

Keeping Humans at the Center

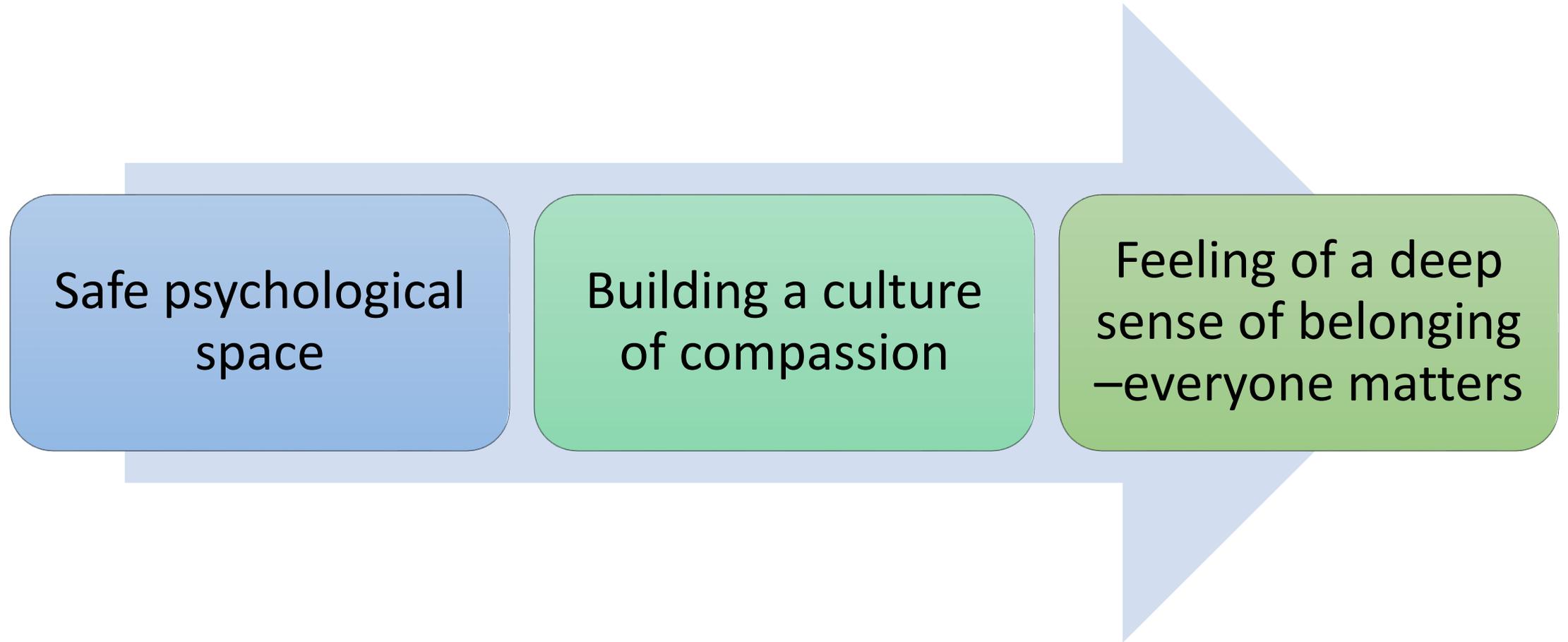
Resilience in Health Care

IHQSE CTP

August 28, 2018

Jenny Reese

Intentions



Objectives

Awareness

- What are you experiencing?

Skills

- What specific practice did you learn?

Strategies

- How might you incorporate those skills into day-to-day?

Culture

- What values are surfacing in these activities that will add to our systems?

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

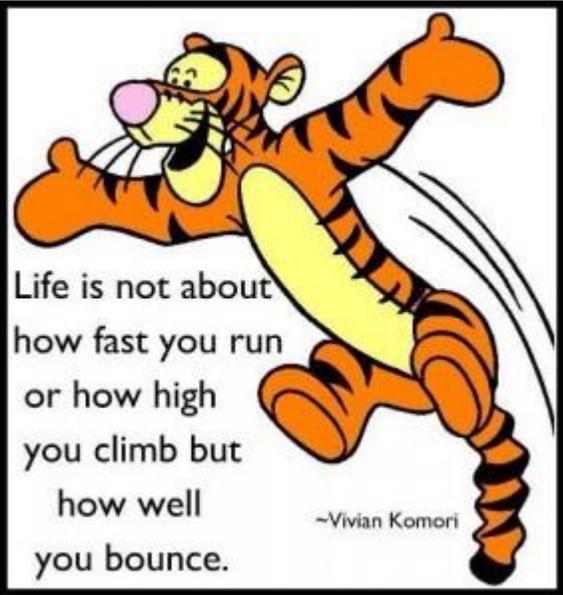
Review evidence based tools to promote resilience



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What is Resilience?



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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.
- Windle et al. A methodological review of resilience measurement scales. *Health and Quality of Life Outcomes* 2011, 9:8.





