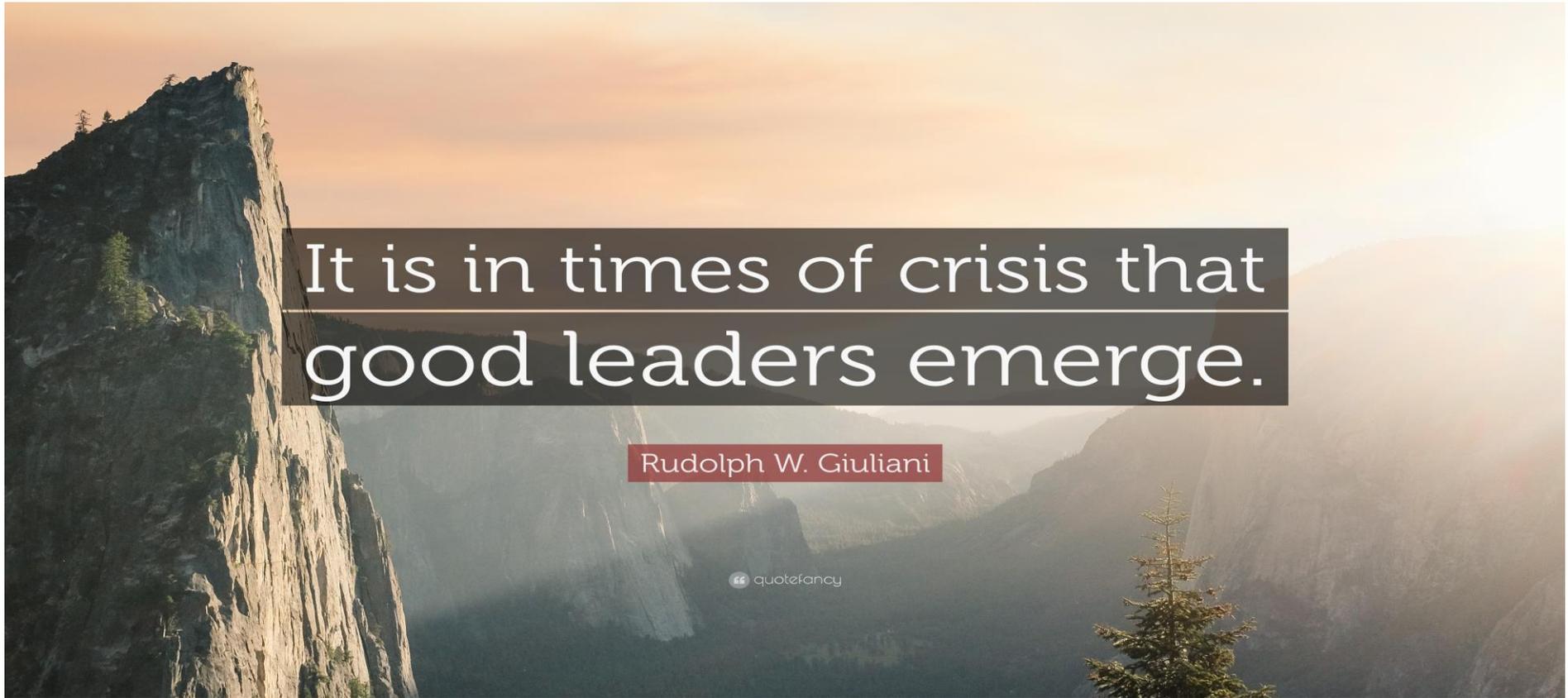


Individual And Organizational Strategies To Foster Resilience In Healthcare Professionals

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Leading During Crisis



It is in times of crisis that
good leaders emerge.

Rudolph W. Giuliani

quotefancy

Leading When the Path Is Unclear

- Agility Ability to move with quick and easy grace
- Listening to stay connected
- Compassion – Demonstrates caring through actions
- Resilience ability to bounce back

(Four timeless leadership principles to connect with people in crisis, 2022)

Resilience

Resilience is the ability to overcome the unexpected

Resilience is more than surviving it is thriving

Resilience is an emerging competency for leaders

(Bernard, 2019)



Resiliency Tool Kit When Leading

- Create a psychologically safe environment for leader learning and decompression
- Demonstrate fairness, kindness and compassion
- Expect work-life balance, model the way
- Build a culture of coaching
- Establish peer-to-peer schedule coverage to allow for rest, disconnection and refueling
- Role model resilience competency
- Share individual purpose and core values
- Permit self-care

(Bernard,2019)

A key to
supporting
resilient teams
is being a
leader
*“trauma-
informed
leader”*

Knowing the 4 R's

Realizing that trauma is prevalent and a reality for everyone on your team.

