

Study Title: Focus Groups of Healthcare Leaders to Optimize a Creative Arts Therapy Program
Principal Investigator: Marc Moss, MD

COMIRB No: 24-0469

Version date: 03/14/2024

1. How long have you been a CWO at your current institution?
2. What prompted your hospital/university administration to create the chief wellness officer role?
 - a. What responsibilities does the current position entail?
3. **Have you been able to implement new wellness programs?**
 - a. *If yes* – Tell me more about how you were able to implement these programs. How have you gotten support (including financial support) from administrative leadership?
 - b. *If no* – Skip to 5
4. What barriers have you encountered when implementing (or trying to implement) wellness programs?
 - a. How did you overcome those barriers?
 - b. *What have you learned about working with the busy schedules of HCPs?*
 - c. How has mental health stigma affected HCP participation in wellness programs, if at all?
5. **What strategies have you used successfully to convince hospital or academic administrators/leaders to implement/invest in programs like a CAT program?**
 - a. What information did you provide that was the most influential?
6. **How can we convince hospital or academic administrators/leaders that HCPs should receive academic credit (like wRVUs) for participation in such programs?**
 - a. What type of metrics/outcomes would hospital or academic administrators/leaders want to see in order to determine if the program is successful?
7. Sometimes there can be a separation in vision between the HCPs and the hospitals where the HCPs work. In other words, HCP's and hospital administration may have different goals or objectives. In what way(s) do you feel the hospital where you work has differences in core values, mission and vision amongst different kinds of staff?
 - a. How do these different visions or goals affect your ability to implement wellbeing programs and create a culture of wellbeing?
8. *There have been some negative criticisms of wellness efforts. For example, health care providers have shared that providing things like free doughnuts or pizza in the break room does not help promote actual wellbeing. What are your thoughts about that?*
9. **Raising awareness of wellness programs is an important factor for their success. How can wellness programs be most effectively advertised or publicized?**
 - a. What strategies have you previously used to successfully publicize such programs?
10. *Imagine there was not a Chief Wellness Officer position at your institution. How would you implement wellness programs and get administrative support?*

- 11. Often, CWOs have their own plans, agenda, or wellness ideas for their institution. What factors would encourage you to adopt a specific wellness program that was developed outside of your institution and brought to you for your consideration?**
- 12. Of course, finances are always a consideration in program development and implementation. What price point would your hospital be willing to pay per person for a 12-week program that meets once a week for 90 minutes (total of 18 hours)?**
- 13. Is there anything that we should know that I didn't ask you? Anything that feels important to share?**

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1. Tell me about your role as CNO at your institution.
 - a. How long have you been a CNO at your current institution?
 - b. What are your responsibilities as CNO?
 - c. **How does wellness factor into your responsibilities as CNO?**
2. **Does your institution currently have a chief wellness officer (or something similar)?**
 - a. *If yes*, what prompted your hospital/university administration to create the chief wellness officer role?
 - i. What responsibilities does the current position entail?
 - b. *If no*, who is in charge of monitoring wellness at your institution?
3. **Has your institution been able to implement new wellness programs?**
 - a. *If yes* – Tell me more about how those programs were implemented. How have you gotten support (including financial support) from administrative leadership?
 - b. *If no* – Skip to 5
4. What barriers have come up when implementing (or trying to implement) wellness programs?
 - a. How were those barriers overcome?
 - b. *How do you tailor wellness programs to accommodate the busy schedules of HCPs?*
 - c. How has mental health stigma affected HCP participation in wellness programs, if at all?
5. **What strategies have you seen or used to successfully convince hospital or academic administrators/leaders to implement/invest in programs like a CAT program?**
 - a. What information was the most influential?
6. **What do you think academic administrators/leaders like you would think about giving HCPs academic credit (like wRVUs) for participation in such programs?**
 - a. What type of metrics/outcomes would you want to see in order to determine if the program is successful?
7. **Sometimes there can be a separation in vision between the HCPs and the hospitals where the HCPs work. In other words, HCP's and hospital administration may have different goals or objectives. In what way(s) do you feel the hospital where you work has differences in core values, mission and vision amongst different kinds of staff?**
 - a. How do these different visions or goals affect the success of wellbeing programs and the creation of a culture of wellbeing?
8. *There have been some negative criticisms of wellness efforts. For example, health care providers have shared that providing things like free doughnuts or pizza in the break room does not help promote actual wellbeing. What are your thoughts about that?*

9. **Raising awareness of wellness programs is an important factor for their success. How can wellness programs be most effectively advertised or publicized?**
 - a. What strategies have you previously seen or used to successfully publicize such programs?
10. *If there is a CWO:* Imagine there was not a Chief Wellness Officer position at your institution. How would you implement wellness programs and get administrative support?
 - a. *If there is no CWO:* What is your advice for other institutions without a CWO who are trying to implement wellness programs and get administrative support?
11. **Often, institutions have their own plans, agenda, or wellness ideas. What factors would encourage you to adopt a specific wellness program that was developed outside of your institution and brought to you for your consideration?**
12. **Of course, finances are always a consideration in program development and implementation. What price point would your hospital be willing to pay per person for a 12-week program that meets once a week for 90 minutes (total of 18 hours)?**
13. Is there anything that we should know that I didn't ask you? Anything that feels important to share?