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Burnout

Broader consequences of working in a stressful environment

Emotional Exhaustion

Depersonalization

Reduced sense of
accomplishment and
achievement

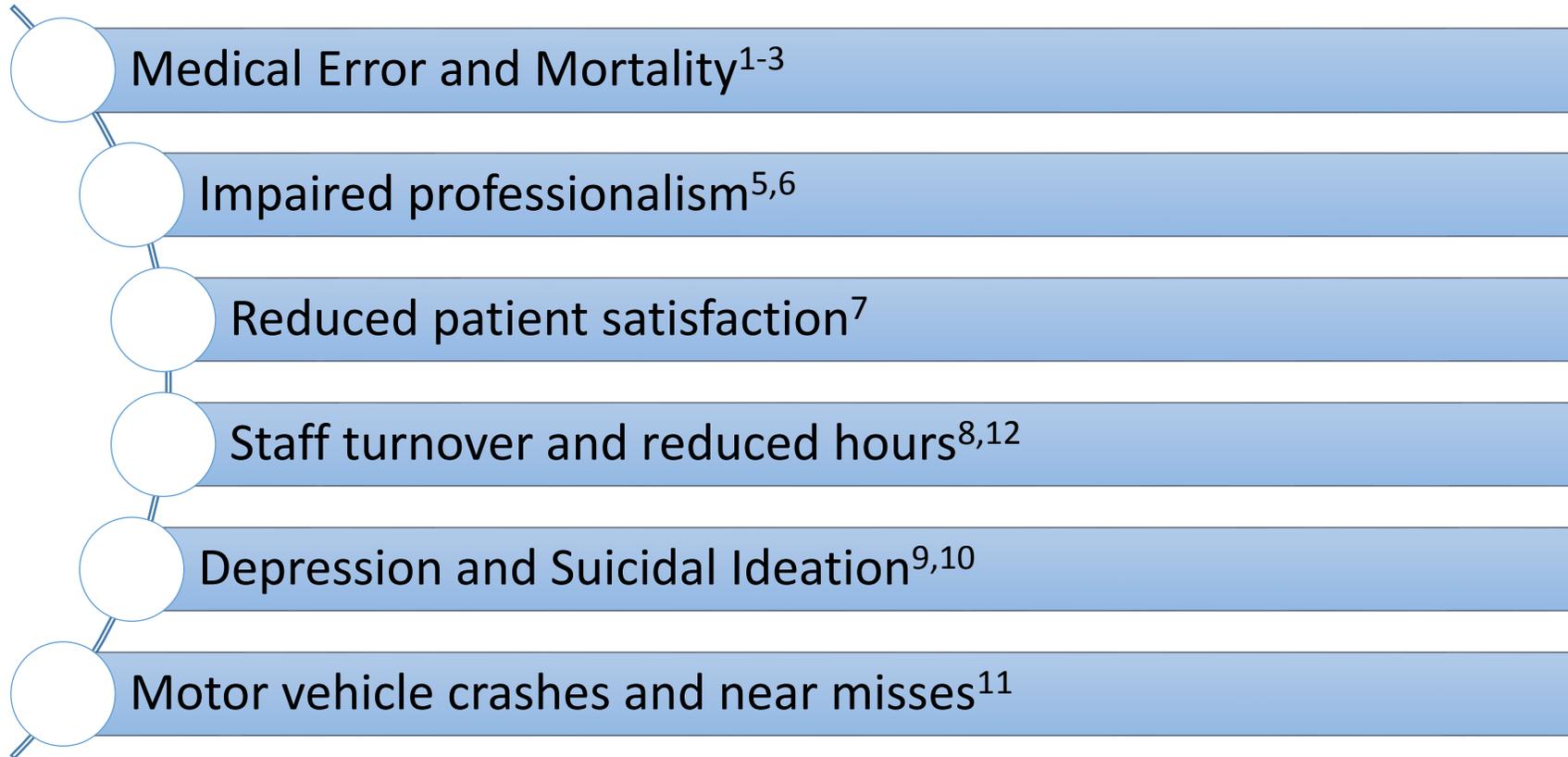


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Maslach et al. *Maslach Burnout Inventory Manual*, 3rd edn. Palo Alto, CA: Consulting Psychologists Press 1996

Impact of Burnout in Health Care



¹JAMA 296:1071, ²JAMA 304:1173, ³JAMA 302:1294, ⁴Annals IM 136:358, ⁵Annals Surg251:995, ⁶JAMA 306:952, ⁷Health Psych 12:93, ⁸JACS 212:421, ⁹Annals IM 149:334, ¹⁰Arch Surg146:54, ¹¹Mayo ClinProc2012, ¹²Mayo ClinProc2016



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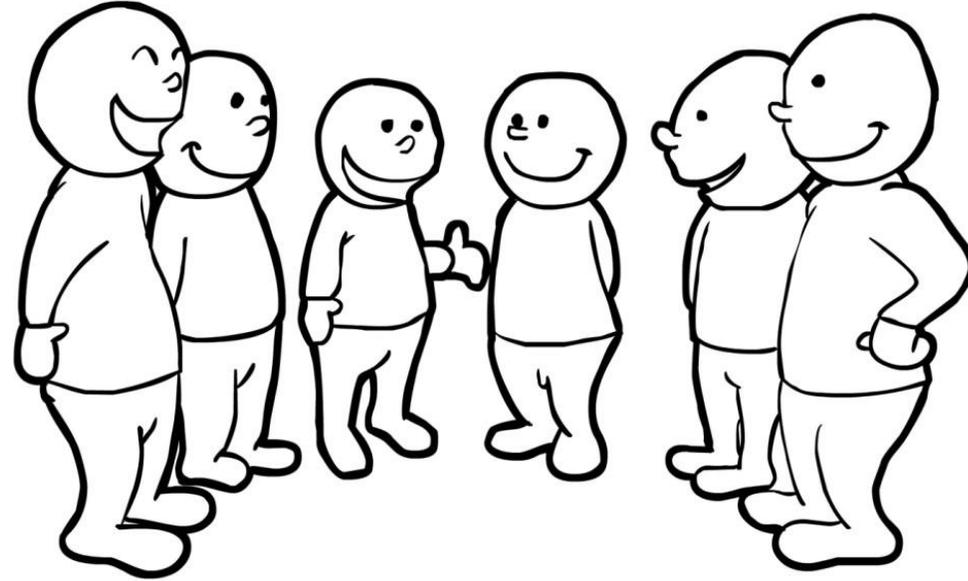
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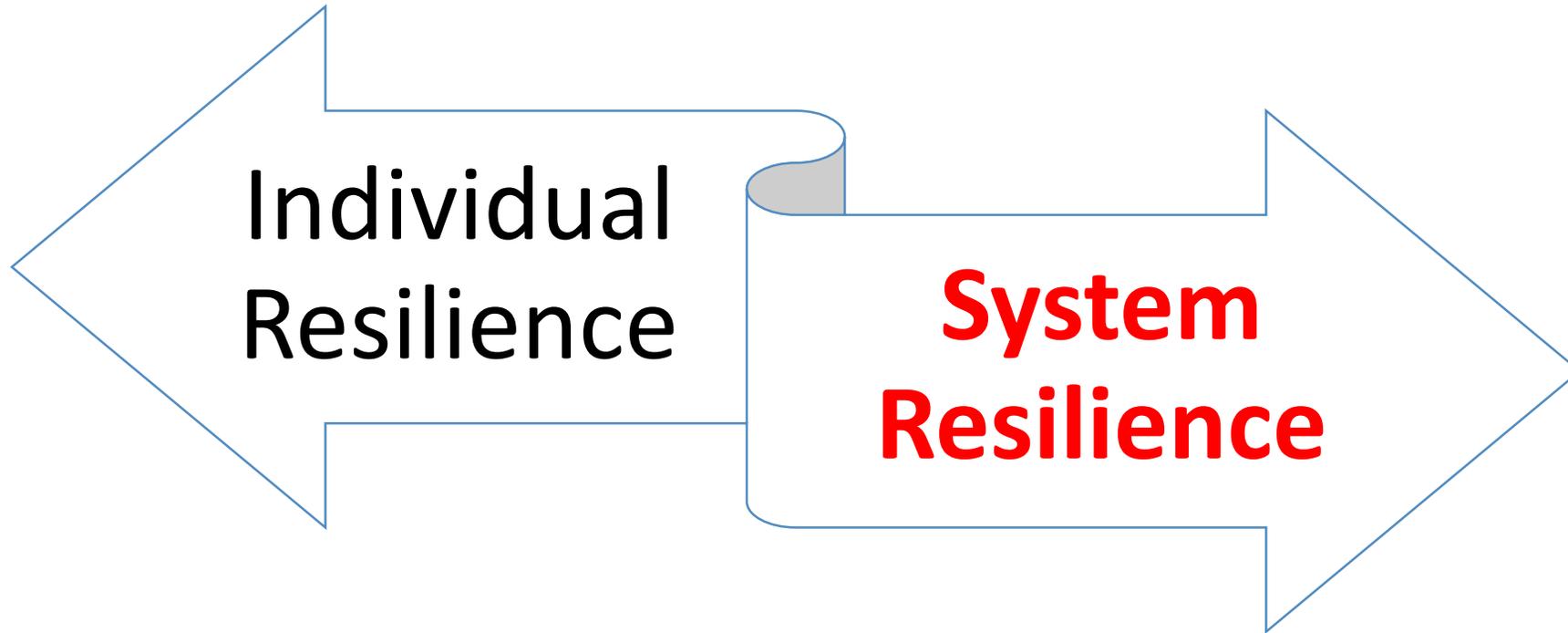
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So what do we do about it?