Recognizing the signs of trauma – for example, behaviors like isolating, avoidance, distrust, concentration difficulty, or emotional outbursts - in patients as well as staff.

Responding to team members in distress with support, guidance, and openness.

Resisting re-traumatization by creating healthy, supportive work environments that actively address “toxicity” and manage stress.

Collective resilience

“a group’s ability, through a high level of agency and adaptability, to withstand or recover quickly from challenging events”

Instead of simply focusing on the well-being of *individuals*, collective resilience, focuses on the group’s continued existence and level of functioning.

(Lyons, 2016)



Factors that contribute to collective resilience



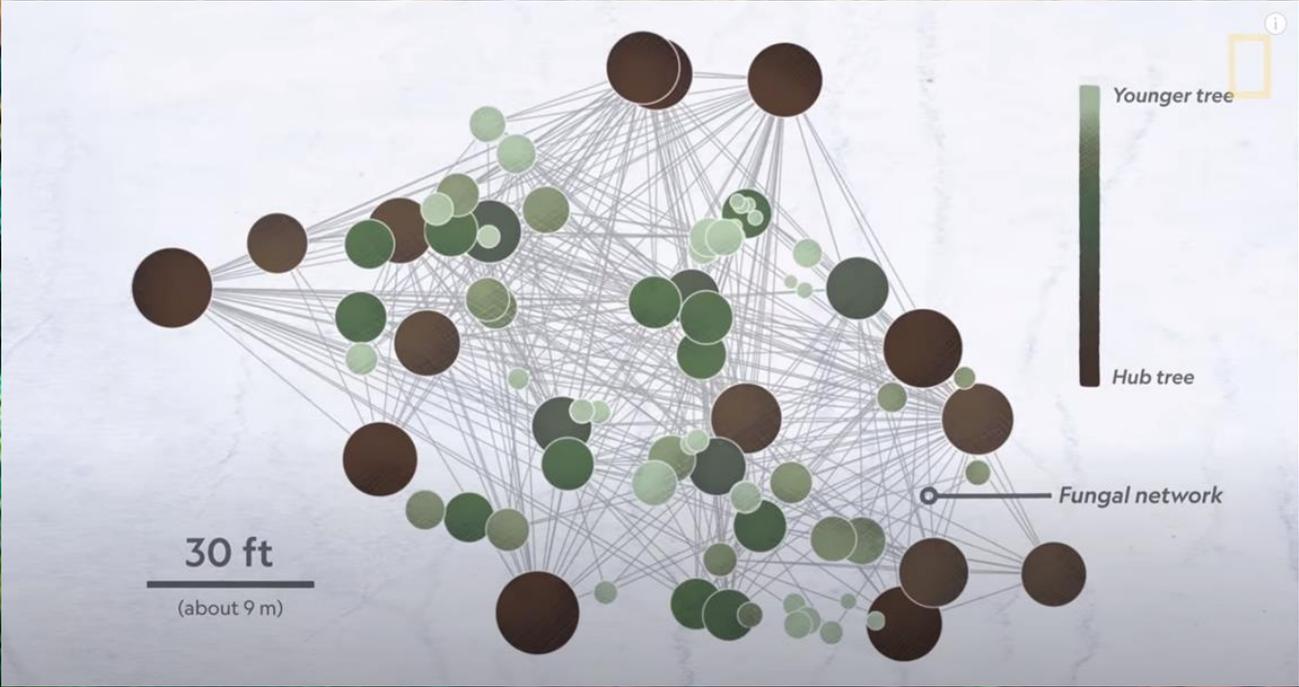
- Robust communication
- Diversity and inclusion
- Diverse role models
- Shared vulnerability
- Solidarity and empowerment
- Trust in our social bonds

(Drury, 20)

Understanding resilience as a social and collective experience is important.



- Set ourselves up for success.
- Expands our ideas of what's possible.
- **Highlights the need to create environments and policies that are responsive and preventive.**



Traditional healthcare culture carries a high risk for burnout and isolation.

Healthcare work culture may tell us...

- Self-care is selfish
- Exhaustion is part of the job
- Heroes sacrifice at all costs
- Over emphasis on personal resilience

Stigma may inhibit us...

- Vulnerability is weakness
- I shouldn't seek help, I should just handle it.
- This isn't something to talk about...
- No one else seems to be feeling this...must just be me.

We may not trust the organization...

- Will I get punished if I say how I'm feeling?
- They don't really care about me...
- There's not any help for me here.
- If I talk about my struggles, everyone is going to hear about it.



