

The Webinar will begin promptly at 12 pm

Due to the number of participants, you will be automatically placed on mute as you join to ensure good quality sound. If you would like to comment or ask a question, please use the “chat feature”

Send your questions to the host via the chat window in the Zoom meeting.

Q+A will open at the end of the presentation.

Follow-up questions?

Contact



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HOW TO MITIGATE WORKFORCE BURNOUT AND FATIGUE

PRESENTED BY:

Suzanne Daub, LCSW

Kima Taylor, MD, MPH

Mihriye Mete, PhD

Tuesday,

February 8, 2022

12 pm – 1 pm EST

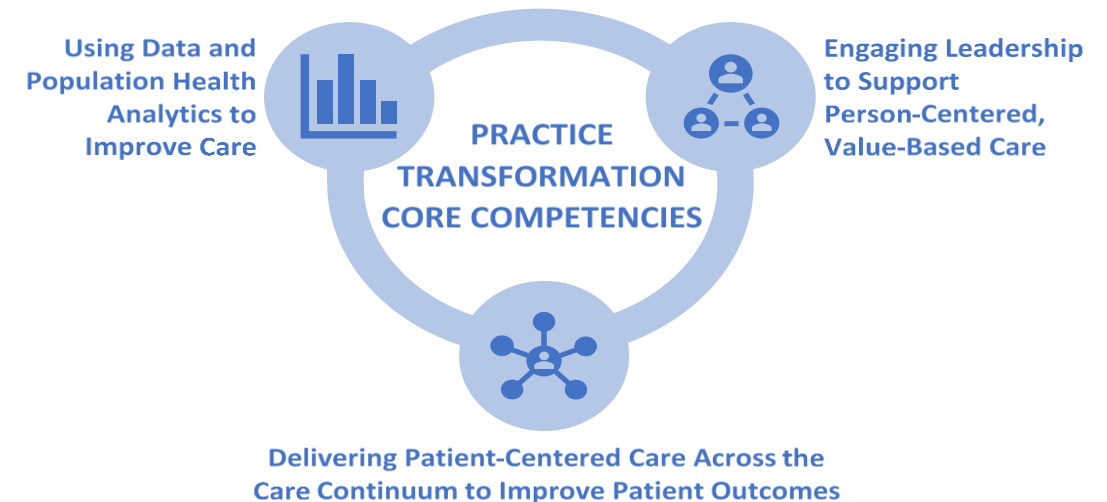
Integrated Care DC is managed by the DC Department of Health Care Finance (DHCF) in partnership with the DC Department of Behavioral Health (DBH). This project is supported by the Centers for Medicare and Medicaid Services (CMS) of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award totaling \$4,616,075.00 with 100 percent funded by CMS/HHS. The contents are those of the author(s) and do not necessarily represent the official views of, or an endorsement by, CMS/HHS, or the U.S. Government.

WHAT IS INTEGRATED CARE DC?



- >> Integrated Care DC is a five-year program aimed to enhance Medicaid providers' capacity and core competencies to deliver whole person care for physical, behavioral health, SUD and social needs of beneficiaries.
- >> Integrated Care DC is managed by the DC Department of Health Care Finance (DHCF) in partnership with the DC Department of Behavioral Health (DBH). Health Management Associates will provide the training and technical assistance.

The goal is to improve care and Medicaid beneficiary outcomes within three practice transformation core competencies:



- » The program offers several components of coaching and training. Material is presented in various formats. The content is created and delivered by HMA subject matter experts with provider spotlights.
- » All material is available on the project website: [Integratedcaredc.com](https://integratedcaredc.com)
- » Educational credit is offered at no cost to attendees for select elements.



>> Are you receiving our Integrated Care DC Newsletters?

Check your inbox at the beginning of the month for the Monthly Newsletter and around the 15th for the Mid-Month Update.



>> Got ideas?

Take this short survey to share suggestions and requests for trainings.