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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.



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Shanafelt et al. *Mayo Clin Proc.* January 2017;92(1):129-146

9 Strategies

Acknowledge and assess the problem

Harness the power of leadership

Develop and implement targeted interventions

Cultivate community at work

Use rewards and incentives wisely

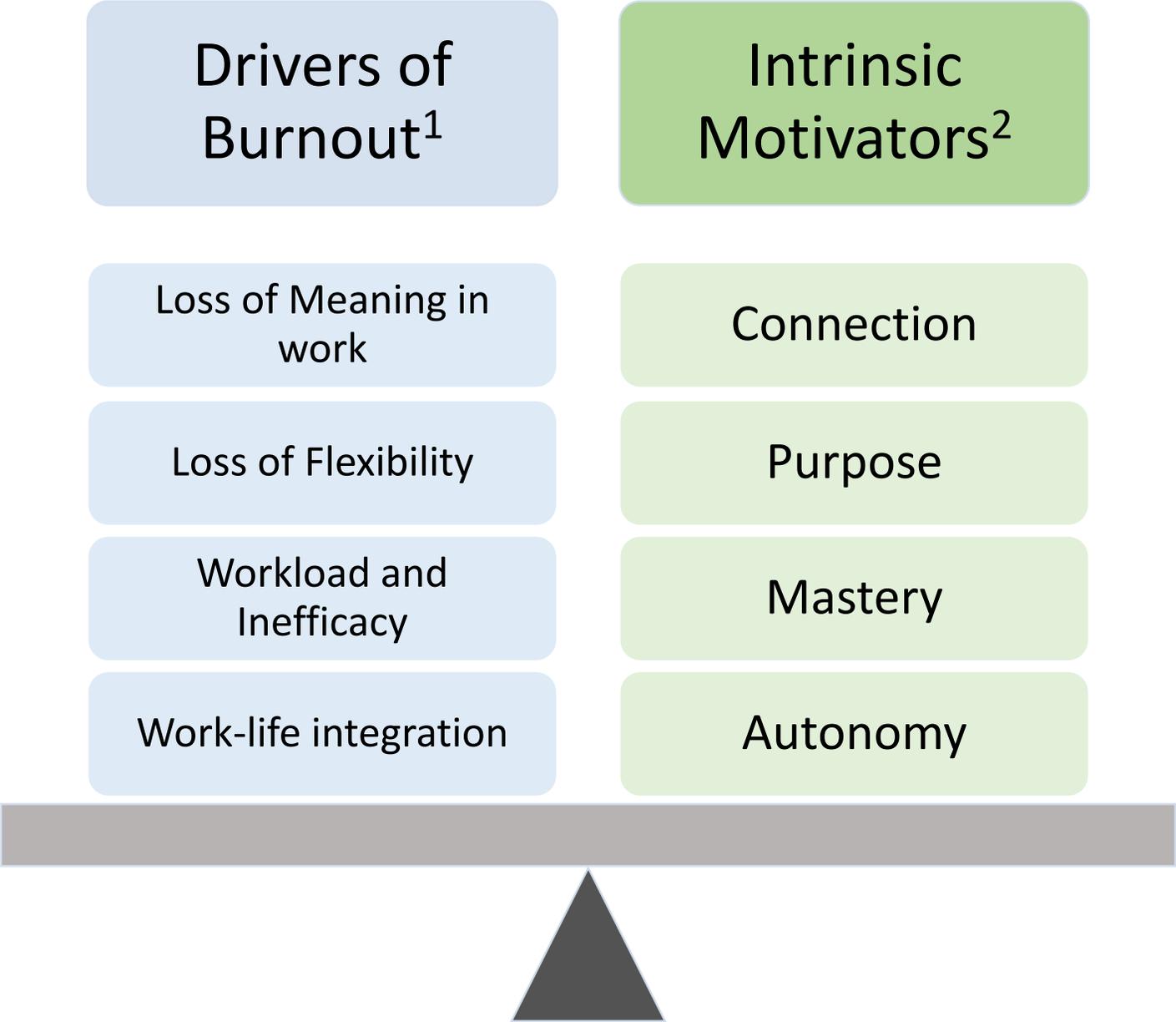
Align values and strengthen culture

Promote flexibility and work-life integration

Provide resources to promote resilience and self-care

Facilitate and fund organizational science



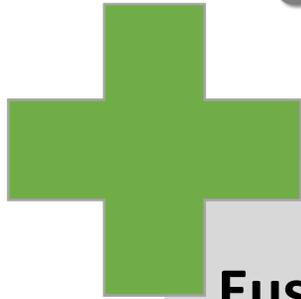


¹Swensent et al. *Journal of Healthcare Management*. 61:2 March/April 2016

² Daniel Pink. *Drive*

STRESS

