Leading with Compassion: Supporting Healthcare Workers in a Crisis

A Compassion in Action Webinar
April 7, 2020
Your Moderator

Stephanie Adler Yuan, MS
Director, Education & Training
The Schwartz Center for Compassionate Healthcare
The Schwartz Center for Compassionate Healthcare

Putting compassion at the heart of healthcare through programs, education and advocacy

Through national and international partnerships, the Schwartz Center’s coalition of caregivers, patients, families and other leaders work together to make compassion a vital element in every aspect of healthcare.
Please Note

• This webinar is funded in part by a donation in memory of Julian and Eunice Cohen, whose generosity inspired others to give and to learn.
• You may submit your questions via the “Questions” pane to the right of your screen at any time.
• We appreciate your feedback! Please take a moment to complete our very brief survey following the webinar.
Today’s Host

Beth Lown, MD
Chief Medical Officer
The Schwartz Center for Compassionate Healthcare
Today’s Speakers

Richard Westphal, PhD, RN, FAAN
University of Virginia, School of Nursing

Patricia Watson, PhD
National Center for PTSD
Occupational Stress in Healthcare

- Occupational stress occurs when the requirements of an individual’s job exceed the abilities, resources, and needs of the individual (National Institute for Occupational Safety and Health [NIOSH], 2014)

- Occupational stress can be detrimental to worker physical and psychological wellbeing and patient safety (National Academy of Medicine, 2019)

- Healthcare as profession and institution (24/7) is a “greedy organization” that exerts pressure for members to reduce ties to other institutions (marriage, parenting, social groups, etc.) (Coser, 1974; Rubin & Brody, 2005)

- Promotion and leadership roles increase organizational pressure while reducing peer networks
Leader Roles and Responsibilities

• Leaders are responsible for making decisions about individuals, units, and mission capability across a continuum of stress.
• Occupational and traumatic stress are both strengths and vulnerabilities for team members.
• Leaders leverage the skills, knowledge, and attitudes of every single unit member to achieve even basic mission goals.
• Leaders leverage the strengths and vulnerabilities to build resilience and conserve those who become injured.
The Good News

• Stress injury is a manageable risk
• Stress First Aid is a set of knowledge and skill tools that leaders can leverage to address unit and individual stress risks; not an additional burden or requirement on leaders
• Trained peers and team members using the stress continuum, Stress First Aid and the resilience practices are potential tools for the leaders
• Stress First Aid is a workforce multiplier to save a life, prevent further injury, and promote recovery
• SFA training is flexible and tiered to meet unit and individual needs while accounting for dynamic healthcare demands
Stress First Aid Major Concepts

Stress Continuum

Stress Injury

Intense or Prolonged Stress

Life Threat
Loss
Inner Conflict
Wear & Tear

Stress First-Aid

Seven Cs of Stress First Aid:
1. CHECK
2. COORDINATE
3. COVER
4. CALM
5. CONNECT
6. COMPETENCE
7. CONFIDENCE

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FOR COMPASSIONATE HEALTHCARE
Recognize Stress Zone Transitions: Demand::Resource Balance

- **Green “Ready”**
  - Healthy
  - Well
  - Fit
  - Safe
  - Connected
  - Capable
  - Confident

- **Yellow “Reacting”**
  - Drained
  - Sore
  - Irritable
  - Anxious
  - Down

  Resilience
  - Routine Stressors

  Recovery
  - Toxic Stressors

- **Orange “Injured”**
  - Hurt
  - Out of control
  - Symptomatic
  - Distressed
  - Dysfunctional

  Recovery
  - ?

- **Red “Ill”**
  - Clinically symptomatic
  - Impaired
  - Worsening
  - Disordered

Cumulative stress without sufficient resources
Pro-QOL Burnout and Compassion Satisfaction
Poll
### Stress Continuum and Strategies

<table>
<thead>
<tr>
<th>READY (Green)</th>
<th>REACTING (Yellow)</th>
<th>INJURED (Orange)</th>
<th>ILL (Red)</th>
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</thead>
<tbody>
<tr>
<td><strong>DEFINITION</strong></td>
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<tr>
<td>✷ Optimal functioning</td>
<td>✷ Mild and transient distress or impairment</td>
<td>✷ More severe and persistent distress or impairment</td>
<td>✷ Unhealed stress injury causing life impairment</td>
</tr>
<tr>
<td>✷ Adaptive growth</td>
<td>✷ Always goes away</td>
<td>✷ Activating other symptoms</td>
<td>✷ Having difficulty thinking about how much longer you can keep doing this? Talk with a peer or a leader.</td>
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<tr>
<td>✷ Wellness</td>
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</table>

You have the focus to help others.