<https://www.integratedcaredc.com/survey/>



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DISCLOSURES



Faculty	Company	Nature of relationship
Elizabeth Wolff, MD, MPA CME Reviewer	No financial disclosures	N/A
Kima Taylor, MD, MPH	No financial disclosures	N/A
Suzanne Daub, LCSW	No financial disclosures	N/A
Mihriye Mete, PhD	No financial disclosures	N/A

HMA discloses all relevant financial relationships with companies whose primary business is producing, marketing, selling, re-selling, or distributing health care products used by or on patients.

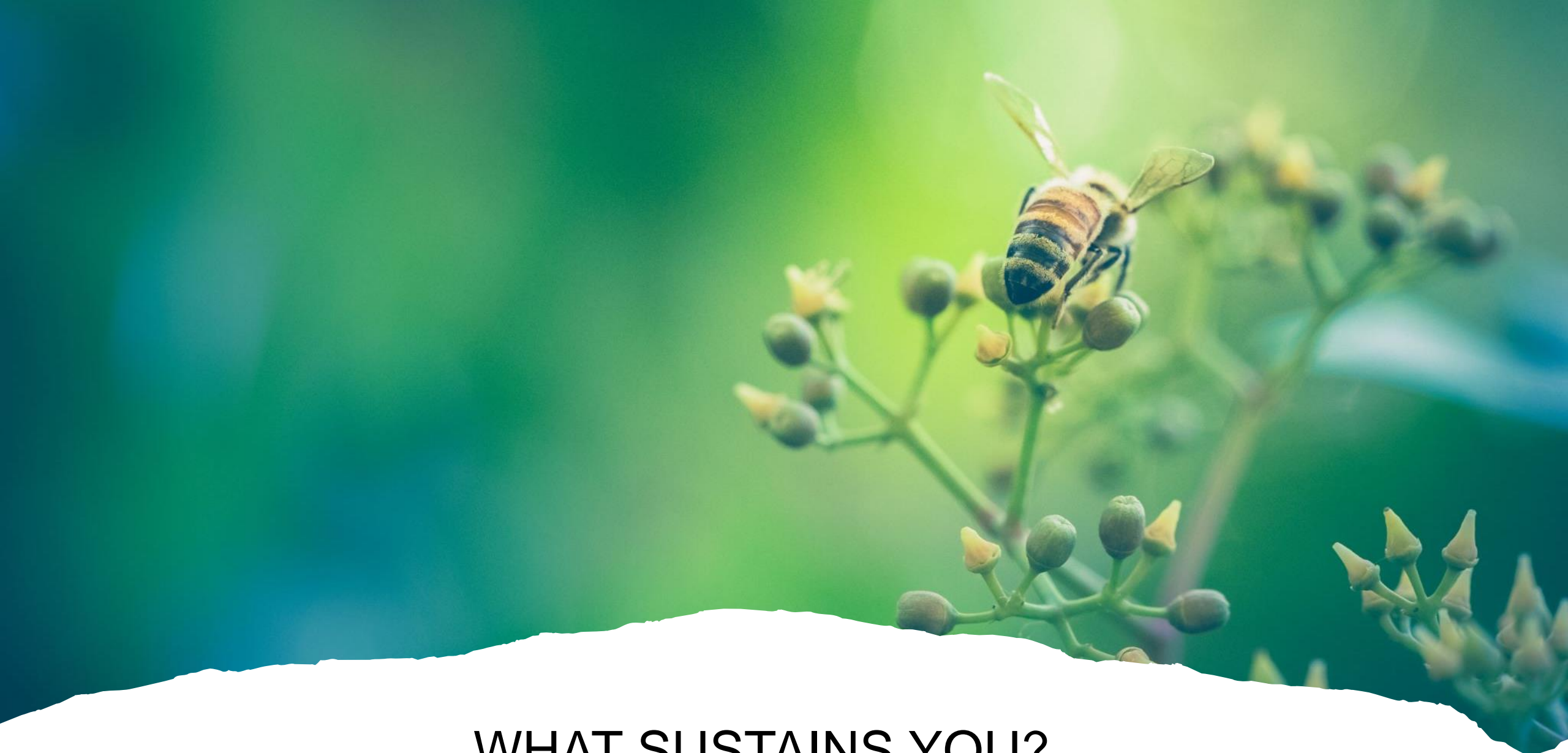
How to Mitigate Workforce Burnout and Fatigue

- >> Define our terms
- >> Understanding the impact of burnout
- >> Strategies to build workforce resilience
- >> Medstar Center for Wellbeing
- >> Closing Remarks/Q&A

OBJECTIVES

1. Define burnout, compassion fatigue and moral injury
2. Identify the steps organizational leadership can take to shape organizational culture to reduce employee burnout
3. Identify the steps organizational leadership can take to create the infrastructure for employees to experience joy at work





WHAT SUSTAINS YOU?