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



Eustress, Positive Stress

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

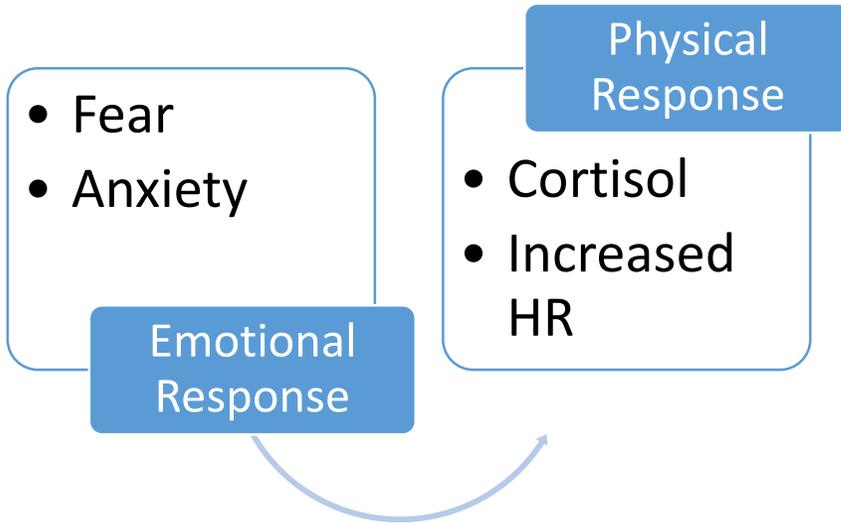
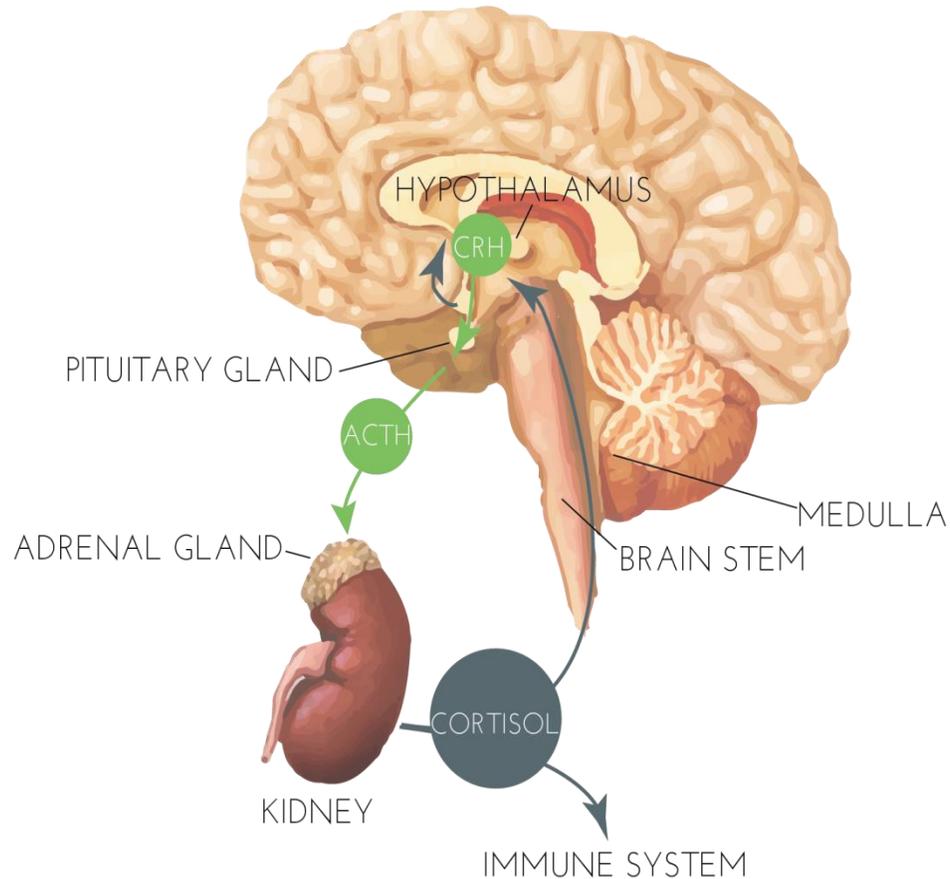
Distress, Chronic Stress

- 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.



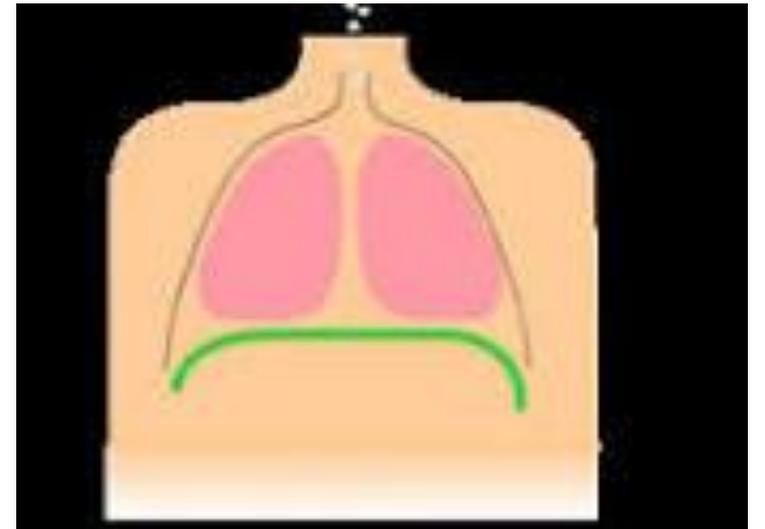
Physiologic Response to Stress

STRESS RESPONSE SYSTEM



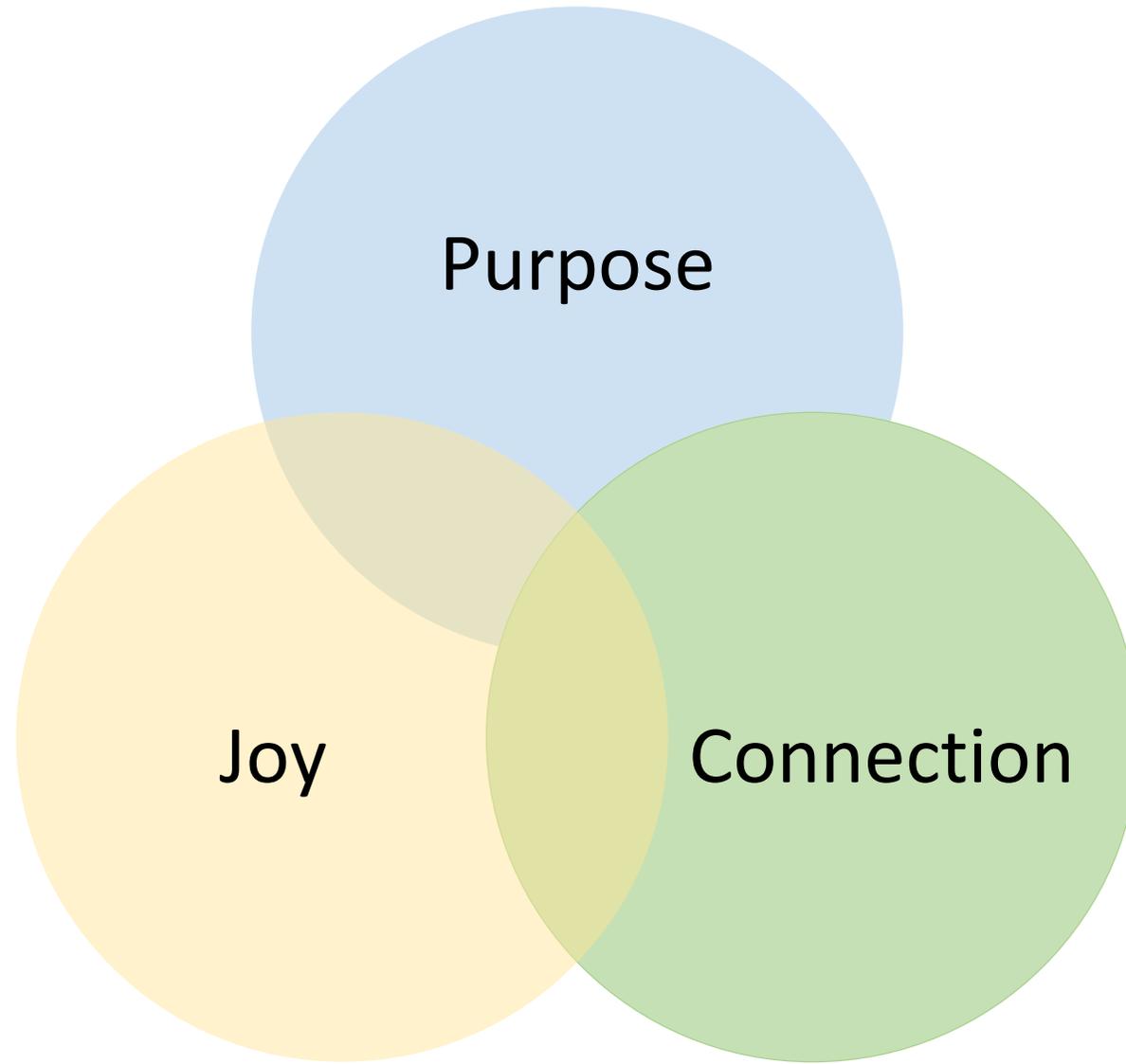
Diaphragmatic Breathing

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



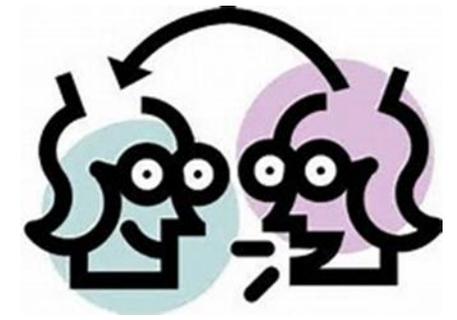
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Balance

- 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



In Search of Joy in Practice: A Report of 23 High-Functioning Primary Care Practices
Ann Fam Med 2013;11:272-278.

