Building Healthcare Resiliency Across the Continuum of Care: Rebuilding Healthcare from the Ground Up

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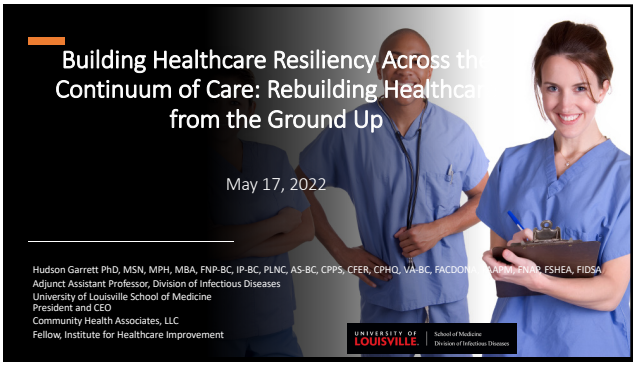

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Objectives

- Define the importance of leadership and empowerment in healthcare settings, especially during difficult times such as pandemics
- Describe an evidence-based approach to creating a personal resilience framework and becoming a healthcare professional of influence in your institution and beyond
- Identify the impacts of post COVID-19 and methods to improve resilience and ensure continuity of operations

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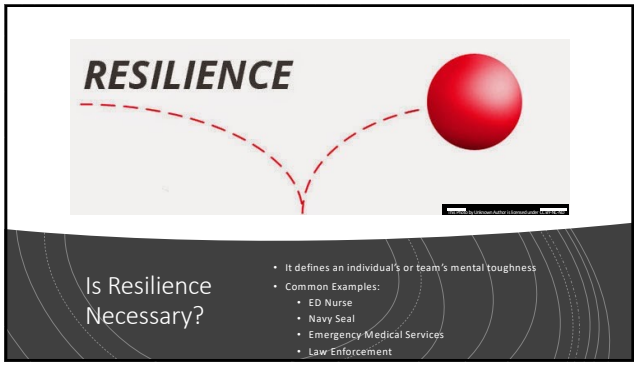

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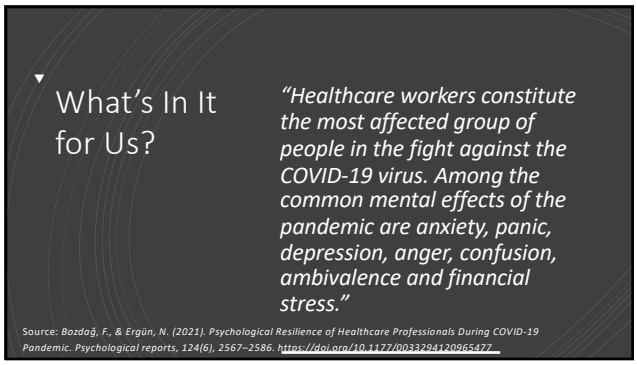

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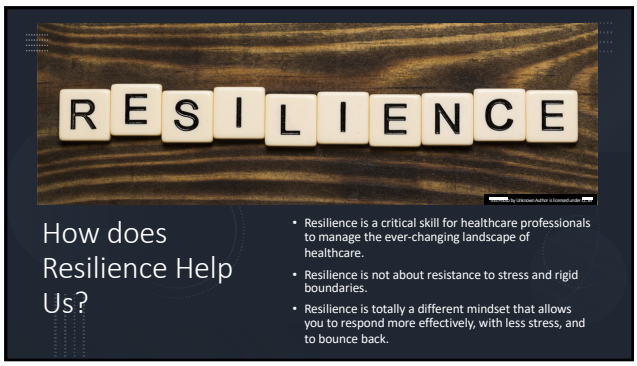

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7 C's of Competence

- Competence
- Confidence
- Connection
- Character
- Contribution
- Coping
- Control

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Competence

- How well do you handle stressful situations?
- Do you feel that you are equipped to address any situation that might arise?
- How much experience do you have?

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Confidence

Belief in one's own abilities and is rooted in competence

Do you think that you are capable?