DEFINING KEY TERMS:

Resilience

Burnout

Compassion Fatigue

Moral Injury

Resilience Is...

- » The ability to adapt to difficult situations.
- » About how you recharge, *not* how you endure
- » About harnessing inner strength that helps you rebound from a setback or challenge

Resilience Is About How You Recharge; Not How You Endure.

Shawn Achor, Michelle Gielan, June 24, 2016.

<https://hbr.org/2016/06/resilience-is-about-how-you-recharge-not-how-you-endure>



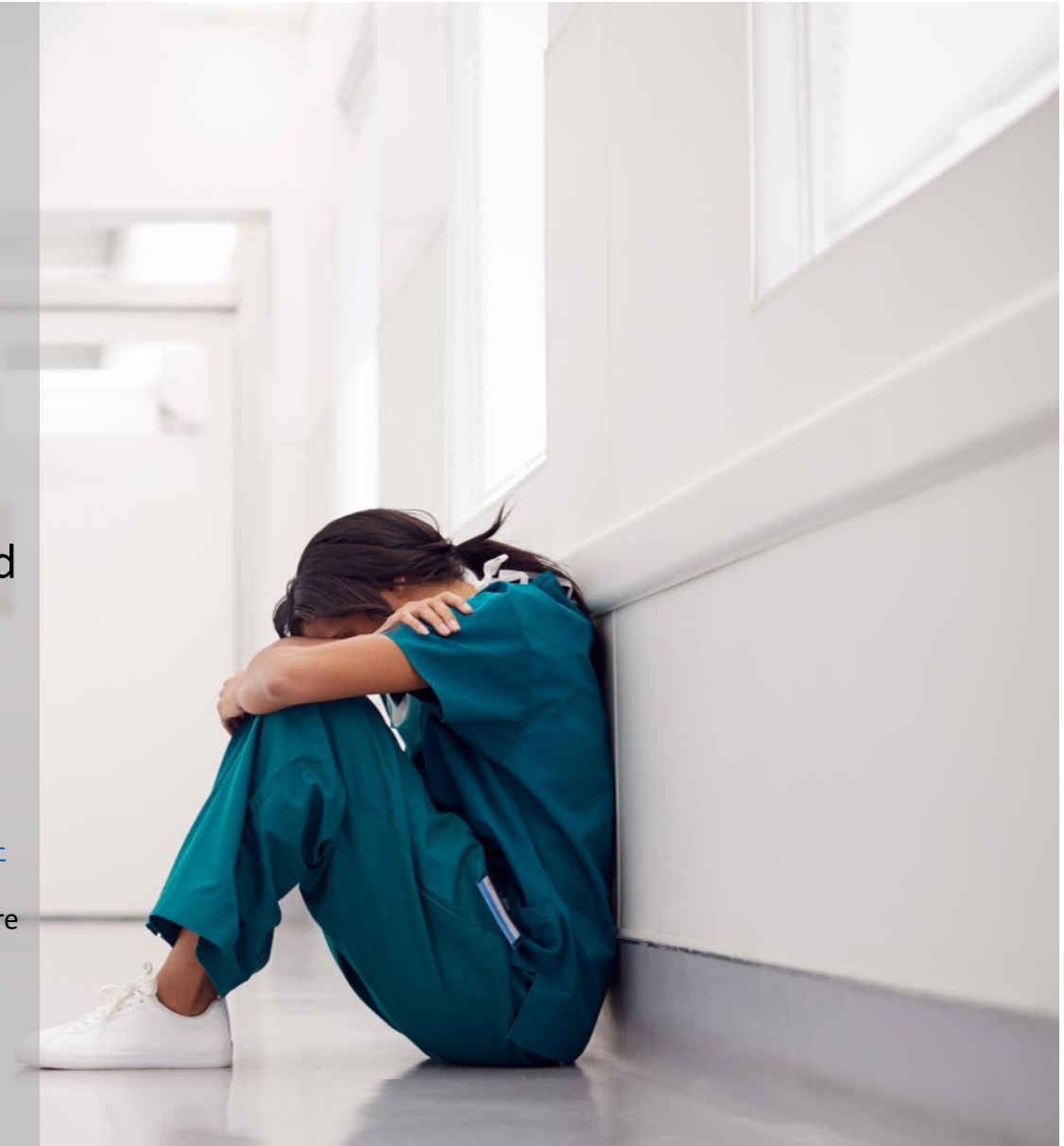
BURNOUT LITERALLY MEANS “BURN TO THE END”



