



How to use this worksheet:

- Use the following charter as a starting point to help you build your Professional Wellbeing Team norms and expectations. This worksheet draws from the [American Hospital Association Trustee Services](#) and the [North Carolina State Health Plan](#).^{i,ii}
- Fill in the names of your hospital, team, members, and/or leaders in the identified spots below.
- Evolve this charter based on the parameters of your hospital, including its needs and organizational culture.

Hospital Name:

Name of
Wellbeing Team:

I. Statement of Purpose

II. Roles/Responsibilities

The management and worker co-leaders will:

- Set meeting agendas.
- Conduct meetings either jointly or by rotating chairs.
- Coordinate actions in support of professional wellbeing.
- Provide monthly updates to the Executive Sponsor on team activities.

The Executive Sponsor will:

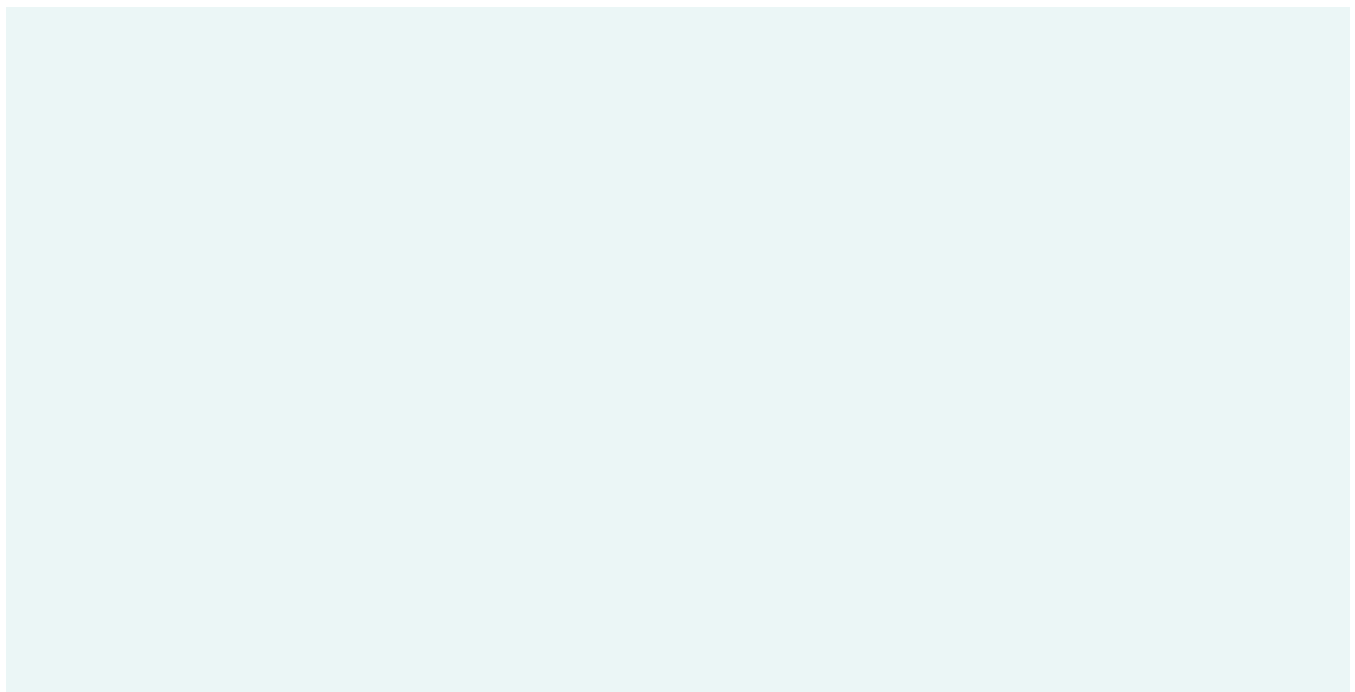
- Oversee hospital-wide buy-in, eliminate barriers to implementation, and act as a liaison between the team, the hospital system, and other non-member executives.

