

# Quick-Hitting Survey

## Behavioral Health and Wellbeing

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### Executive Summary

#### Methodology

In October 2019, The Health Management Academy conducted a quick-hitting survey of Leading Health Systems to better understand behavioral health and wellbeing leadership structures. The 11 responding Chief Human Resources Officers (CHROs) and Chief Operating Officers (COOs) represent health systems with an average Total Revenue of \$6.1 billion that own or operate 160 hospitals and have approximately 1.6 million admissions per annum.

#### Key Findings

- The majority of health systems (82%) have a single leader dedicated to behavioral health across the health system.
- Top focus areas for health systems within behavioral health include improving community engagement (64%) and expanding access to mental and behavioral health services (64%).
- Almost all executives (91%) rank improving care team wellbeing as a top priority among the C-suite and Board of Trustees, with 27% ranking the issue in the top 10% of all priorities.

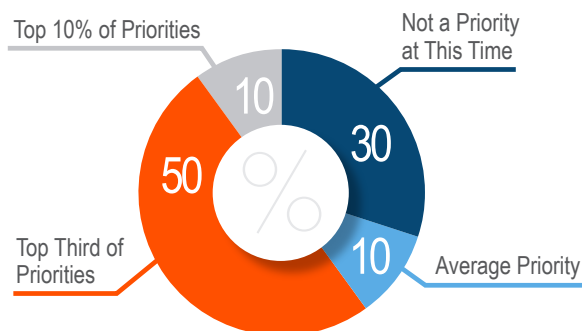
### Results

#### Behavioral Health Service Lines

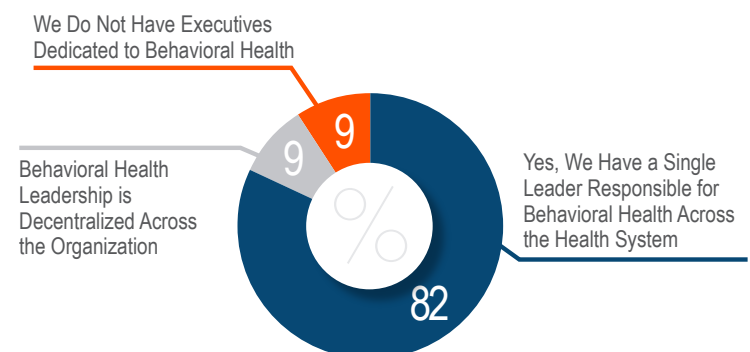
Developing and optimizing a Behavioral Health service line is a high priority for health systems, with 60% of executives ranking it a top priority among the organization's C-suite leadership and Board of Trustees (Figure 1). Reflective of this prioritization, a majority (73%) have a dedicated Behavioral Health service line which is commonly inclusive of mental health services. Of those that do not have an established service line (27%), one health system incorporates mental health into the Ambulatory service line whereas the others do not utilize a service line structure.

In alignment with the service line structure, most health systems (82%) have a senior leader responsible for behavioral health across the organization (Figure 2). Titles of these executives include Chairman (e.g., Chair of Psychiatry, Chairman of Behavioral Health), Medical Director, Service Line Leader, Vice President (e.g., VP of Behavioral Health, VP of Business Development and Strategy), and President of Behavioral Health Services. These executives often directly report to either the Chief Medical Officer (CMO), Medical Group Leader, COO, or a Vice President (e.g., VP of Transitional Care Services, SVP of Program Development).

