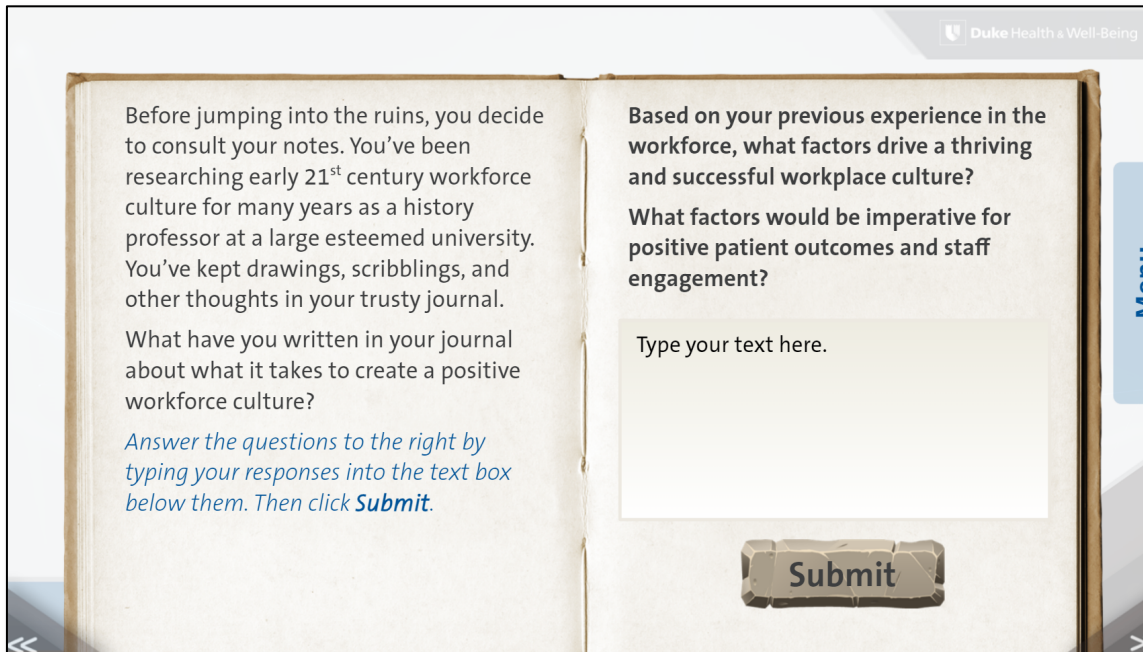


Figure 7: Workforce Culture: Reflection

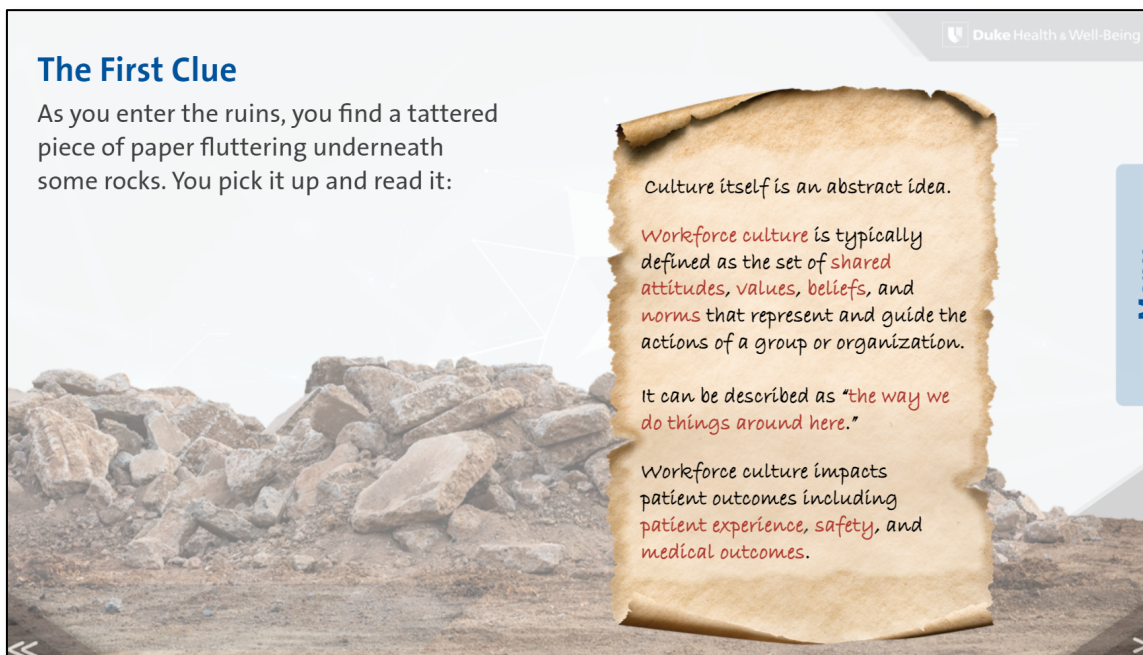


Figure 8: Workforce Culture: Theme

