



## Center for Health Care Transformation & Innovation

### Program Strategy & Development Lead

Part/Full-Time, 12-month, Contractor Position

Hybrid Virtual/In-person as needed

#### Position Summary:

Penn Medicine CHTI is seeking an empathetic, engaging, and detail-oriented program leader passionate about transforming the experience of front-line care workers. This leader will work closely with front-line staff, administrative leadership, and CHTI to build and scale an exciting new program that elevates staff wellbeing as a key performance indicator across our organization, engages staff in identifying and solving problems big and small that contribute to burn-out, and ultimately support an organizational culture where we care as much about our staff experience as we do about patient care.

#### Position Details:

In March of 2022, CHTI launched the Elevating Wellbeing Initiative to understand the major contributors to burnout and dissatisfaction among Penn Medicine clinical staff. We learned that staff perceive a misalignment between Penn Medicine's stated values and the actions of the organization leading to a lack of trust in health system leadership and little hope that things will improve in the future.

Major drivers of dissatisfaction include:

- Perceived lack of investment in addressing the operational conditions that are driving burnout
- Perceived lack of response to feedback that is shared via survey and with managers.
- Content, tone & methods of communication suggest a lack of awareness of the daily experiences on the floor
- Perception that demands on healthcare workers are perpetually increasing and promises to address feelings of over burden are not upheld

In July of 2022, CHCI launched **Bluecoats Wellbeing Ambassadors**, a learning pilot program in collaboration with Penn Presbyterian Medical Center (PPMC) Emergency Medicine Department (ED). The Blue Coats are embedded roles that serve as a concierge to front line staff, creating opportunities for authentic engagement and feedback, identifying pain points that lead to daily frustrations, prioritizing those opportunities for improvement, and co-creating solutions with front-line staff and local leadership to build interventions that meaningfully improve the wellbeing of all staff. The program embedded two Blue Coats in the PPMC ED who were responsible for creating rapid cycle feedback loops and supporting local leaders to take action to address challenges where possible. The pilot aimed to test whether a dedicated wellbeing

team that was easily accessible to staff could facilitate cultural and operational changes to rebuild trust, hope, and a sense of belonging among the ED team.

This pilot has proved successful in shifting staff perceptions of “Hope, Trust, and Belonging while also bringing more efficiency to care delivery. We now aim to test this approach at scale and build a sustainable program that brings Blue Coats to departments across the health system. This Program Strategy & Development Lead will serve a crucial role on this next phase of development to clearly define goals and targets, engage and manage stakeholders, develop and execute program strategy, and ultimately build an operational plan for scale.

### **Candidate Qualifications:**

An ideal candidate for this position would

- Have experience leading the development, implementation, and scale of programs within large organizations like Penn Medicine
- Fluent in the principles of change management, community/staff engagement, generative/co-creation facilitation.
- Familiar with the concepts of radical-hospitality, design thinking, contextual research/needs identification, rapid-cycle project management/piloting
- Ability to build empathy and manage relationships with front-line staff, management, and executive leadership.
- Strong communication skills using a combination of storytelling, data, a vision to build momentum, communicate goals, and build a strong business case for this program.

### **Position Responsibilities:**

This candidate will work directly with CHCI leadership and local departments where we will be piloting the Blue Coats program at scale.

- Continuous strategy development, execution, and evaluation
- Management of other supporting staff
- Stakeholder management
- Field work, as a Blue Coat and as a main driver of Blue Coat initiatives (Small improvement projects) with pilot departments
- Working directly with CHCI leadership to build program strategy, communicate progress, and business case development

**How to apply:**

Interested applicants should email Emily Seltzer, Director of Practice Transformation Innovation, and Anish Agarwal, Deputy Director of the Center for Insights to Outcomes.

[emily.seltzer@penntmedicine.upenn.edu](mailto:emily.seltzer@penntmedicine.upenn.edu)

[anish.agarwal@penntmedicine.upenn.edu](mailto:anish.agarwal@penntmedicine.upenn.edu)

Please include the following in your email:

1. An up-to-date resume
2. A brief summary of your background and why you think you would make a great candidate for this position
3. Details about your availability to start this position, hours per week (up to 40 hour per week) you would be able to dedicate to this position.