**Figure 1. What is the priority level of developing/optimizing a Behavioral Health service line amongst your organization's C-Suite leadership and Board of Trustees?**

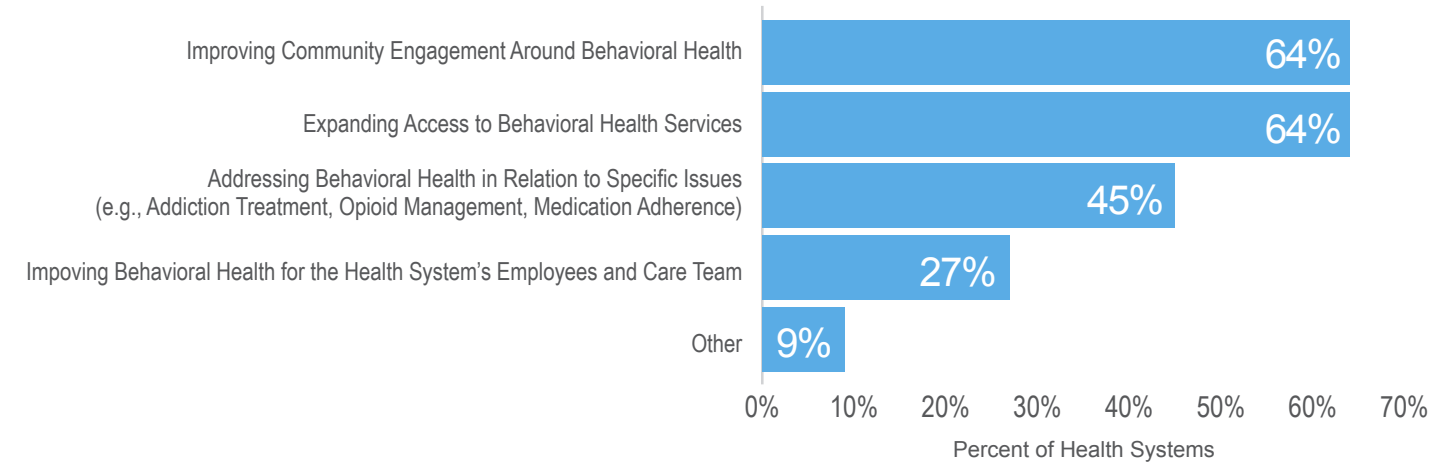


**Figure 2. Does your health system have a senior leader dedicated to Behavioral Health?**



These service lines have multiple areas of focus, primarily improving community engagement around behavioral health (64%) and expanding access to behavioral health services (64%) (Figure 3). Additionally, health systems are working to address behavioral health in relation to specific issues (45%) and improving behavioral health for the organization’s employees (27%).

Figure 3. Within Behavioral Health, what are your organization’s top focus areas?



Clinician Wellbeing

As health systems focus on improving broader behavioral health in the community, improving the wellbeing of the clinicians and care team within the health system is a priority. A majority of executives (91%) rank improving care team wellbeing as a top priority among the C-suite and Board of Trustees, with 27% ranking the issue in the top 10% of all priorities (Figure 4).

Reflective of this prioritization, 64% of health systems have one (27%) or more (27%) leader(s) dedicated to care team wellbeing, and 10% are in the process of developing wellbeing leadership. These leaders include Chief Wellbeing Officers, a Vice President of Total Health, and Medical Directors (e.g., Medical Director of Employee Wellbeing, Medical Director of Provider Experience, Executive Director of Caregiver Wellness). Wellbeing executives most commonly report to the CHRO or COO, with some reporting to the CMO.

Additionally, almost all health systems (91%) either have a dedicated budget to wellbeing or are in the process of developing a budget (Figure 5).

Figure 4. What is the priority level of improving care team wellbeing among your organization’s C-Suite leadership and Board of Trustees?

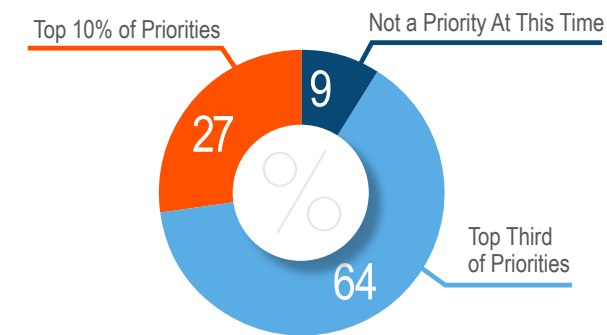


Figure 5. Does your health system have a defined budget dedicated to developing and implementing employee wellbeing strategy and initiatives?