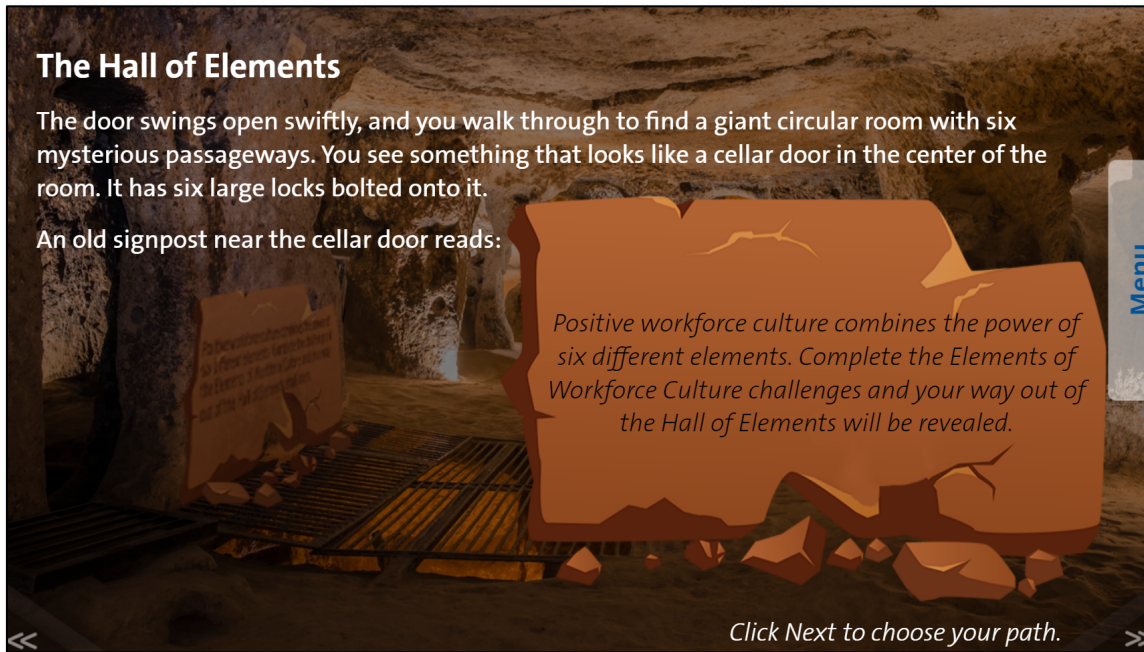


Figure 9: Workforce Culture: Theme

A third example uses a parable to illustrate the Upstreamist approach for Health Promotions.