The mission of the Employee Well-Being Department: to help create a culture of well-being at UNMH that promotes self-care, personal and professional growth, and compassion for colleagues, patients, and self.

[Adapted from Bohman, B. MD, et al., NEJM Catalyst, web article, August 7, 2017]

Shame and Blame Culture	➔	Well-Being Culture
Personal invulnerability	➔	Human factors
Expectation of emotional denial	➔	Normalizes reactions
Isolation	➔	Community/solidarity
Self-care is selfish	➔	Gets you back to what you do well

Press Ganey Employee Engagement Survey



Press Ganey Resilience

DECOMPRESSION

- I rarely lose sleep over work issues
- I am able to disconnect from work communications during my free time
- I am able to free my mind from work when I am away from it
- I can enjoy my personal time without focusing on work matters

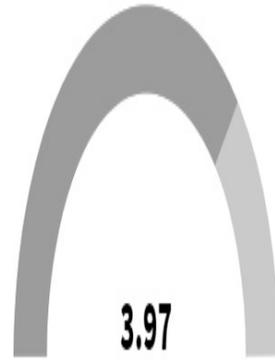
ACTIVATION

- I care for all patients/clients equally even when it is difficult
- My work is meaningful
- I see every patient/client as an individual person with specific needs
- The work I do makes a real difference



2019 Leader Resilience

Resilience Index



3.97

-0.09 vs. Organization



	Score	vs. Organization
Resilience	3.97	-0.09
Decompression	3.25	-0.40
Activation	4.69	+0.21

2019 Team Resilience

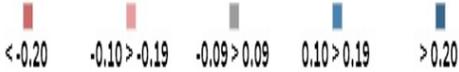


Resilience Index



4.04

-0.02 vs. Organization



	Score	vs. Organization
Resilience	4.04	-0.02
Decompression	3.59	-0.06
Activation	4.49	+0.01

Supporting and Sustaining Resilience at UNM Hospital

- Communication on Well-Being
- Rounding
- Well-Being Champions
- Peer Support
- Trauma-informed Leadership

Inpatient Rounds: COVID care units and ED

UNM Hospital
2d · 🌐

Our #UNMH Well-Being team and the #UNMHSC Wellness team surprised our ICU and PCU team with some goodies this morning!
#ThankYou



Rounds help to
reinforce
shared
vulnerability
and
shared strength

Rounding helps us to acknowledge one another's experience and accomplishes two important tasks:

- Visibly demonstrates that no one is left behind
- Reminds us that we will get through hardship together.

Champions are a part of the Employee Well-Being Program

Champions are key to the Employee Well-Being program and play a central role in supporting well-being throughout UNMH.

Employee Well-Being staff supports Champions with:

- Monthly meetings
- Networking across the organization
- Materials
- Consultation on well-being ideas and activities
- Problem solving
- Resources and referrals



Champions are role models who “spark” resilience

- Plan, conduct, and encourage staff to participate in well-being activities and initiatives.
- Help colleagues access well-being resources by providing information and support.
- Gather information for evaluation purposes.
- Attend monthly Champions meeting to learn about current theme, collaborate with team, brainstorm ideas, and share successes.



Champion Activity Ideas

Evaluate needs

Organize activities and distribute information about well-being:

- Art
- Speakers
- Outings
- Physical activities
- Pet therapy
- Decompression
- ECT!



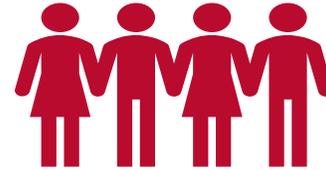
Why Peer Support?



Emotional stress is occupational hazard



Proactively offering support



Easy and fast access to peer supporters



Peer supporters able to provide needed resources

The Power of Peer Support: A compassionate colleague



Someone who's there to listen and who cares



A safe person to talk to – no judgment



A caring person who can relate



Someone who's interested



A person who will take the time to think
about what might help



Someone who knows about resources for
support

When to Seek Peer Support

- Adverse events
- Chronic stress (COVID)
- Emotionally stressful patient death
- End of life care
- Workplace conflict
- Patient aggression: physical, emotional, verbal
- Care of trauma patients
- Work/life balance
- A bad day



Peer Support Conversation

“Bring your loving presence to a colleague.”