IHI Framework for Improving Joy in 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

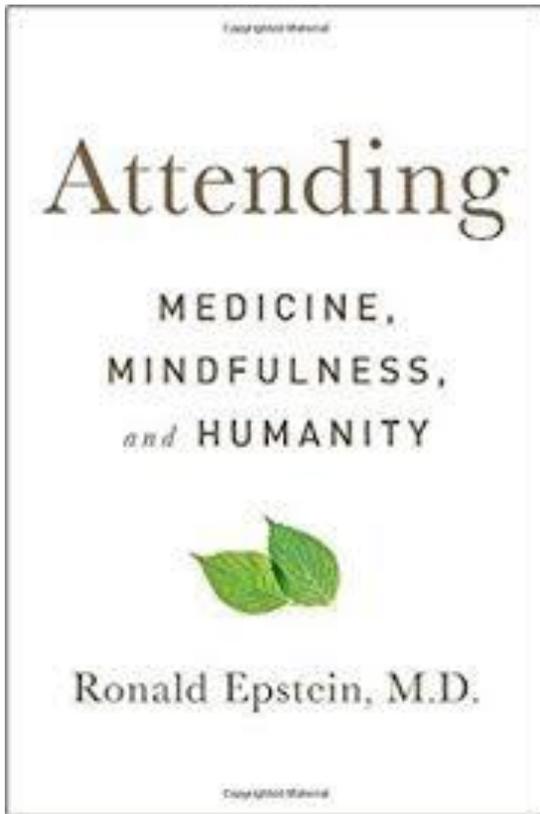
Christine Sinsky

AMA Vice President for Professional Satisfaction

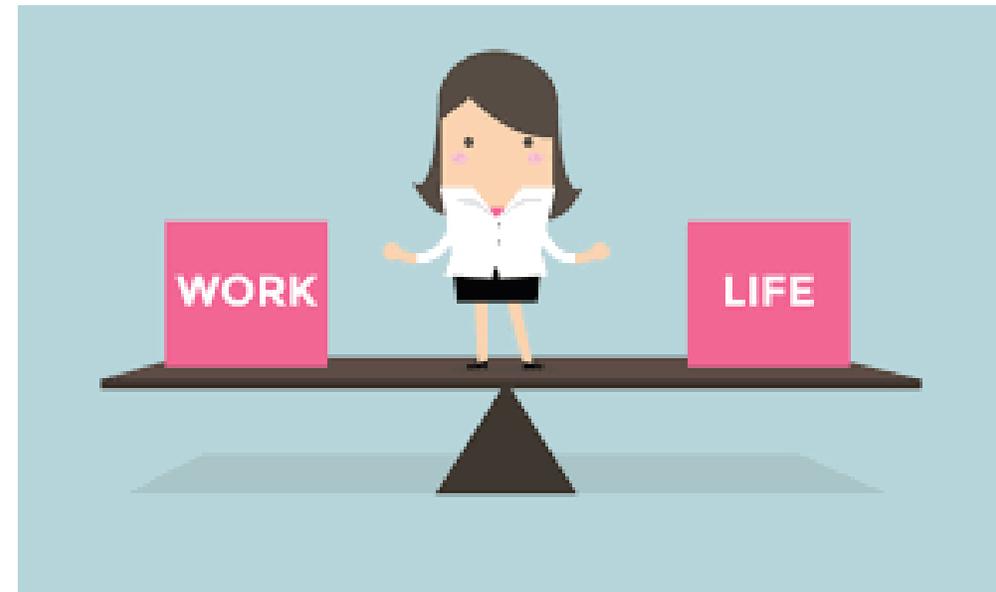
IHI Framework for Improving Joy in Work



Perlo J, et al. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)



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

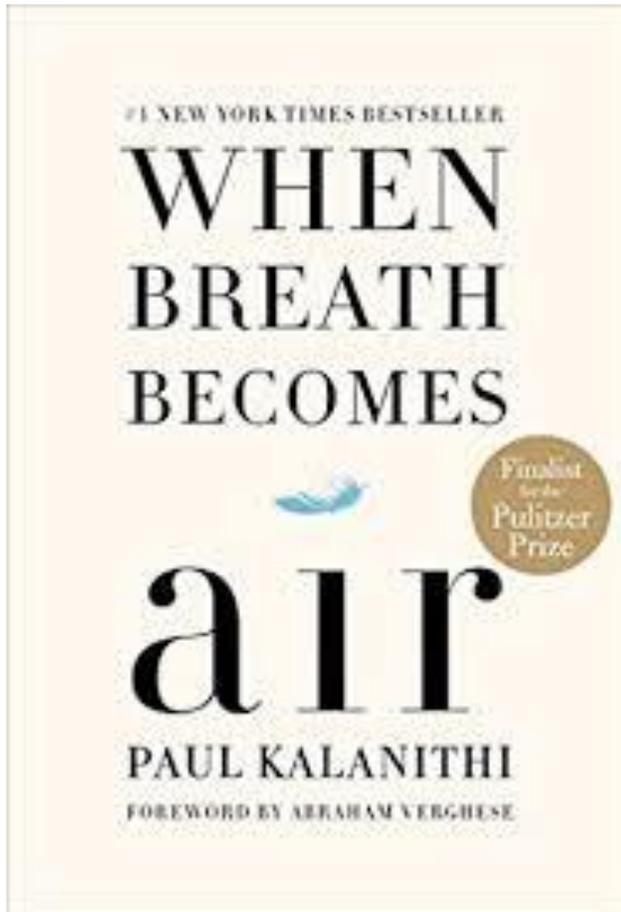
What is your purpose?