Reflect on the good you are doing and how you are making a difference.

Continue to balance your rest and sleep.

Slow down your body for a moment when reacting to stress.

Time for a 4 square breath

Feeling that moments and things in your life are getting out of control?

Stop: *pause for a moment*

Take a Breath: *to calm*

Observe: *what am I feeling? What are my goals? What are my choices?*

Proceed with awareness

Stop: *pause for a moment*

Take a Breath: *to calm*

Observe: *what am I feeling? What are my goals? What are my choices?*

Proceed with awareness

![Breathe In
Hold
Breathe Out](image)

For confidential help contact EAP at https://YourEAP.com
### Four Sources of Stress Injury

<table>
<thead>
<tr>
<th>Life Threat</th>
<th>Loss</th>
<th>Inner Conflict</th>
<th>Wear and Tear</th>
</tr>
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<tbody>
<tr>
<td>Due to the experience of or exposure to intense injury, horrific or gruesome experiences, or death.</td>
<td>Due to the loss of people, things or parts of oneself.</td>
<td>Due to behaviors or the witnessing of behaviors that violate moral values. Omission Commission Bearing Witness</td>
<td>Due to the accumulation of stress from all sources over time without sufficient rest and recovery.</td>
</tr>
</tbody>
</table>
Five Essential Needs

- Promote sense of safety
- Promote calming
- Promote connectedness
- Promote sense of self- and collective-efficacy
- Promote hope

1. First Assess: Do not assume all have been affected or need an intervention
2. Look for themes at intersections of stress injury source and essential needs
3. Identify strengths and vulnerabilities
4. What have the leaders already done or current status?
5. What resources are available?

### SFA Framework Assessment

<table>
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<tr>
<th></th>
<th>Cover</th>
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<th>Connect</th>
<th>Competence</th>
<th>Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trauma/Life Threat</td>
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<tr>
<td>Loss</td>
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<td>Wear and Tear</td>
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- **Cover**
- **Calm**
- **Connect**
- **Competence**
- **Confidence**
STRESS FIRST AID MODEL

Seven Cs of Stress First Aid:

1. CHECK
   Assess: observe and listen

2. COORDINATE
   Get help, refer as needed

3. COVER
   Get to safety ASAP

4. CALM
   Relax, slow down, refocus

5. CONNECT
   Get support from others

6. COMPETENCE
   Restore effectiveness

7. CONFIDENCE
   Restore self-esteem and hope
Focused Communication and Strategies

- Check and Coordinate: "Help me understand." Listen
- Cover – Physical and Psychological Safety
- Calm – Honest Communications and Grow the Green
- Connect – Unit Cohesion and Social Support
- Competence – Acknowledge Successes and Lessons Learned
- Confidence – Meaning Making and Future Orientation
Complexity Science: Cynefin Framework

- Simple Best Practice
- Disorder = Not Adapting to Phase
- Complex Emergence
- Chaotic Rapid Response
- Disaster

Business as Usual

- Answers based on accepted practice
- Leaders can become complacent

Complicated Experts

- Must act to establish order
- Can impel innovation

- Constant flux
- Experimental mode
- Get feedback
- Need ability to tolerate failure

Investigation and expertise needed
- Listen to the experts / welcome solutions from others

- Leadership can become complacent
Adult Development: Three Plateaus in Mental Complexity

The Socialized Mind

- Team player
- Seeks direction
- Reliant

Socialized

Getting Myself in the Car

The Self-Authoring Mind

Self-Authoring
- Learns to lead
- Own compass
- Problem-Solving
- Independent

Behind the Wheel

Self-Transforming

- Leads to learn
- Multi-frame, holds contradictions
- Problem-finding
- Interdependent

Considering Whether to Remake the Road Map

The Self-Transforming Mind

Behind the Wheel

Getting Myself in the Car

Socialized

Self-Authoring

Self-Transforming

Considering Whether to Remake the Road Map
Be a Force Multiplier

- In times of team stress, being a force multiplier is especially important to balance out what is happening.