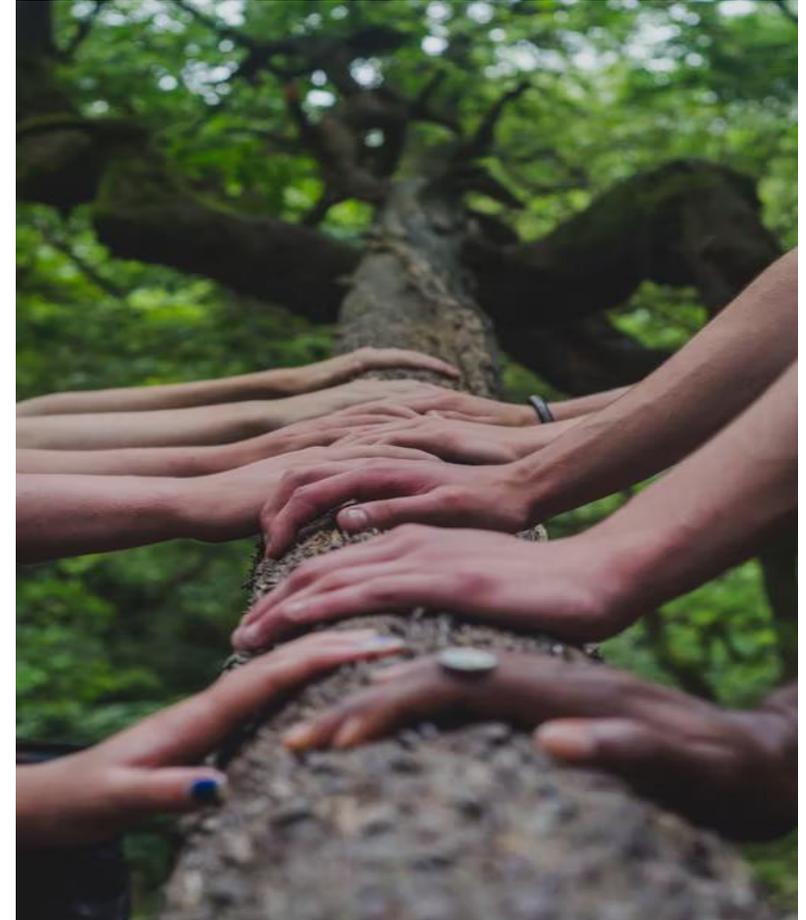
Dr. Jo Shapiro, professor of Otolaryngology, Head and Neck Surgery, at Harvard Medical School.

[Click for a demonstration of Peer Support at UNMH](https://vimeo.com/490975005/e79b1efa7b)

<https://vimeo.com/490975005/e79b1efa7b>

Leadership Strategies

- Daily Huddles
- Site Rounding
- Individual Rounding
- Permission for Self-Care



Daily Team Huddles

- Daily ZOOM huddles
 - Provide updates
 - Staffing issues
 - Ethical concerns
- Connection - wellness checks
 - Physical
 - Emotional
 - Family

➤ (Gerardi, 2021)



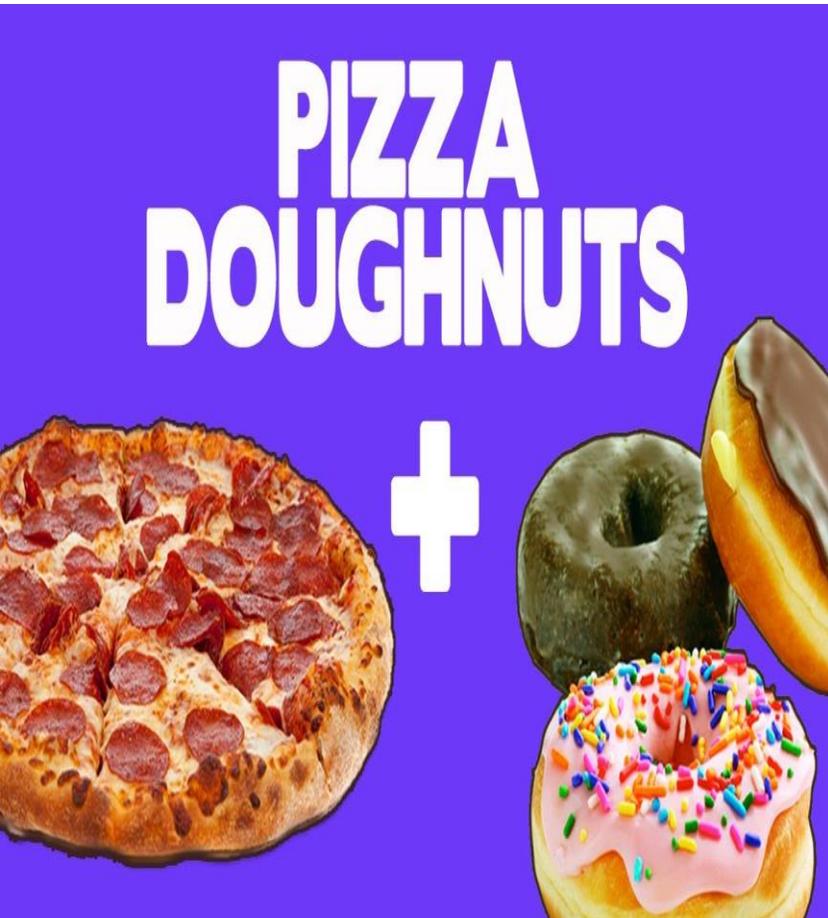
Site Rounding

- How are you?
- What is going well today?
- Is there anyone I should recognize for exceptional support or work?
- What can I do to help you today?