Purpose provides a mission, set of values, integrity

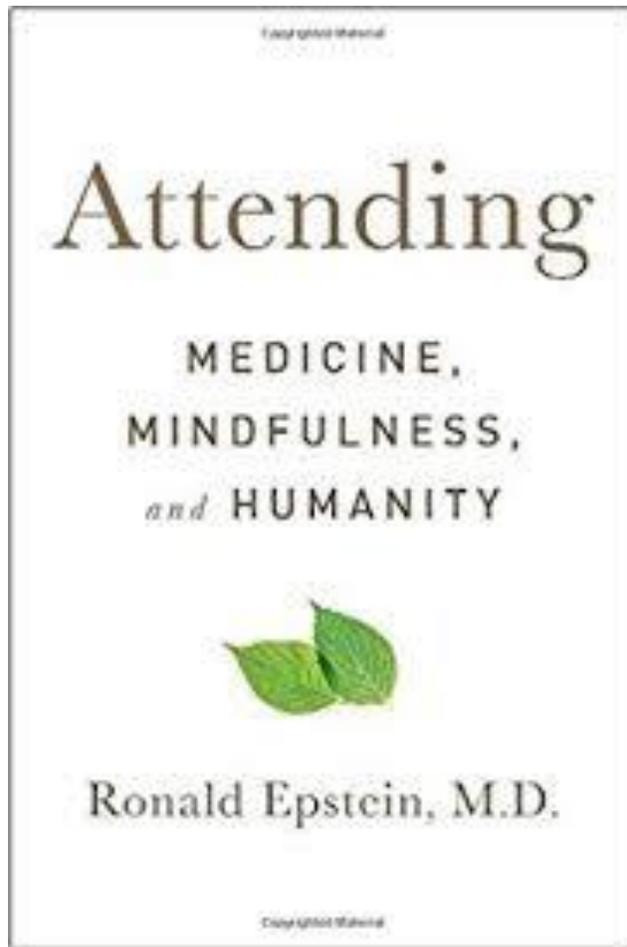
What are your
values?

What do you
strive for?

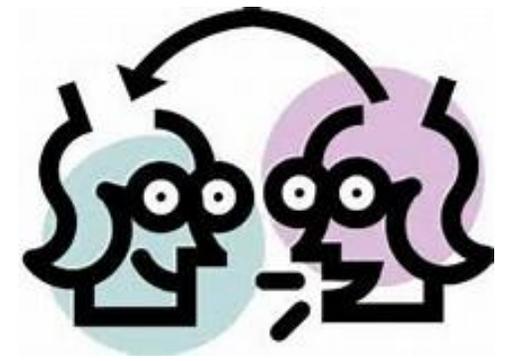
Why are you
doing this?



“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 identify, 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.”



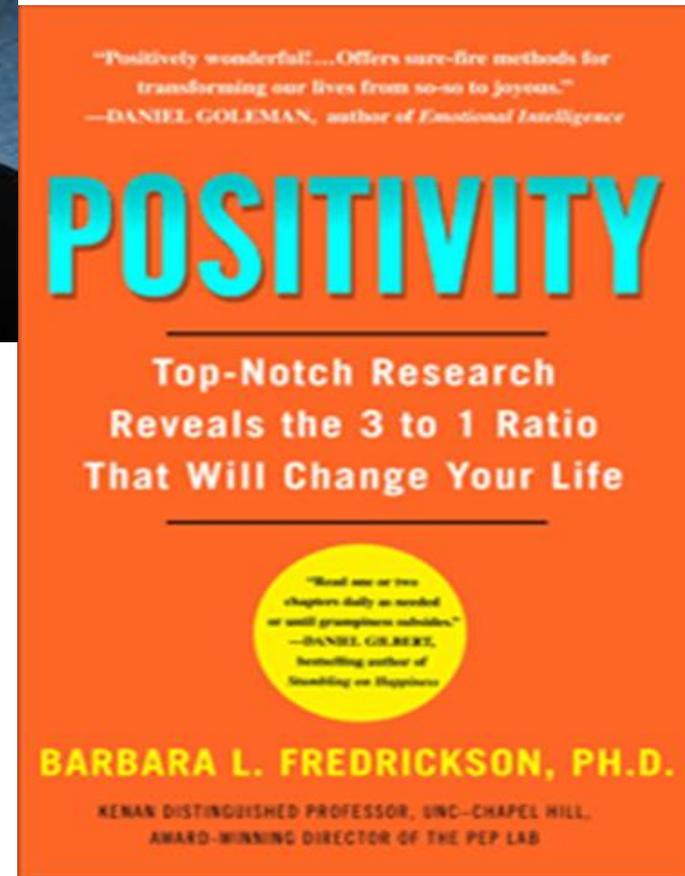
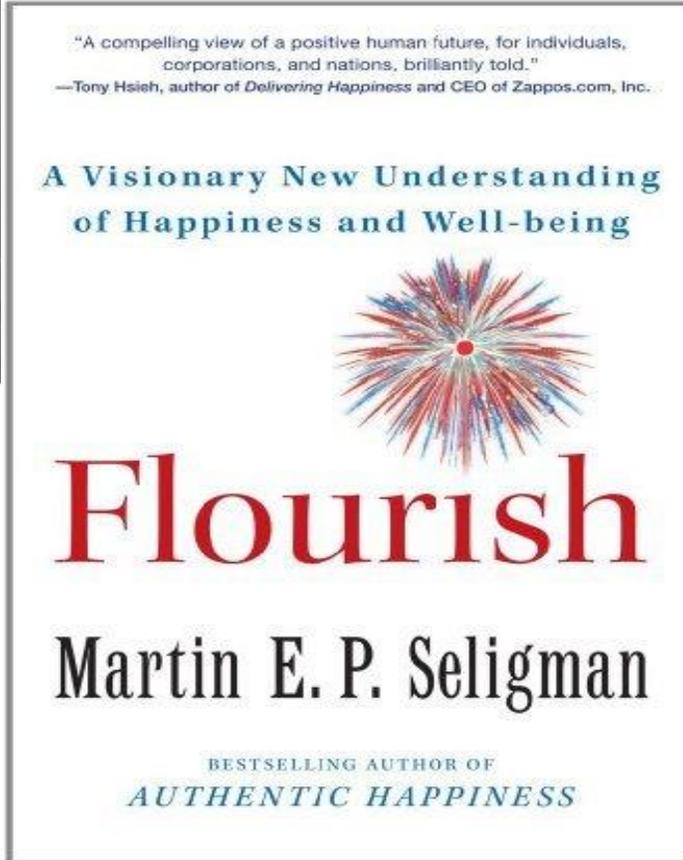
Purpose