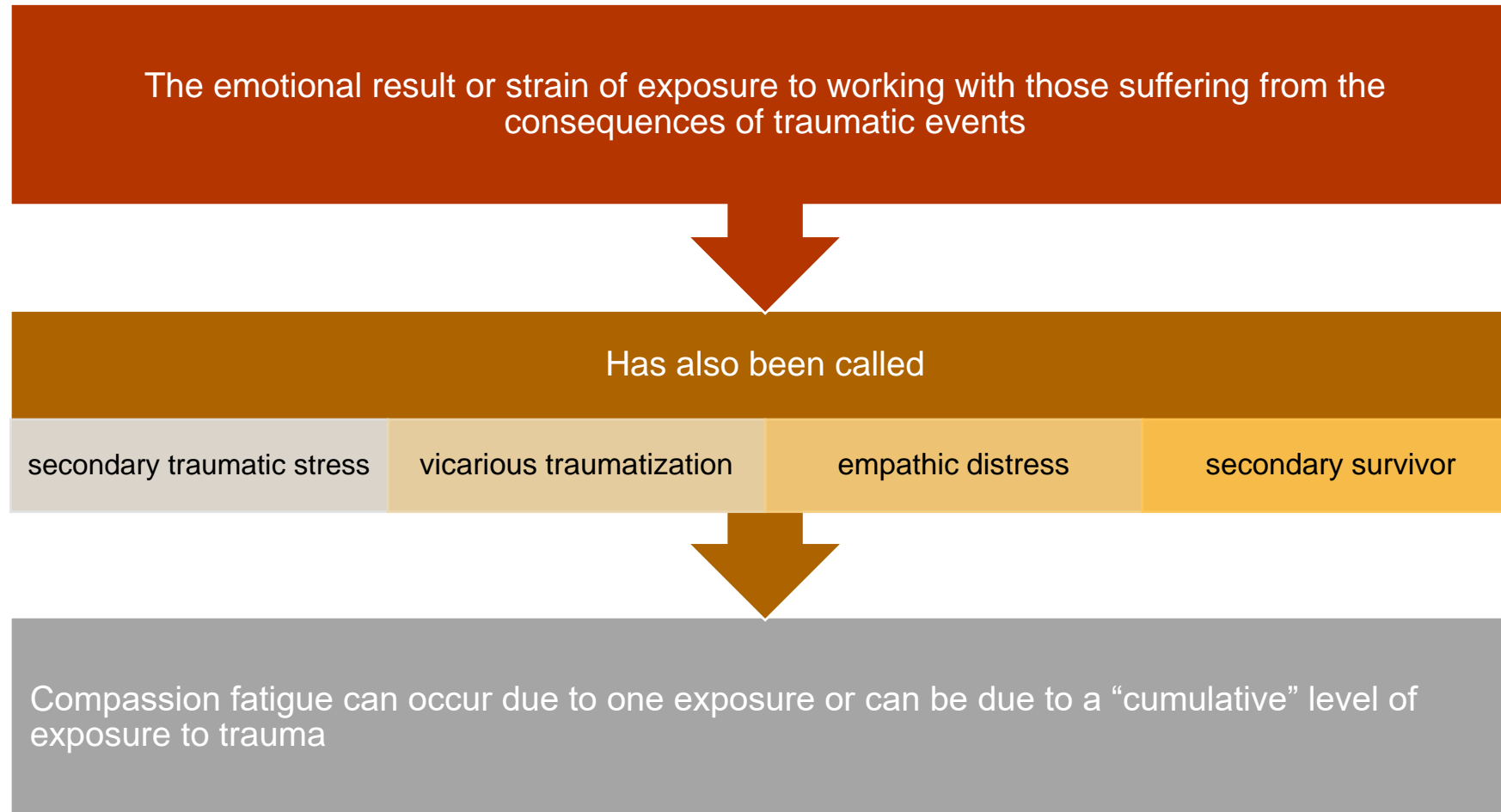
Physical and mental exhaustion resulting from an exhausting and overloaded **professional life**