(Blake, 2020)



Food, More Food and Coffee



Individual Rounding

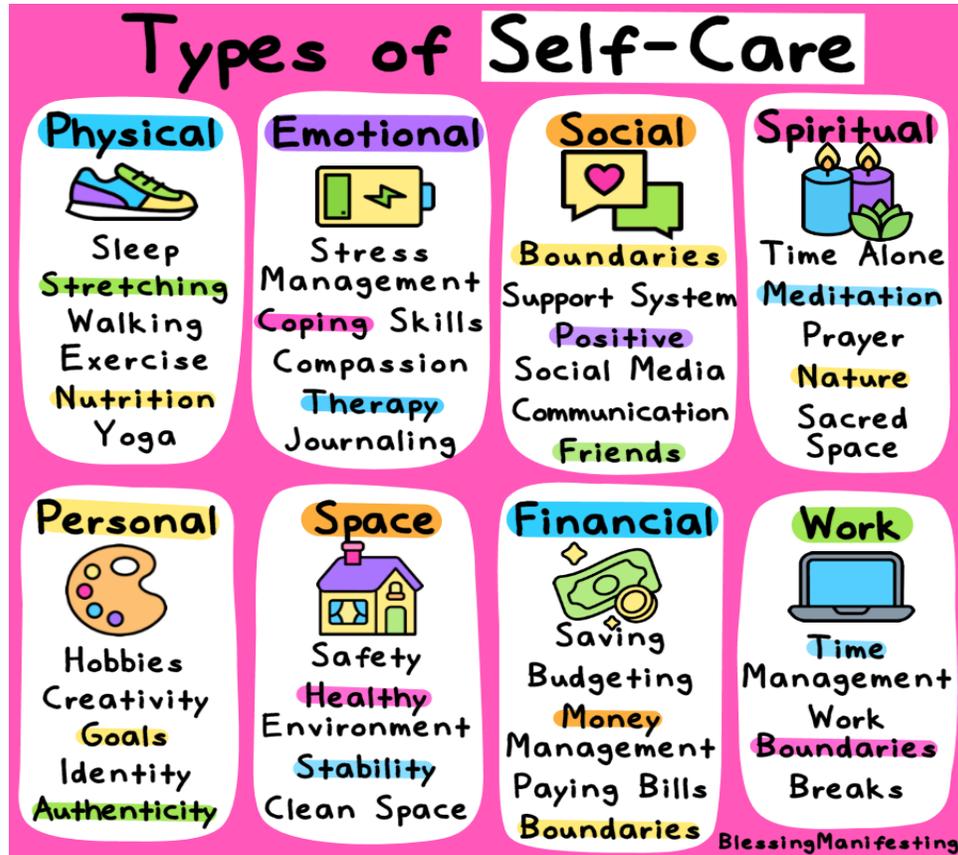


- Huron resiliency rounding tool
 - Structure for meaningful discussion
 - Integrate motivational interviewing
 - Opportunity for leader
 - to actively listen
 - to understand
 - to give permission

Rounding Questions

- With all that is taking place with COVID 19, tell me something that gives you passion and/or energizes you when you come to work.
 - Resiliency is important for your self and for the team at large – how are you doing today?
 - What is the biggest struggle you've been facing lately?
 - Unplugging after work
 - Lack of connection/isolation
 - Distractions
 - Staying motivated
 - Other
 - I want to make sure you are taking time to care for yourself and enjoying time with your loved ones. On a scale of 1 to 10, how would you rate your work/life balance?
 - Are there any specific things you need to do your job effectively?
 - Who has made the biggest positive impact on you this month?
 - What are a couple ideas I can share with the rest of leadership in effort to boost spirits or promote a space to decompress?
- (Huron, 2020)