Team Members will:

- Work towards operational change and communicate actions to workers at their hospital.
- Participate in monthly Professional Wellbeing Team meetings.
- Identify strategic wellbeing changes.
- Identify the necessary teams to implement the policies and procedures to create a work environment that prioritizes professional wellbeing.
- Communicate with our hospital's workforce about operational changes and make their commitment to this wellbeing initiative known through ongoing, vocal support.
- Speak freely to discuss issues, recognizing that a summary of topics discussed, and decisions made will be distributed outside the committee, but attribution to specific committee members should be kept within the committee.

III. Membership

The team will consist of the following members:



Team members may consist of at least one employee from the identified leadership groups and/or departments outlined in the **Professional Wellbeing Team Roles Chart** (i.e., Diversity, Equity, and Inclusion Team; Patient Safety and Quality Team; Communication Team; Medical Executive Committee; Nursing Council).

- The core membership should consist of [redacted] representatives.
 - Additional members may share responsibility, serve as alternates, or act as members at large to represent specific units within the hospital and provide feedback on work at the unit level.
- Members are expected to reflect the values and interests of their respective groups and/or departments as they relate to professional wellbeing.
- Team members commit to actively participating in the team for at least 18 months from the time they join.
- Should a team member be unable to fulfill the expectations outlined within this Charter, they agree to help identify a replacement for review/consideration by the team leader and members.
- It may be necessary to create subcommittees and appoint subcommittee chairs to lead specific projects.

IV. Meetings and Structure

- The team will make decisions by:

[Redacted area for decision-making process]

- The team will resolve differences by:

[Redacted area for conflict resolution process]

- Management and workers will have equal opportunities to add agenda items.
- Committee members should be granted paid time for meetings and all other committee duties.
- The team will meet on a [REDACTED] basisⁱⁱⁱ, ideally in-person, for at least 1 hour to:
 - review the status of current wellbeing operations and initiatives.
 - plan future actions.
 - assign member roles for upcoming tasks.
 - discuss how to best address professional wellbeing at an operational level.
- In addition to team meetings:
 - Team members should plan to spend 1-3 hours per month on the development and implementation of wellbeing work.
 - Team leaders should plan to spend 4-6 hours per month on current and future wellbeing activities. More time may be required as the role and tasks evolve.

V. Communication

- The team should designate a notetaker or rotate the task among members.
- After the meeting, the minutes should be reviewed by the co-leads (management and worker representatives). After approval, they should be distributed to the team and archived. For transparency, the team may decide to post the notes for all hospital employees to read.
- Members will:
 - regularly update each other on wellbeing initiatives' status and operations to ensure work progresses between meetings.
 - prioritize transparency about team activities and maintain open, two-way communication with healthcare workers.
 - maintain a communication plan and use it to share updates with and create mechanisms for other healthcare workers at the hospital to provide input, ask questions, and share ideas with the team.

VI. Shared Values

- Speak openly and honestly, always.
- Treat one another with respect.
- Be accepting and open to others' ideas and perspectives.
- Don't be afraid to disagree.
- Be willing to learn.
- Encourage creative solutions and brainstorming.

VII. Goals and Objectives (to be updated at a minimum annually, or as often as needed)

The team will:

- Use the hospital operations review conducted in Action 1 to determine the current landscape of professional wellbeing, along with key priorities and focus areas.
- Develop annual goals and objectives to pinpoint focus areas specific to the hospital. These goals and objectives will build upon the team's shared commitment to improving the health and wellbeing of healthcare workers to help create changes at an operational, rather than an individual, level.
- Develop a long-term Professional Wellbeing Plan (outlined in Action 6 of this Guide) to help set new goals and inform long-term initiatives throughout the following 6-18 months.
- Review and revise the long-term plan (once it is developed) annually.

The notetaker will record progress towards these goals and objectives in the monthly meeting minutes.

ⁱ American Hospital Association Trustee Services [2023]. [Sample committee charter: People and culture committee](#). Washington, DC: American Hospital Association.

ⁱⁱ North Carolina State Health Plan [2016]. [Wellness committee charter example](#). Raleigh, NC: North Carolina State Health Plan.

ⁱⁱⁱ Professional Wellbeing Teams should meet on at least a monthly basis, if not more frequently.