- Focus on:
  - What you can *affect* (influence)
  - What you can *effect* (change or control)

- The overall effectiveness of your group is increased by your presence and your actions:
  - Respect individuality
  - Communicate regularly
  - Give recognition
  - Seek out opportunities to reframe/raise others up
Leader SFA Actions When Someone Has a Stress Injury

- Be Flexible
- Show Support
- Ask Questions
- Inform
- Model Respect
- Be Patient
- Believe in the Person
- Advise and Refer
- Facilitate Progress
Potential Check Strategies: Others

- Offer basic resources like food, water, etc.
- Begin with a casual two-way communication to get someone talking.
- Find the right way to check on someone without annoying them (i.e., email/texting versus calling).
- Check in more than once.
- Be approachable and authentic.
- Monitor / check on staff needs regularly.
- Set ground rules.
<table>
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<tr>
<th>Observe</th>
<th>State</th>
<th>Clarify</th>
<th>Ask</th>
<th>Respond</th>
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<td>Observe: Actively observe behaviors; look for patterns</td>
<td>State observations: State your observations of the behaviors; just the facts without interpretations or judgments</td>
<td>Clarify role: State why you are concerned about the behavior to validate why you are addressing the issue</td>
<td>Ask why: Seek clarification; try to understand the other person's perception of the behaviors</td>
<td>Respond: Provide Guided Options. Clarify concern if indicated; discuss desired behaviors and state options in behavioral terms</td>
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SFA Group Questions

1. What are/have been your greatest challenges, hassles, or frustrations?

2. What are/have been your greatest rewards or successes?

3. What does it mean to be in this unit?
## SFA Group Questions

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| • How has this affected your sense of safety? | • What changes have occurred regarding sleep or ability to keep calm? | • Has there been an impact on how you connect with others? | • Do you have any concerns about being able to handle anything? | • Have you noticed any change in your confidence in:  
  • yourself  
  • leadership  
  • equipment |

### What do you need?
**What can I/we do to help?**
Potential Cover Actions: Others

- Reduce anything that make the person feel unsafe.
- Remind them about how they are safe here and now.
- Educate about stress reactions, what to expect, how to feel safer.
- Brainstorm and problem solve solutions with them.
- Communicate with administrative leaders.
- Brief staff about changes in practice / strategies / resources / events.
- Provide an authoritative, accurate voice to limit perceived threat.
Potential Calm Actions: Others

- Reassure by authority and presence.
- Show understanding.
- Validate concerns.
- Provide information about reactions and coping.
- Encourage staff to take brief breaks.
- Praise and give positive feedback.
Potential Connect Strategies: Others

- Provide support yourself.
- Ask about social support.
- Act to remove obstacles to social support.
- Offer different types of social support (practical, inclusion, emotional).
- Help link with supportive others.
- Address potential negative social influences.
Potential Competence Strategies: Others

- **Remind** of strategies and skills that have worked before
- **Encourage** active coping
- Help **problem-solve** and set achievable goals
- Give **extra training** / mentoring
- Help “**recalibrate**” expectations/goals
- Connect to community **resources**
Potential Confidence Strategies: Others

- Normalize reactions and concentrate on strengths.
- Be authentic and nonjudgmental.
- Honor and make meaning of losses.
- Reframe guilt and self-defeating statements.
- Be willing to talk with them as many times as they need.
- Connect them to treatment or to people who have dealt with similar things.
- Clarify rumors, misunderstandings, distortions.
Questions & Answers

Please type your questions in the “Questions” pane on your screen.
Next Up

April 16
“Managing Our Fears and Stress: Strategies to Cultivate Emotional Agility”
Dr. Susan David

April 28
“Supporting Patients and Families in a Crisis”
Dr. Patricia Watson and Dr. Richard Westphal

Register at theschwartzcenter.org
Thank you for joining us

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