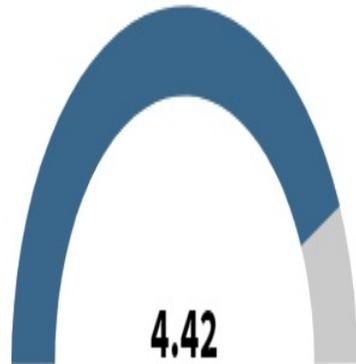
Permission for Self Care



- Discussion during huddles and rounding
- Modeling self care
- Altered work hours
- Work from home
- Arranging coverage for days off
- Sharing publications about self care
- Sharing opportunities for self care

2021 Leader Resilience

Resilience Index



4.42

+0.32 vs. Organization

Historical Performance

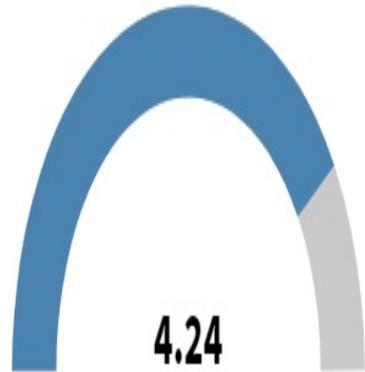
2019 Result -



	Score	vs. Organization	vs. 2019 Results
Resilience	4.42	+0.32	
Decompression	4.10	+0.37	-
Activation	4.78	+0.30	-

2021 Team Resilience

Resilience Index



+0.14 vs. Organization



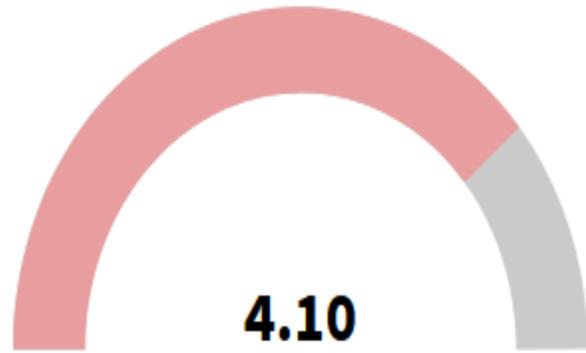
Historical
Performance

2019 Result -

	Score	vs. Organization	vs. 2019 Results
Resilience	4.24	+0.14	-
Decompression	3.92	+0.19	-
Activation	4.55	+0.07	-