If you don't root for YOU, who will?

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Connection

- Relationship with:
  - Family
  - Friends
  - Loved Ones
  - Community Groups
  - Professional Groups
  - Supervisors and Leaders

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Character

- Concept of Self-Worth and Confidence
- Defined during times of adversity and when nobody else is looking
- Strong sense of right or wrong

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Contribution

- Are you personally contributing to the world?
- Do you hear a thank you? A Validation of your contributions?
- Are you appreciated?
- How can healthcare leaders more readily show appreciation?

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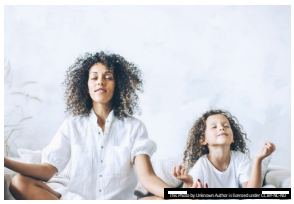

Coping

- Social Skills
- Stress Reduction
- Management of Visceral Emotions

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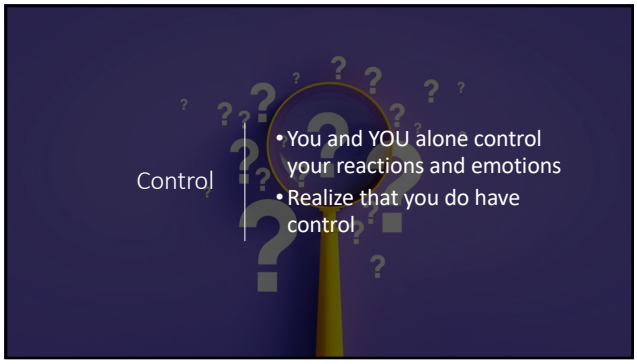

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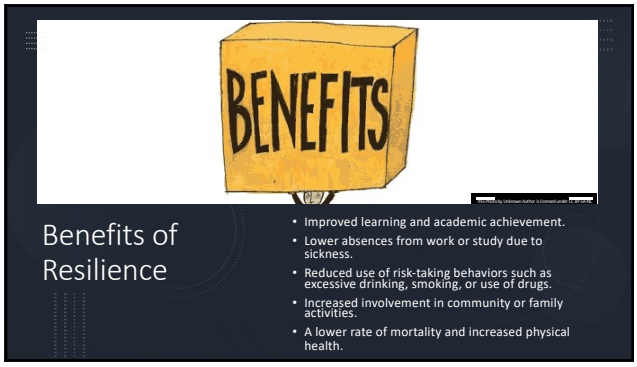

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Adapted Resilience

- This type of resilience occurs at different points in our lives and is usually brought about through a difficult or challenging experience.
- Example: Looking for a new job every day, taking care of a loved one undergoing chemo
- Is learned on the spot and the body physiologically responds

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Learnt Resilience

- Built-up over time, and we learn to activate it through difficult experiences from our past
- We learn to know when to draw on it, and to use it during stressful times
- Learn, Grow, and Develop our Coping Mechanisms
- Becomes Part of Muscle Memory such as dealing with a cardiac arrest/code

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Coping Mechanisms

- Exercise Daily
- Socialize
- Get involved in something that you enjoy
- Avoid Sugary Substances
- Avoid drugs and alcohol
- Give yourself credit
- Vacation or take mini-vacations

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Clinician Well-Being Hub

- Raise the visibility of clinician anxiety, burnout, depression, stress, and suicide
- Improve baseline understanding of challenges to clinician well-being
- Advance evidence-based, multidisciplinary solutions to improve patient care by caring for the caregiver

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Strategies for Health Care Leaders and Managers

- **Value clinicians:** Provide clear messages that clinicians are valued.
- **Communicate best practices:** Communicate best practices clearly and compassionately. Manage expectations, create work schedules that promote resilience, ensure appropriate working hours with breaks, emphasize the importance of self-care, provide sufficient resources (masks, gloves, goggles, gowns, hand sanitizer, soap and water, cleaning supplies, healthy snacks, easy access to water, chargers for phones, etc.), and provide effective personal protective equipment.

