

Resilience in Health Care: Know yourself

Nurse Practitioners
University of British Columbia

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Outline

- CPR
- Research findings
- Team development
- Getting to know you questions
- Communication models
- Team Charter
- Check-out

Centre for Practitioner Renewal (CPR)

- How do we sustain health care providers in the work place?
- What is the effect of being in the presence of suffering?
- What would be reparative, healing or restore resilience for health care providers?

Service, education and research/evaluation

Efficiency through relationship

Health care is about curing and healing; art and science, mind and heart, skills and knowledge, technology and compassion!

Health care is based on a business model of efficiency, the work we do is about relationship—relationship with self, other and Other

| Referral Reasons | Frequencies | | | | Examples |
|--------------------------------|-------------|----|----|--------|--|
| | LC | MC | SC | Totals | |
| Emotional reactions about work | 1 | 7 | 13 | 21 | Sense of being overwhelmed by work after learning of colleague's severe criticisms |
| Family/relationship issues | 6 | 1 | 10 | 17 | Relationship issues related to 20-year marriage & whether to divorce or not |
| Miscellaneous | 5 | 4 | 8 | 17 | Feeling apologetic for living |
| Stress/cumulative stress | 5 | 1 | 9 | 15 | Stress at work from relationship with colleague |
| Critical incident | 2 | | 10 | 12 | Difficult patient death that she is finding it hard to process |
| Grief & loss | 2 | 2 | 3 | 7 | Sense of betrayal "of my own hospital"; loss of faith in colleagues; anger |
| Work relationship issues | 1 | 1 | 5 | 7 | Dealing with complex issues & challenging team dynamics |
| Burnout/exhaustion | | 1 | 2 | 3 | Sense of being exhausted & burned out |
| Communication | 1 | | 2 | 3 | Needs to have a difficult conversation with a physician team leader |
| Self-awareness | | | 2 | 2 | Personal crisis |
| Self-care | | | 2 | 2 | Loss of self due to caring for others |

| Underlying issues | Frequency | | | | Example |
|-------------------------------|-----------|----|----|--------|--|
| | LC | MC | SC | Totals | |
| Work-related incidents | 20 | 8 | 70 | 98 | Personal betrayal by the organization |
| Affect issues (work-related) | 18 | 20 | 44 | 82 | Distressed, anxious, & angry about staff complaints about leadership style |
| Client characteristics | 33 | 30 | 16 | 79 | Need for validation from others/Difficulty handling & expressing emotions safely & effectively |
| Working conditions | 6 | 10 | 20 | 36 | Several incidents recently where she felt shamed & belittled by her attending physician |
| Interpersonal challenges | 10 | 2 | 19 | 31 | Dual relationship between colleagues |
| Self-esteem/worth | 8 | 8 | 7 | 23 | Feeling “less than” when comparing himself to |
| Confidence/competence | 4 | 8 | 7 | 19 | Core issue of self-doubt |
| Agency/helplessness | 10 | 4 | 4 | 18 | Letting others decide her life for her |
| Expectations/values/cultural | 8 | 2 | 6 | 16 | Caught between 2 cultures & not sure which one to rely on for decision-making |
| Cognitive issues | 4 | 4 | 5 | 13 | Waking & night with thoughts of work |
| care for others vs. self-care | 1 | 6 | 5 | 12 | Putting others’ needs before own led to physical & emotional exhaustion |
| Safety issues/concerns | 5 | 0 | 7 | 12 | Fear of ongoing assaultive behaviour by co-worker |
| Failure | 4 | 5 | 1 | 10 | Afraid of appearing weak or as a failure |
| Trauma (includes PTSD) | 2 | 3 | 4 | 9 | Symptoms consistent with PTSD |
| Overwhelmed | 1 | 3 | 5 | 9 | Intense overwhelmed feeling from work & home |
| Perfectionism | 3 | 2 | 2 | 7 | Struggling with “good enough” & perfection |
| Boundary setting | 2 | 4 | 0 | 6 | Struggling to be all things to all people |
| Incongruence | 3 | 2 | 0 | 5 | Incongruence between what she is feeling on the inside & her smiling, laughing outer demeanour |
| Sleeplessness | 0 | 0 | 5 | 5 | Sleep disturbances and tiredness |

Different Group's for Consideration

You and:

- yourself
- your work group
- your community working team
- patients you will work with
- people you see outside

Group Development

Norms vs. Guidelines

Why Guidelines?