Hospital Wide Resilience

Resilience Index



4.10

Historical Performance

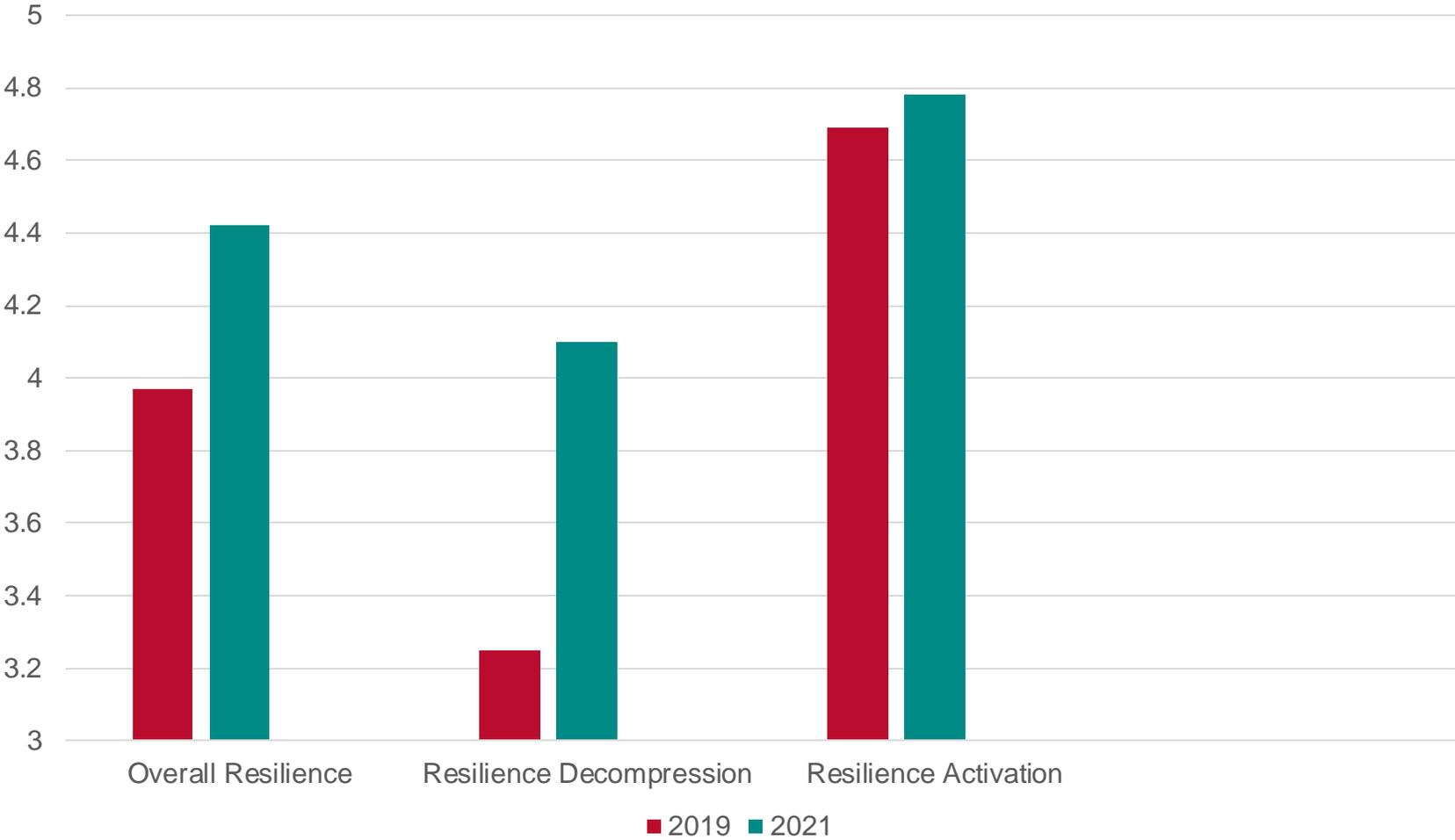
2019 Re... 4.12

-0.03 vs. Nat'l Academic Healthcare Avg-2021

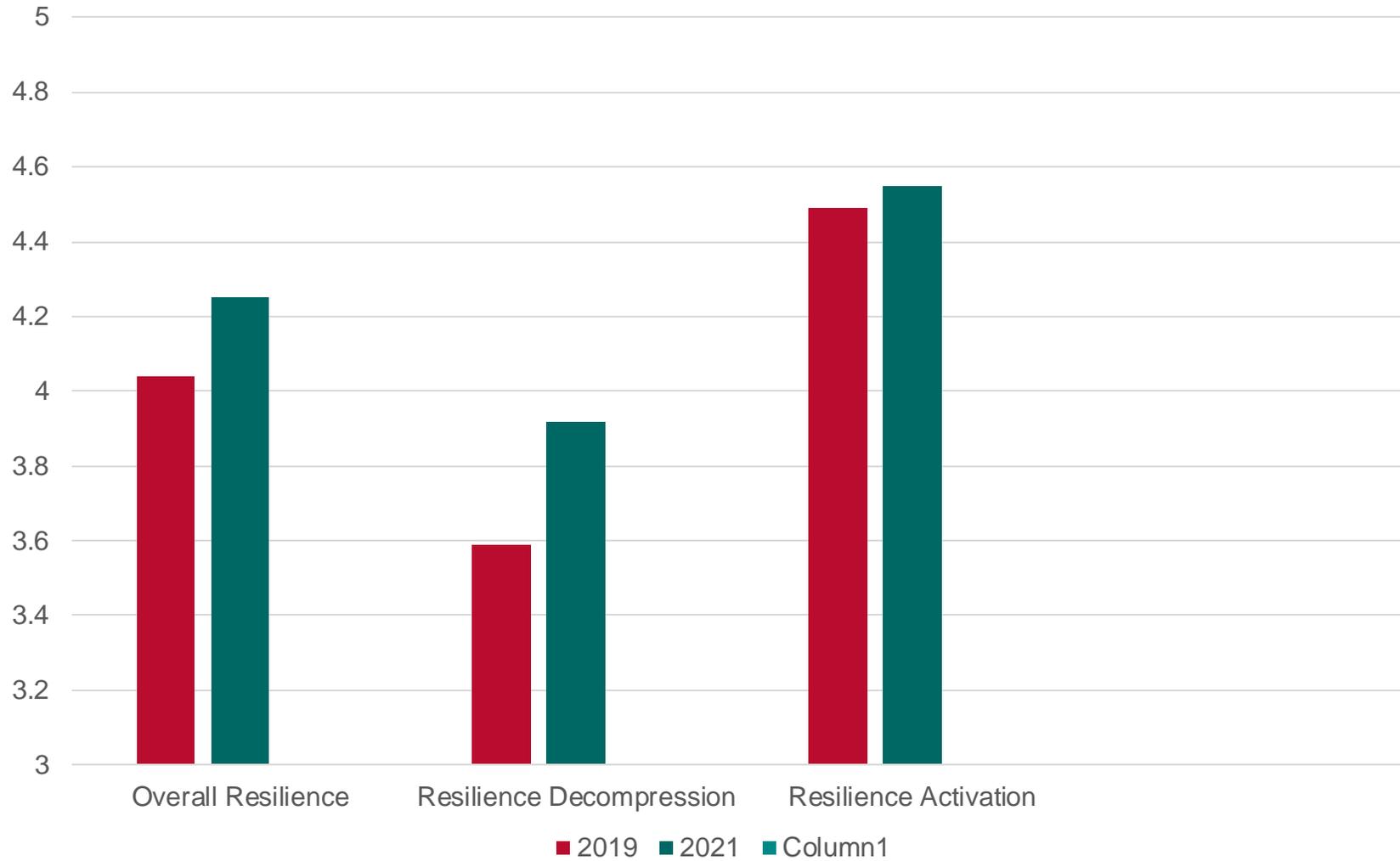


	Score	vs. Nat'l Academic Healthcare Avg-2021	vs. 2019 Results
Resilience	4.10	-0.03	-0.02
Decompression	3.73	-0.06	-0.03
