

## Stanford Medicine Chief Wellness Officer Course – Application 2019

### Reference Letter Requirements

To ensure a rich learning experience for all participants, admission to the Stanford Chief Wellness Officer Course is selective and based on each individual's leadership responsibility for physician well-being within their organization. Consistent with the intention for this individual to play a pivotal role in the implementation of the organizations' efforts to promote physician well-being, there must also be support from their organization's senior leadership for the applicant to participate.

High-potential physician leaders from across the country will be selected to participate. The diversity of organizations participants represent will also enable participants to enhance their knowledge by leveraging the experience of their peers across the country.

References should come from a senior leader of the organization such as the CEO, COO, CMO or someone of equal stature and responsibility.

The following information should be included in the into the reference letter:

1. Statement of the organizations commitment to reduce burnout and promote well-being among physicians as a strategic priority.
2. The scope of responsibility and authority the applicant has for physician well-being in their organization
3. Indication of where they report in the organizational structure
4. The performance expectations for the individual upon completion of the course
5. The impact you hope the CWO course will have preparing the individual representing your organization to lead efforts within your organization
6. How the organization will support the applicant to be successful

Reference letters must be on institutional letterhead and uploaded directly to the online application by the applicant.