- » Feelings of exhaustion or energy depletion
- » Feeling increasingly distant/negative/cynical about one's job
- » Reduced professional efficacy/decreased self-evaluation of output/performance

- World Health Organization, 2019 <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>
- Bridgeman PJ, Bridgeman MB, Barone J. Burnout syndrome among healthcare professionals. Am J Health Syst Pharm. 2018 Feb 1;75(3):147-152. doi: 10.2146/ajhp170460. Epub 2017 Nov 28. PMID: 29183877



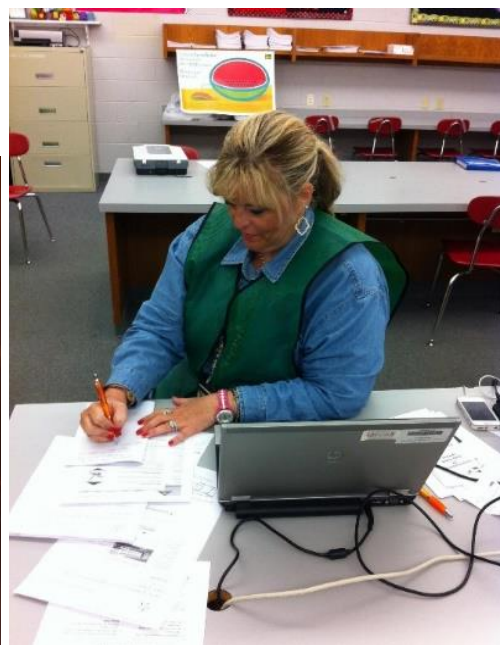
COMPASSION FATIGUE: FEELING ANOTHER'S PAIN



American Institute of Stress: <https://www.stress.org/military/for-practitionersleaders/compassion-fatigue>

Figley, C.F. (1995). Compassion fatigue as secondary traumatic stress disorder: An overview. In C.F. Figley (Ed.), *Compassion Fatigue: Coping with Secondary Traumatic Stress Disorder in Those Who Treat the Traumatized* (pp. 1-20). New York: Brunner/Mazel, Publishers

WHO EXPERIENCES COMPASSION FATIGUE?



- » Compassion fatigue is common in the health care industry where people experience daily exposure to patient emergencies, but is also seen in
 - Child protection workers
 - Social workers
 - Police officers
 - Firefighters
 - Journalists
 - Clergy
 - Veterinarians and animal welfare workers
- » Non-professionals, such as family members and other informal caregivers of people who have a chronic illness, may also experience compassion fatigue

MORAL INJURY

>> ***"Moral injury describes the challenge of simultaneously knowing what care patients need but being unable to provide it due to constraints that are beyond our control."***

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6752815/#:~:text=Moral%20injury%20describes%20the%20challenge,that%20are%20beyond%20our%20control>