Activation	4.48	-0.02	-0.01

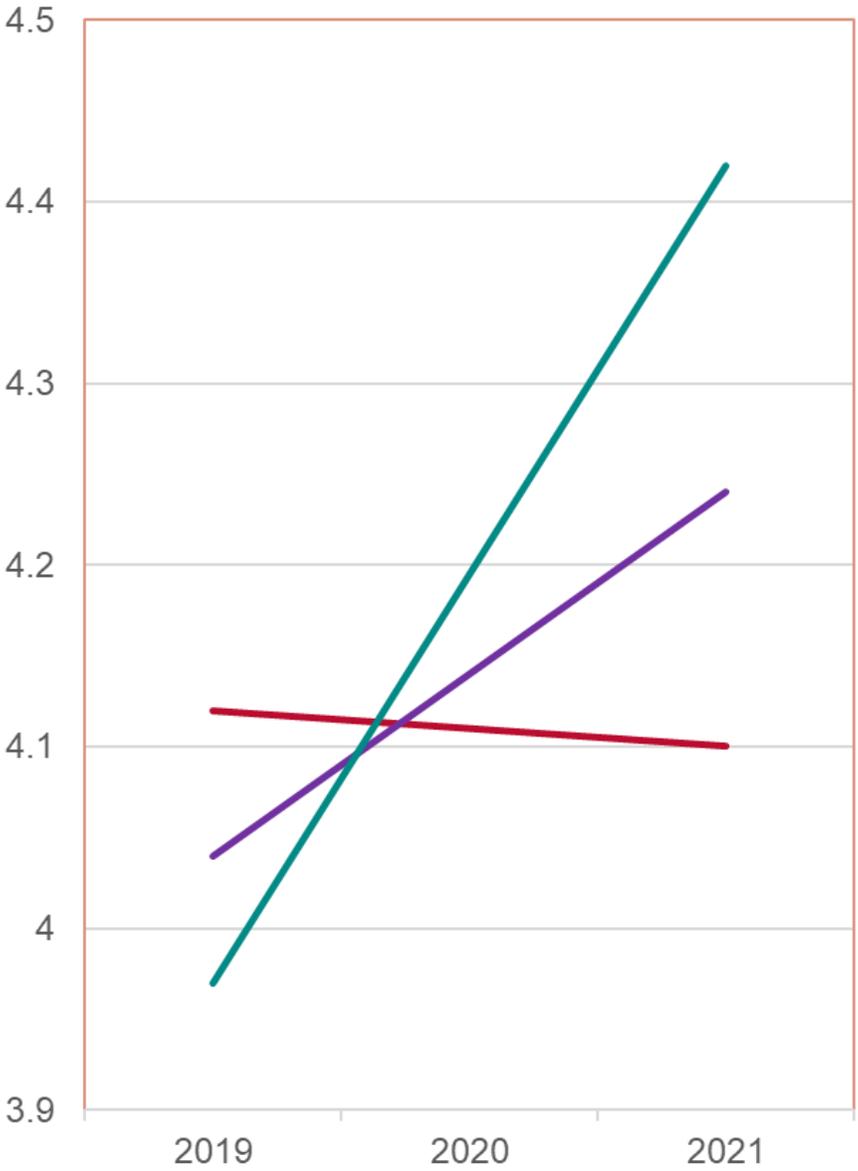
2019 vs 2021 Ambulatory Surgical Leaders



Ambulatory Surgical Specialty Entire Team



Change in Resiliency 2019 to 2021



- Hospital
- Team
- Leaders

Resilience is something we create
together.



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