Keeping Humans at the Center

Resilience in Health Care

IHQSE CTP
August 28, 2018
Jenny Reese
Intentions

- Safe psychological space
- Building a culture of compassion
- Feeling of a deep sense of belonging—everyone matters
# Objectives

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Skills</th>
<th>Strategies</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What are you experiencing?</td>
<td>• What specific practice did you learn?</td>
<td>• How might you incorporate those skills into day-to-day?</td>
<td>• What values are surfacing in these activities that will add to our systems?</td>
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</tbody>
</table>
Agenda

• Part 1
  • Arrival/Check-in
    • Table, structured rounds
    • Debrief
  • Intro/Background Resilience in Health Care (presentation)
  • Balance
    • Thinking out loud in pairs
    • Debrief

• BREAK

• Part 2
  • Connecting to Joy and Gratitude at Work
    • Presentation
    • Thinking out loud in pairs
    • Debrief
  • Berwick Video
  • Appreciation
    • table, structured rounds
Arrival—check in

• At table
  • One person starts, go around to left, OK to pass
  • Be succinct
  • Be present with the speaker

• How are you arriving? What is one thing that is going well for you outside of work?

• How might you incorporate this as a leadership practice outside just CTP
Debrief

• Awareness
  • What are some themes?
  • How was this?
  • What surprised you?

• Skills
  • Arrival/check in
  • Listening

• Strategies
  • How might you incorporate this into your day to day?

• Culture/Value
  • What value will this add to your microsystem?
Resilience In Health Care
Objectives

Define resilience, burnout, and second victim among health care providers

Discuss the physiologic effects of stress

Review evidence based tools to promote resilience

Resilience Program
UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS
What is Resilience?

Life is not about how fast you run or how high you climb but how well you bounce.

~Vivian Komori
Resilience

• Resilience is the process of negotiating, managing and adapting to significant sources of stress or trauma.

• Assets and resources within the individual, their life and environment facilitate this capacity for adaptation and “bouncing back” in the face of adversity.

• Across the life course, the experience of resilience will vary.

Burnout

Broader consequences of working in a stressful environment

| Emotional Exhaustion | Depersonalization | Reduced sense of accomplishment and achievement |

Impact of Burnout in Health Care

- Medical Error and Mortality$^{1-3}$
- Impaired professionalism$^{5,6}$
- Reduced patient satisfaction$^7$
- Staff turnover and reduced hours$^{8,12}$
- Depression and Suicidal Ideation$^{9,10}$
- Motor vehicle crashes and near misses$^{11}$

So what do we do about it?
Treatment of burnout solely as a disease or failure of individual practitioners is unlikely to be effective. Rather, the individual and system drivers of burnout also need to be addressed.
Key Drivers of Burnout and Engagement

Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout.

- Workload and Job Demands
- Control and Flexibility
- Meaning in Work
- Organization culture and values
- Social support and community at work
- Work-life integration
- Efficiency and resources
<table>
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<tr>
<th>9 Strategies</th>
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<tbody>
<tr>
<td>Acknowledge and assess the problem</td>
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<tr>
<td>Harness the power of leadership</td>
</tr>
<tr>
<td>Develop and implement targeted interventions</td>
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<tr>
<td>Cultivate community at work</td>
</tr>
<tr>
<td>Use rewards and incentives wisely</td>
</tr>
<tr>
<td>Align values and strengthen culture</td>
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<tr>
<td>Promote flexibility and work-life integration</td>
</tr>
<tr>
<td>Provide resources to promote resilience and self-care</td>
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<td>Facilitate and fund organizational science</td>
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</table>

Drivers of Burnout

- Loss of Meaning in work
- Loss of Flexibility
- Workload and Inefficacy
- Work-life integration

Intrinsic Motivators

- Connection
- Purpose
- Mastery
- Autonomy

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2. Daniel Pink. *Drive*
**STRESS**

The body’s response to a stressor or change that creates demands

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**Eustress, Positive Stress**
- Motivates, focuses energy.
- Is short-term.
- Is perceived as within our coping abilities.
- Feels exciting.
- Improves performance.

**Distress, Chronic Stress**
- Causes anxiety or concern.
- Can be short- or long-term.
- Is perceived as outside of our coping abilities.
- Feels unpleasant.
- Decreases performance.
- Can lead to mental and physical problems.
Physiologic Response to Stress

- Fear
- Anxiety

Emotional Response

- Cortisol
- Increased HR

Physical Response

STRESS RESPONSE SYSTEM

- HYPOTHALAMUS
- CRH
- ACTH
- PITUITARY GLAND
- ADRENAL GLAND
- BRAIN STEM
- KIDNEY
- IMMUNE SYSTEM

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Diaphragmatic Breathing

• Expansion of the abdomen with each breath
• Inhale to count of 10, exhale to count of 10
• At least 3 breaths
Purpose

Joy

Connection
Balance

• Work in pairs
  • Pick a partner from your team, decide who will speak first and who will listen first
  • You will have a chance to change roles
  • The speaker speaks, uninterrupted, the listener’s job is to listen, only ask “what else?”

• Tell a story of a time when things felt in balance for you
Debrief

• Awareness
  • How was this?
  • What surprised you?

• Skills
  • Thinking out loud
  • Listening

• Strategies
  • How might you incorporate this into your day to day?