Figure 10: Health Promotions: Theme



Figure 11: Health Promotions: Theme

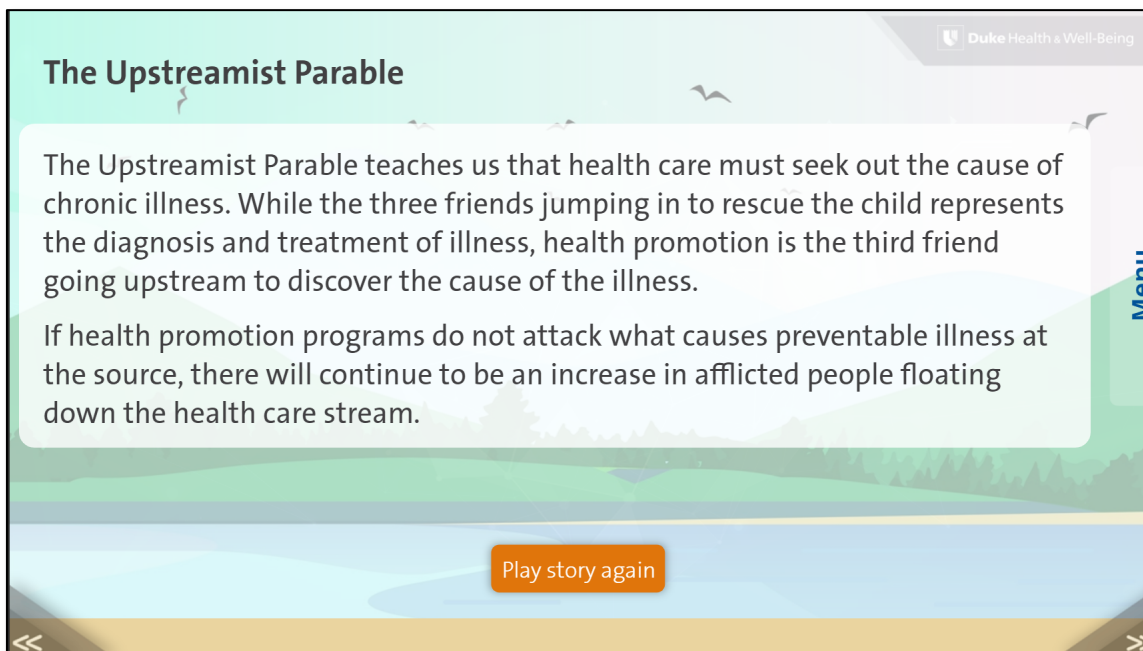


Figure 12: Health Promotions: Theme

Measurable Result

Health and well-being, as well as the business acumen needed to successfully operate a health and well-being practice, is not part of traditional medical school curriculum. This program provides the clinical, operational, and business aspects needed to successfully establish and manage a health and well-being operation. Graduates of the program implement their business project to create a culture of health and well-being, not only for themselves but also patients and providers, throughout the healthcare system, and in the greater society. In addition to addressing major health concerns such as cancer survivorship, obesity, autoimmune diseases, cardiac conditions, metabolic syndromes and depression, integrative strategies have also been successful in improving employee wellness, work-life balance, resiliency in patients and providers, patient engagement, and provider engagement.

As of July 2022, 120 participants have completed the program, reflecting a near 100% completion rate. As the program returns to in-person Immersions, the plan is to double the number of program participants each year. The following are a sample of participant testimonials:

- “My experience with the Leadership Program has been transformative both professionally and personally. The support provided by the faculty was extraordinary and pushed me to think differently about ways to use my strengths in a more Integrative manner, while being aware of my points of conflict. The organization of the training modules, the comprehensiveness of the material, and the opportunities to interact with leaders across the country has supported the growth of our Integrative Health Program that is a collaboration among our College of Nursing and Health Sciences, XXX College of Medicine, University of XXX Medical Center, and our community providers.”
- “I don’t know of any other program like this. It gives us the opportunity to develop and change healthcare.”
- “The program has sharpened my skills and given me an opportunity to build a transformative initiative.”
- “I waited for years for a program like this to emerge, and I’m thrilled it is here. It is going to be really important for the future of medicine.”

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