**“We’ve Got Your Back”: How participating in a multi-disciplinary team project with a shared vision improved staff engagement and satisfaction.**

**Objectives**: Participants will describe workforce benefits of enabling multidisciplinary teams of clinicians to create programs to improve patient service and quality of care. Participants will also define a “speak up” culture.

**Background:** The ability to come together and improve patient care contributes to the joy in medicine for healthcare providers. Working in a multi-disciplinary team, we set out to streamline the referral, consultation and treatment of patients with back pain in a large complex healthcare system by creating a Spine Center. We describe the strategy employed and present results from surveys sent to the team and the broader workforce.

**Methods:** We engaged various types of clinicians from multiple specialties including physical medicine, pain management, orthopedics, psychiatry, anesthesiology and neurosurgery. Our operational leaders created a single shared vision: To transform the care delivery system and improve the service and quality for patients with back pain. To implement this work, the program leader cultivated a “speak up” culture where views and opinions were both voiced and heard by all members of the team in a safe and inclusive manner. We sent surveys to the 37 members who participated in creating the Spine Center after its launch in 2017, 28 responded for a 76% response rate. Survey questions measured team member engagement, satisfaction, the ability to speak up and the culture of wellness within the group. The same survey was sent to all staff members in our healthcare system during the same year. Responses from both groups were compared.

**Results:** Compared to the overall workforce, the Spine Center team scored more favorably on all questions (see figures 1-3). Specifically, they scored over 20 percentage points higher for questions about feeling valued as a team member, feeling respected even when there were differing opinions, having influence over decision-making on the team and trusting that the people they worked with and the organization supported the health and well-being of both employees and physicians.

**Conclusion**: Empowering the clinicians to design and implement programs to improve patient care may also improve team members purpose, value, engagement and the ability to speak up. Our results may be subject to biases and our future studies needs more rigorous research designs. We plan to measure the effects of this strategy on patient outcomes including decreased requirements for opioids, exposure to imaging, days off work, need for elective spine surgery, patient satisfaction and other outcomes of our new Spine Center.