• Culture/Value
  • What value will this add to your microsystem?
BREAK
Connecting with Joy and Gratitude at Work
"What if joy in practice were a core metric of our health care system? What if every new policy and technology was assessed in part for its impact on the people who are doing the work?"

NEJM Catalyst
Christine Sinsky
AMA Vice President for Professional Satisfaction
IHI Framework for Improving Joy in Work

- Physical and Psychological Safety
- Meaning and Purpose
- Choice and Autonomy
- Recognition and Rewards
- Participative Management
- Camaraderie and Teamwork
- Daily Improvement
- Wellness and Resilience
- Real-Time Measurement

Those who see “life” as everything outside of work, necessitating “balance” implicitly assume that when you're at work, you’re not fully alive, a sad state of affairs for those of us who are in a profession that is capable of providing such deep rewards (and that takes up so much of our waking existence.”
What CAN We Do?

We *can’t* control the events

We *can* control our emotional response to those events
Between stimulus and response there is a **space**.

In that space is our power to choose our **response**.

In our response lies our growth and our **freedom**.

--Victor Frankl
What is your purpose?

*Purpose* provides a mission, set of values, integrity

<table>
<thead>
<tr>
<th>What are your values?</th>
<th>What do you strive for?</th>
<th>Why are you doing this?</th>
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</table>

“Being with patients in these moments certainly had its emotional cost, but it also had its rewards. I don’t think I ever spent a minute of any day wondering why I did this work, or whether it was worth it. The call to protect life—and not merely life but another’s identity, it is perhaps not too much to say another’s soul—was obvious in its sacredness.”
“Research shows that if physicians spend even 20 percent of their work time in the activities that they regard as the most meaningful, they’re much less likely to be burned out, meaning that they’re more able to tolerate the difficult moments.”
Purpose

• Work in pairs
  • The speaker speaks, uninterrupted, the listener’s job is to listen, only ask “what else?”

• Why do you do the work that you do? What brings you energy and joy?
Debrief

• Awareness
  • How was this?
  • What surprised you?

• Skills
  • Thinking out loud
  • Listening

• Strategies
  • How might you incorporate this into your day to day?

• Culture/Value
  • What value will this add to your microsystem?
Positive Psychology

“A compelling view of a positive human future; for individuals, corporations, and nations, brilliantly told.”
—Tony Hsieh, author of Delivering Happiness and CEO of Zappos.com, Inc.

A Visionary New Understanding of Happiness and Well-being

Flourish
Martin E. P. Seligman
BESTSELLING AUTHOR OF AUTHENTIC HAPPINESS

“Positively wonderful!...Offers sure-fire methods for transforming our lives from squalor to joyous.”
—Daniel Goleman, author of Emotional Intelligence

POSITIVITY
Top-Notch Research Reveals the 3 to 1 Ratio That Will Change Your Life

Barbara L. Fredrickson, Ph.D.
Kenan Distinguished Professor, UNC-Chapel Hill.
Award-Winning Director of the PEP Lab
Appreciation

• Table Structured Rounds
  • Each person has a chance to speak
  • Others listen from the heart
  • Be succinct
  • It’s ok to pass

• What have you most appreciated about the session so far, and what do you appreciate about the person to your left?
What does this all have to do with Quality and Safety? With today’s frame, you may hear this video differently

- [https://www.youtube.com/watch?v=3JTdHStR6KI](https://www.youtube.com/watch?v=3JTdHStR6KI)
We are all in this together!

Thank you!
Here I am
Mind quiet, heart open
Here we are
Defining Compassion

When people hear the word *compassion*, they tend to think of kindness. But scientific study has found the core of *compassion* to be courage. A standard definition of *compassion* is

"a sensitivity to suffering in self and others with a commitment to try to alleviate and prevent it."

Compassionate Mind Foundation
Flow of Compassion
Compassion flows in three directions

Self to self

Self to other

Other to self
Compassionate Ripple Effect
Compassionate Community
Compassionate Organisation
Compassionate Teams
Compassionate Care Giving
Self Compassion
New Story Of Care

HUMANITY

Compassionate Community
Flow Of Compassion
Intelligent Kindness
Self Compassion
Personal Practice
Micro Practices
Wise Action
Legacy Leadership

ART

EVERYONE MATTERS

SCIENCE

PERFORMANCE
<table>
<thead>
<tr>
<th>Ground</th>
<th>Pause</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Feet on the floor</em></td>
<td><em>Here I am</em></td>
</tr>
<tr>
<td>Presence</td>
<td>Partner</td>
</tr>
<tr>
<td><em>I am here</em></td>
<td><em>Here we are</em></td>
</tr>
<tr>
<td>Pace</td>
<td>Release</td>
</tr>
<tr>
<td><em>20% slower</em></td>
<td><em>What do I need to let go of?</em></td>
</tr>
<tr>
<td>Contain</td>
<td>Attend and Befriend</td>
</tr>
<tr>
<td><em>What is mine to hold?</em></td>
<td><em>What do I need?</em></td>
</tr>
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3 Pillars
Holding Space
Mindful Self Compassion

dear me, I choose a new inner voice...
Being In Community
3 Practices
The quieter you become, the more you can hear

Listening with a quiet mind
Asking questions that matter
Appreciation from the heart