- 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



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

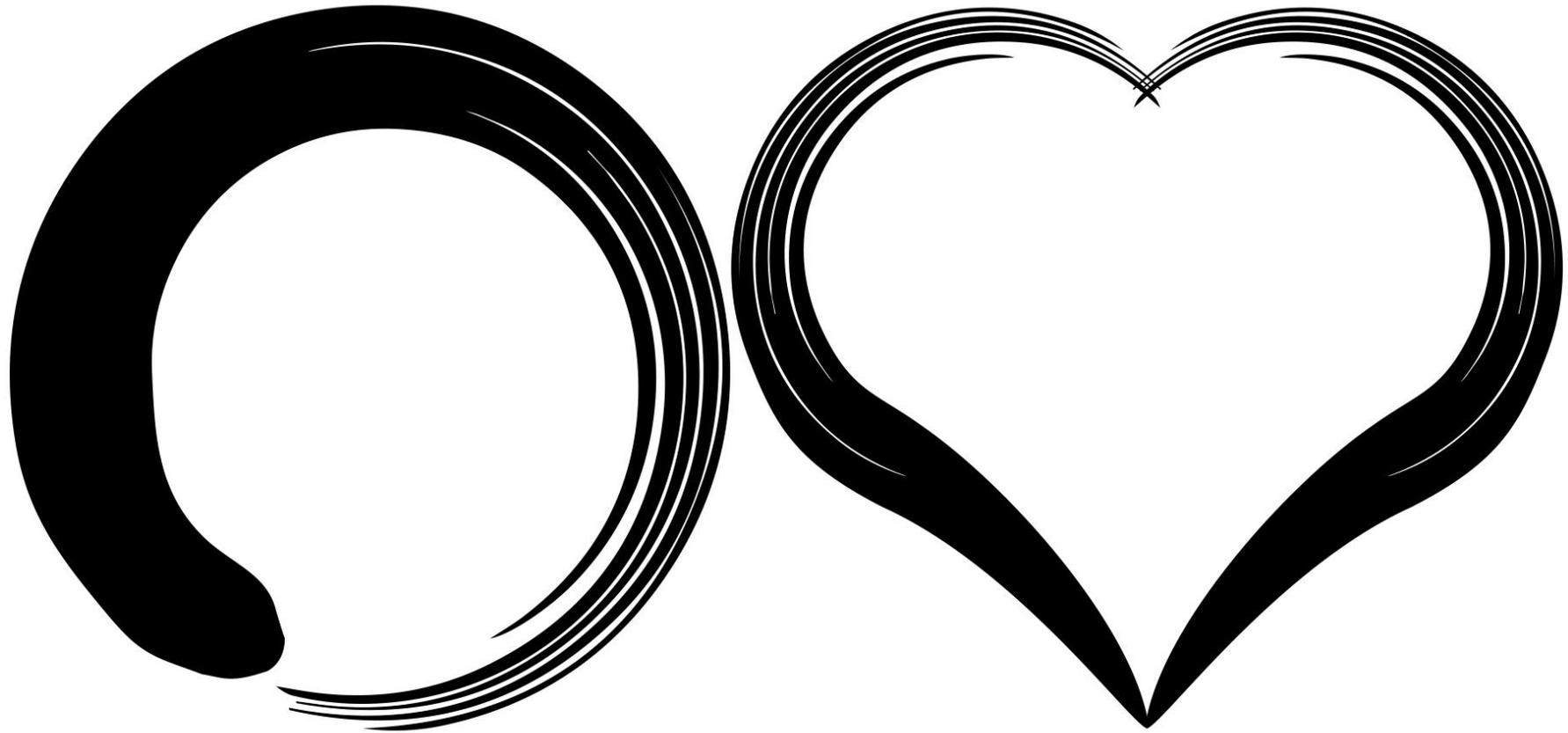
- <https://www.youtube.com/watch?v=3JTdHStR6KI>