Source: https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-well-being-strategies-during-covid-19/

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Strategies for Health Care Leaders and Managers
Part 2

- **Monitor and promote clinician well-being:** Monitor the well-being of your clinicians proactively; identify mental health professionals and counseling options available to support them. Provide appropriate measures for personal safety, and address concerns related to clinicians' safety and the safety of their families.
- **Provide a supportive and blame-free work culture:** Implement a psychologically safe environment for clinicians to openly discuss vulnerability, stress, burnout, and other barriers to their well-being. Encourage clinicians to report incidents, such as exposures to blood or bodily fluids from the respiratory system or to cases of violence, and to adopt measures for immediate follow-up, including support to victims.

Source: https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-well-being-strategies-during-covid-19/

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Strategies for Health Care Leaders and Managers Part 3

- **Enable cooperation and collaboration:** Institute mechanisms for cooperation and collaboration between management, clinical teams, and clinicians.
- **Provide a central access point for updated information, technical updates, and tools to address COVID-19:** Familiarize personnel with technical updates on COVID-19 and provide appropriate tools to assess, triage, test, and treat patients and to share infection prevention and control information with patients and the public.

Source: https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-well-being-strategies-during-covid-19/

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Strategies for Health Care Leaders and Managers Part 4

Ensure clinicians are not required to return to work during dire situations: Clinicians should not be required to return to a work situation where there is continuing or serious danger to life or health, until the employer has taken any necessary remedial action.

Provide appropriate resources if clinicians are infected with COVID-19: Honor the right to compensation, rehabilitation, and curative services if clinicians are infected with COVID-19 following exposure in the workplace.

Source: https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-well-being-strategies-during-covid-19/

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Finds from NAM Survey on Resilience During COVID-19

- Clinicians experienced trauma and burnout specific to COVID-19 on top of existing large-scale system pressures and alarming stress levels among the health care workforce.
- The manifestation of burnout varied across clinicians—ranging from depression to anxiety to moral distress.

Source: https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-burnout-crisis-in-the-era-of-covid-19/

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NAM Survey Part 2

- Health care workers were not immune to the impacts of COVID-19 in their professional or personal lives, and expressed frustrations with the dearth of chances to connect with their peers and thrive in their roles.
- Efforts made by hospitals and other health care organizations to address burnout were generally viewed positively, but clinicians who didn't feel supported expressed their desire for more interventions by their organizations.
- Clinicians expressed the need for burnout interventions implemented during COVID-19 to continue post-pandemic.

Source: https://nam.edu/initiatives/clinician-resilience-and-well-being/clinician-burnout-crisis-in-the-era-of-covid-19/

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Available Tools to Improve Resilience

1. Resources to Advance Organizational Commitment
2. Resources to Strengthen Leadership Behaviors
3. Resources to Conduct Workplace Assessment
4. Resources to Examine Policies and Practices
5. Resources to Enhance Workplace Efficiency
6. Resources to Cultivate a Culture of Connection and Support

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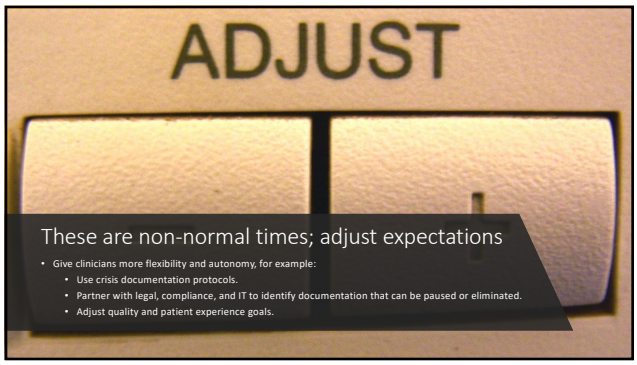

These are non-normal times; adjust expectations

- Give clinicians more flexibility and autonomy, for example:
  - Use crisis documentation protocols.
  - Partner with legal, compliance, and IT to identify documentation that can be paused or eliminated.
  - Adjust quality and patient experience goals.