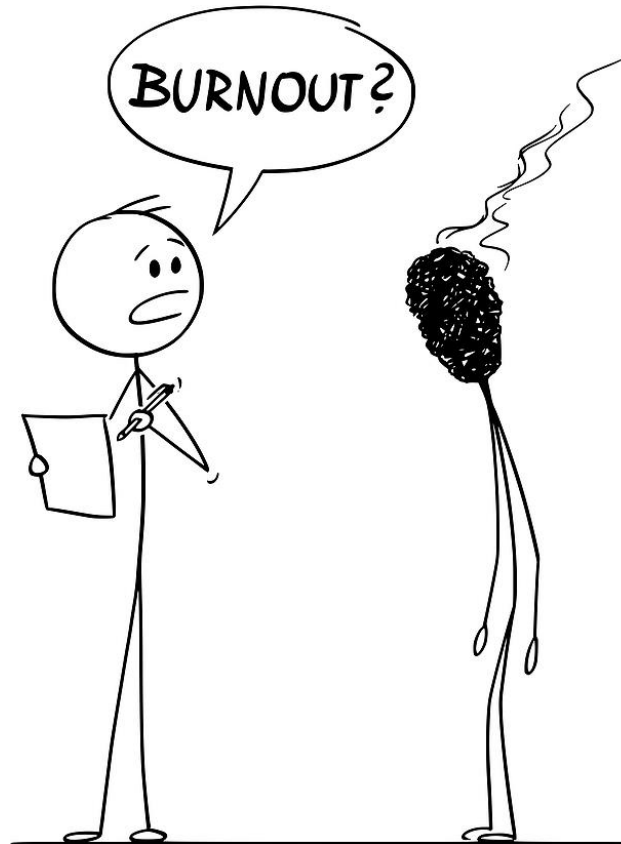
JOY IN WORK

- » Over time, systems can change to move from preventing burnout to promoting joy in work and staff wellbeing as ultimate outcomes



>> Poll: What percentage of your staff are experiencing burnout?

- Less than 10%
- 10% - 25%
- Over 25%
- Over 50%



BURNOUT IS RAMPANT AMONG THE HEALTHCARE WORKFORCE



Impact of Burnout

- Medical errors
- Decreased altruism
 - Job turnover
- Increased alcohol abuse
- Lower patient satisfaction ratings
- Reduced productivity

A recent survey indicates:

- » 84% reported feeling at least mildly burned out from work
- » 18% feel totally burned out.
- » One in three healthcare workers feel that they've been making more mistakes at work.
- » Nearly half (48%) have considered either retiring, quitting their jobs, or changing their careers altogether
- » 49% have cried at work in the past year

Survey conducted by Brexi, a division of Berkshire Hathaway Specialty Insurance and a provider of professional liability insurance for medical professionals

- >> What is causing burnout in your organization?
- >> What resources/protective factors have you put into place?



MEDSTAR CENTER FOR WELLBEING

Mihriye Mete, PhD
Director, Behavioral Health Research
MedStar Health Research Institute

MedStar Health Center for **Wellbeing**

Within MedStar Health



Mission:

To develop and promote an innovative and supportive culture that prioritizes professional fulfillment and wellbeing for every MedStar Health associate.



Vision:

Transforming the culture of healthcare.



MedStar Health

MedStar Health Center for Wellbeing

What we offer



Education and training in peer support that creates a culture of wellbeing

Integrated Peer Support

- Peer to Peer Groups and Training
- Care for the Caregiver
- You Are Not Alone
- Wellness Rounds

Mental Health Support

- Stress First Aid
- Resilience Training and Regional Resilience Coaches
- Expedited Mental Health Offerings

Wellbeing Information

- *Scrub In* Podcast
- *Here for You* Materials (pocket cards, website)
- External links and resources
- Quarterly Advocate Award



Programs that support optimal health, professional development and personal wellness

Local Initiatives

- Local Wellness Committees
- Physical Health Initiatives
- Wellbeing Newsletter

Support Services

- Digital Infrastructure
- Care.com
- Concierge
- Recharge Stations

Research and Program Development

- PWAC
- GME, Including SELECT Grants
- Research/Statistical Support
- Wellness Champions and Supporting Pilot Grants