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

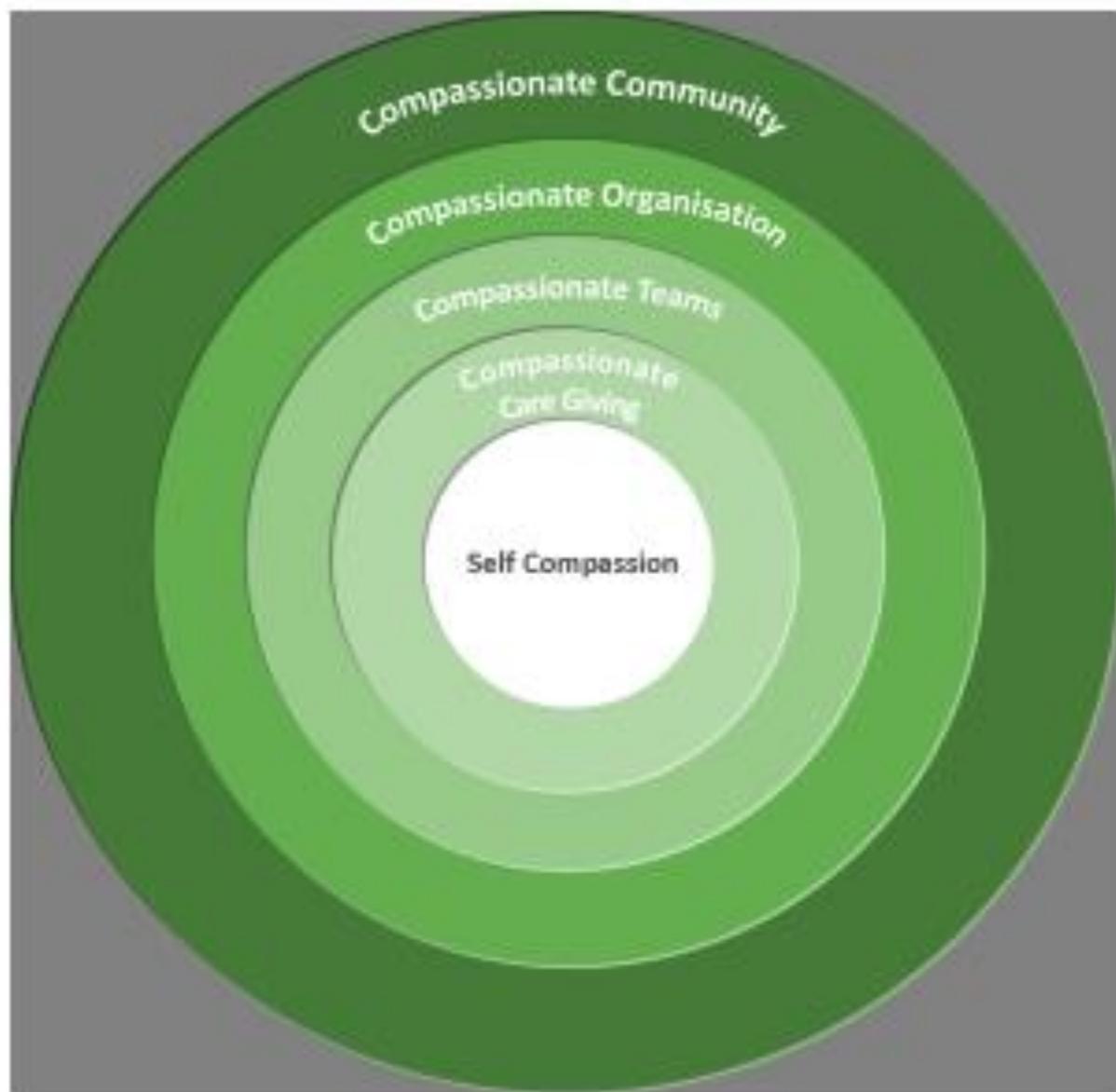
Compassion flows in three directions

Self to self

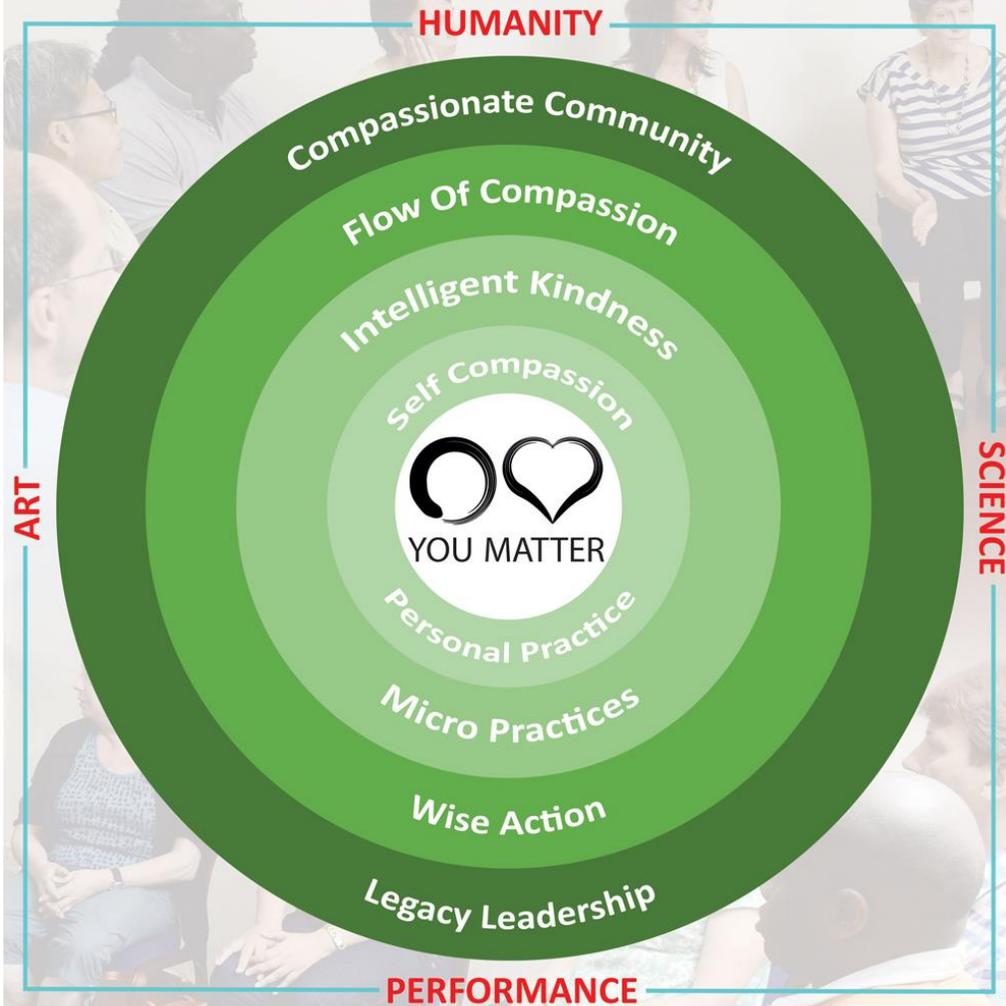
Self to other

Other to self

Compassionate Ripple Effect



New Story Of Care



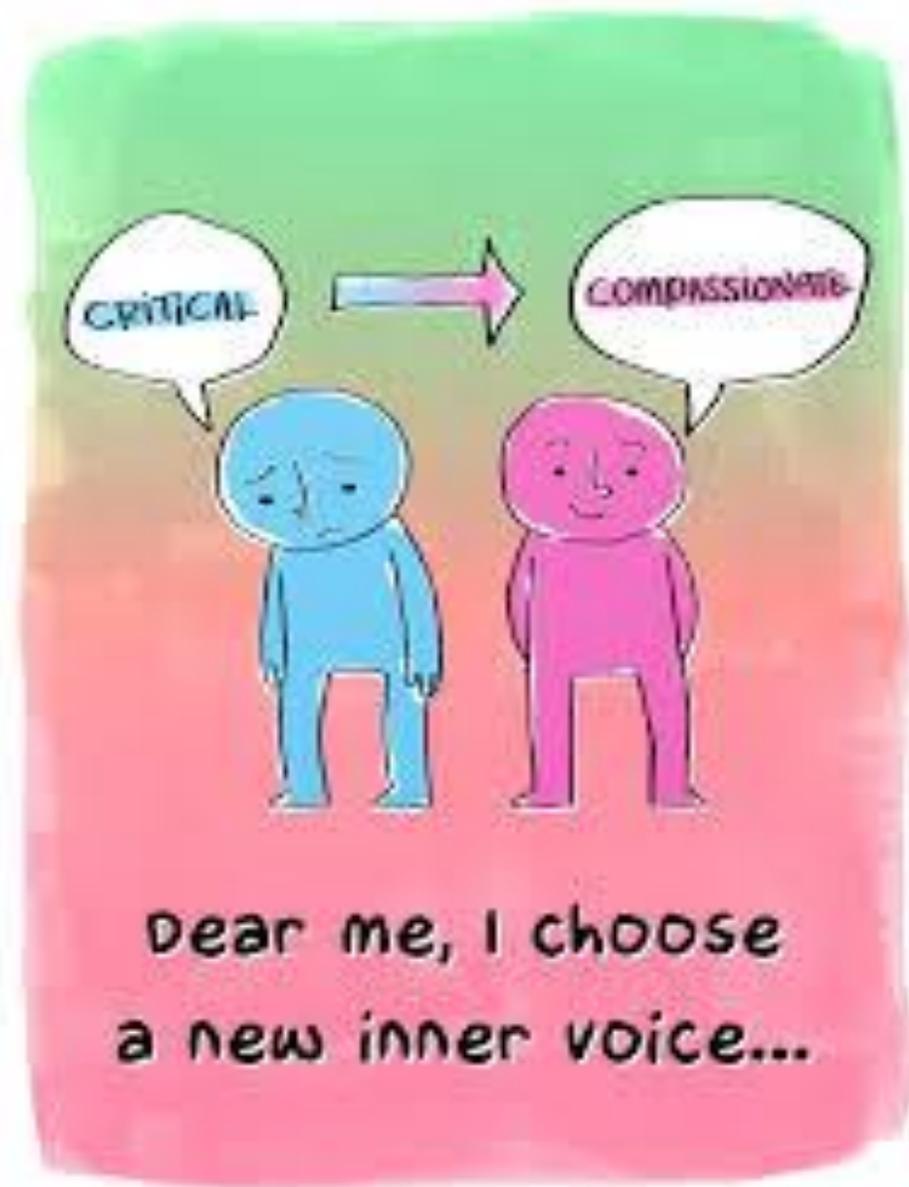
EVERYONE MATTERS

<p>Ground</p> <p><i>Feet on the floor</i></p>	<p>Pause</p> <p><i>Here I am</i></p>
<p>Presence</p> <p><i>I am here</i></p>	<p>Partner</p> <p><i>Here we are</i></p>
<p>Pace</p> <p><i>20% slower</i></p>	<p>Release</p> <p><i>What do I need to let go of?</i></p>
<p>Contain</p> <p><i>What is mine to hold?</i></p>	<p>Attend and Befriend</p> <p><i>What do I need?</i></p>

3 Pillars



Holding Space



Mindful Self Compassion



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