- Creating safety makes experience predictable
- Safety comes from predictability
- If we don't establish predictability explicitly, then it will happen implicitly

- We are more likely to negotiate ground rules with intimate partners
- We are more likely to apply rules set by family/culture

Guidelines Help With

Safety

Inclusion

Trust

Guidelines

C onfidentiality

E qual airtime

N on-judgemental listening

T imeliness

R ight to pass

E ngaged

Tuckman's Group Development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Task group, not ongoing team

Safety and What We Reveal About Ourselves

- Me
- Intimate Relationship
- Adult family
- Friends
- Colleagues
- Patient/Client
- General population



Team Charter

1. Leadership
2. Defined purpose, mission, goals and objectives
3. Job Descriptions (Contracts for each member)
4. Role Definitions (The work each person actually does)
5. Team Agreements
6. Regular Review
7. Communication
8. Dual Relationships
9. Skills and skill sets
10. Expressed Expectations (Hopes, wants and desires)
11. Beliefs

Guidelines

C onfidentiality (with standard limits)

E qual airtime

N on-judgemental listening

T imeliness

R ight to pass

E ngaged

Check-in

1. My name is...
2. My 1-10 energy level is...

Communication/ Iatrogenic Suffering



Iatrogenic Suffering

- Suffering resulting from actions or inactions by physicians that increase the distress, anxiety, and mistrust felt by patients and families

Iatrogenic Suffering

Oh by the way, we were wrong. It is cancer. I have made an appointment for you to see the oncologist in a few days.

The way in which the doctor talked with me caused me more pain than the pain from the disease itself.

(Poor) Communication

- Lower levels of patient satisfaction
- Higher rates of complaints
- Increased rates of malpractice claims
- Poorer health outcomes

Tamblyn, R et al

JAMA 2007, Vol. 298, No. 9, pp. 993-1001

THE PERSONAL ICEBERG METAPHOR OF THE SATIR MODEL



BEHAVIOUR (action, storyline)

COPING (stances)

FEELINGS (joy, excitement, anger hurt, fear, sadness)

FEELINGS ABOUT FEELINGS
(decisions about feelings)