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Get Rid of Stupid Stuff

- Partner with clinicians to identify and remove low-value work through a rapid improvement process, for example:
  - Reduce EHR clicks for common workflows.
  - Minimize inbox notifications.
  - Eliminate unnecessary mandatory training requirements.

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Get Radical with Staffing

- Get frontline teams the help they need, for example:
  - Send executives to the bedside.
  - Consider voluntary redeployment for non-clinical staff to the frontlines.
  - Create new types of shifts to fit care needs.
  - Train and upskill RNs, LPNs, and MAs.

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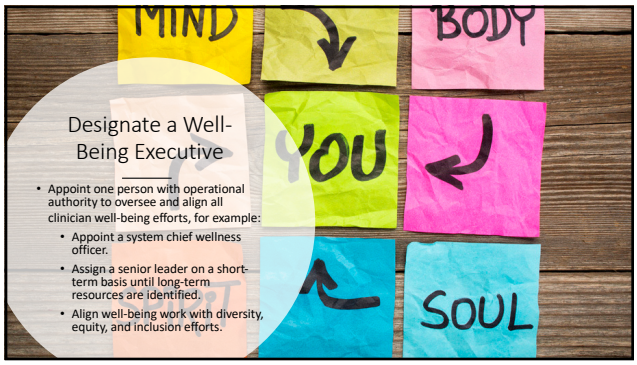
Designate a Well-Being Executive

- Appoint one person with operational authority to oversee and align all clinician well-being efforts, for example:
  - Appoint a system chief wellness officer.
  - Assign a senior leader on a short-term basis until long-term resources are identified.
  - Align well-being work with diversity, equity, and inclusion efforts.



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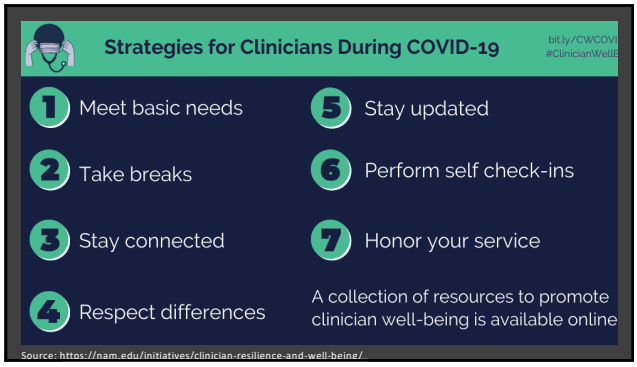

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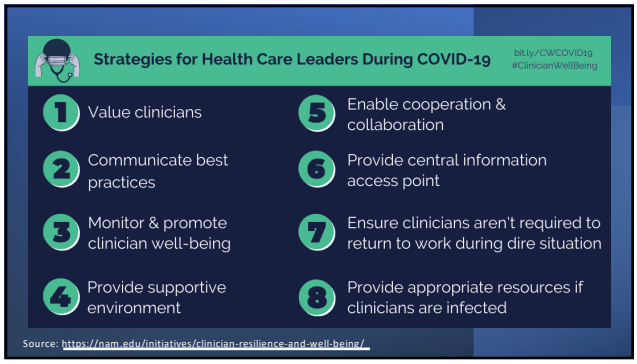

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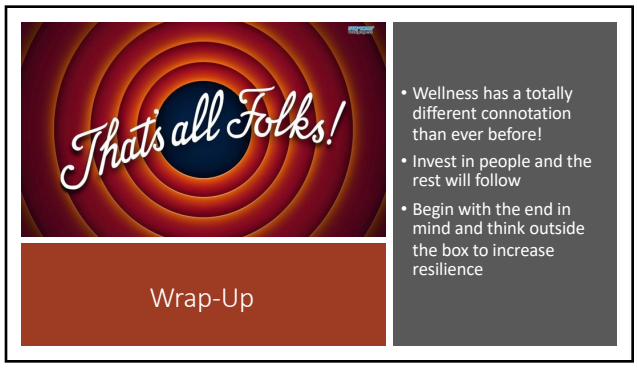

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