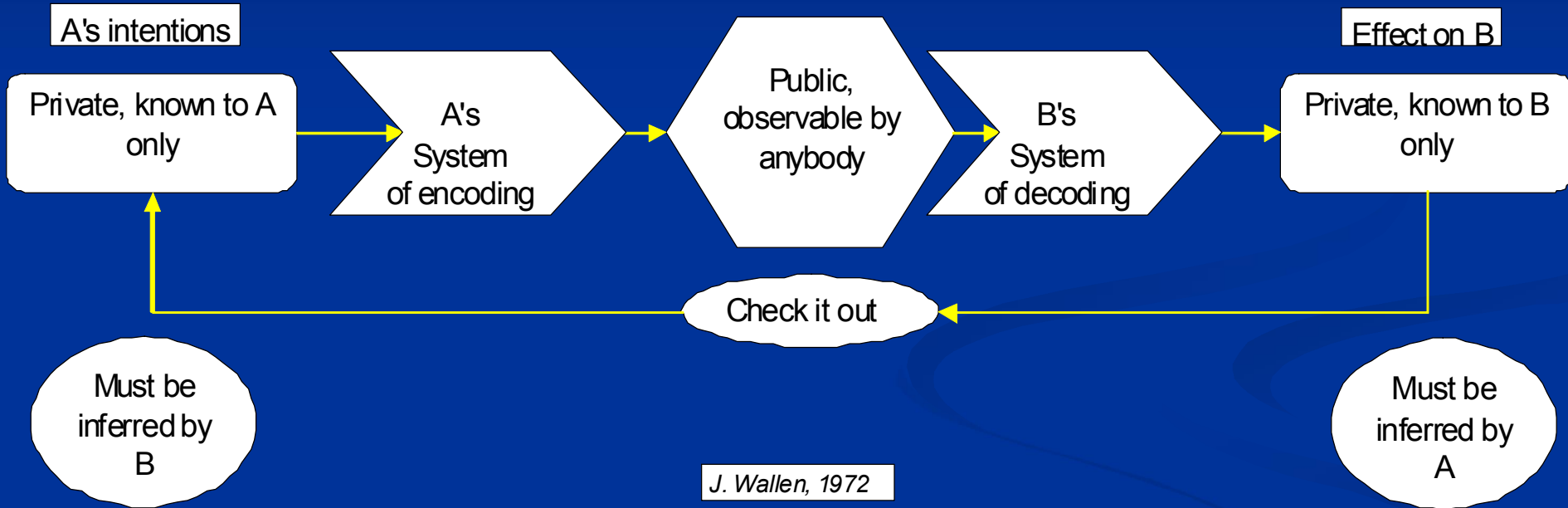
PERCEPTIONS (beliefs, assumptions, mind-set, subjective reality)

EXPECTATIONS (of self, of others, from others)

YEARNINGS (loved, lovable, accepted, validated, purposeful, meaning, freedom)

SELF: I AM (life force, spirit, soul, essence)

Interpersonal Gap



Shadow Exercise



Unfixable Suffering

Trauma: sense of helplessness in the face of
unfixable suffering

Judith Hermann

Vicarious Traumatization

- Vicarious Traumatization (McCann & Pearlman, 1990)
- Secondary Traumatic Stress (Stamm, 1995)
- Compassion Fatigue (Figley, 1995)

Vicarious Traumatization

Long-term, inevitable, expectable
consequence of working with suffering
people.

Causes:

- A transformation of the system of meaning in the sufferer
- A darkening of one's worldview, spirituality and relationships

Pearlman and Saakvitne, 1995

Impaired Domains (VT & PTSD)

- Safety
- Trust
- Esteem
- Intimacy
- Control
- Sensory intrusion

Most common signs

- Increased rates of illness
- Cynicism
- Sadness
- Intolerance of emotion
- Addictive responses
- Exhaustion
- Depression
- Loss of efficiency
- Judgment errors

Burnout

- Emotional exhaustion
- Depersonalization
 - A negative attitude towards clients
 - Personal detachment
 - Loss of ideals
- Reduced personal accomplishment and commitment to the profession.

Maslach, 1993

Addressing STS/VTS Coping

- Self care
- Self nurturance (rest/play)
- Escape

Addressing STS/VTS Transforming

- Self-awareness: strengths, vulnerabilities, needs
- Continuing growth – personal & professional
- Connection
 - To self (time for self-reflection)
 - Work related support
 - Effective debriefing procedures
 - Supervision/Mentorship
 - Collegiality
 - Social support
 - Spiritual connection

Personal Assessment

At the end of each day and that the end of your work week, how would you rate your emotional stress level? What do you notice in your body, your mind and your feelings as you leave your work?

How do you feel as you commute to work? As you commute home? When you arrive home? After an hour at home? As you fall asleep? Do you dream about your work? If so, what are the themes and imagery in these dreams?

Team Charter

1. Leadership
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7. Communication
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9. Skills and skill sets
10. Expressed Expectations (Hopes, wants and desires)
11. Beliefs

One Stick, Two Stick
The *Way* of the Old African Kings

Clarissa Pinkola Estés

Women Who Run With the Wolves

*We are strong when we stand with
another soul. When we are with others,
we cannot be broken.*

Clarissa Pinkola Estés

Women Who Run With the

Wolves

Closing

What I take from today's session is...