MedStar Health



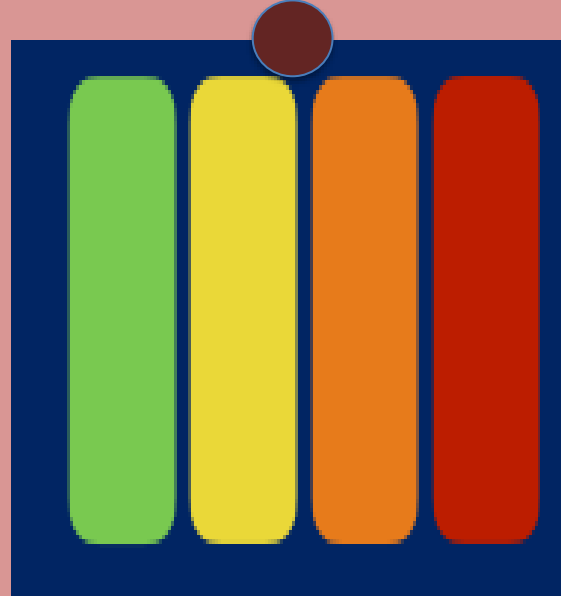
Interventions

- “Wellness Rounds”
- Care for the Caregiver



Education

- Stress First Aid
- New Leader/NPR Orientation
- Wellness Tool Kit



Partnerships & Initiatives

- Scrubin
- HNHN
- Caring Carts

A flyer for the MedStar Health Nursing Uniform Program. It features the MedStar Health logo at the top. Below the logo is a blue banner with the text "Nursing Uniform Program." in white. The main body of the flyer contains the following text: "Welcome to the MedStar Health uniform program powered by Standard Textile & Scrubin Uniforms. You now have access to approved scrubs and staff apparel for personal use at discount prices." Below this is a section titled "How to Access Your Ordering Portal:" with three steps: 1. Visit: medstarhealth.scrubin.com, 2. Enter the Access Code: NUR410, 3. Login or Create New Account. There is a photo of a smiling nurse in blue scrubs. Below the photo is a QR code. To the left of the QR code is a section titled "Payment Options:" with the text "Credit Card or Payroll Deduct". Below that is a section titled "Customer Service:" with the text "For any questions or concerns related to your ordering portal or account, please contact our Customer Service team at:". At the bottom, there is contact information: "Direct: 888.988.0028", "Email: customerservice@scrubin.com", and "Hours: Monday-Friday 8:30am to 5pm EST". The flyer also includes the Standard Textile and Scrubin logos.

On-going Dialogue

- Bi-monthly podcast related to wellbeing

A promotional image for the "Scrub In." podcast. It features a blue banner at the top with the text "Scrub In." in large yellow letters, followed by "with Crystal Morales" in white. Below the banner is a photo of Crystal Morales, a smiling woman with blonde hair tied back, wearing a grey jacket over a blue shirt and a blue ID badge that says "RN".

Projects



- Systemwide digital wellness solution; info on [myHR](#), register [here](#)
- Socialize resource and prep for Annual Enrollment
- **Support:** promo and uptake; maximize reporting findings; end-user feedback

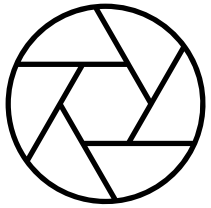


- Manage vendor relationship
- Utilization goals, explore collaboration, ensure dynamic responses
- **Support:** end-user feedback



- Philanthropic donations for associate wellbeing
- **Support:** feedback on visibility of initiatives

Local Wellness Committees



- Local Wellness Team Integration
- Wellbeing Newsletter
- Ensuring Connectedness

Wellness Research

The goal of the research program is to pursue translational research to

- improve the wellbeing of the healthcare workforce
- increase our national and international level academic reputation in healthcare.

Activities

- Evaluation of implementation and effectiveness of Center programs
- Publications in peer reviewed journals
- Grant applications
- Conference presentations and seminars
- Supporting Wellness Champions and Intramural grant awardees

Recent Notable Publications

- Analysis of Electronic Health Record Use and Clinical Productivity and their Association with Physician Turnover. **2021. JAMA Network Open.**
- Beyond burnout: Understanding the well-being gender gap in general surgery by examining professional fulfillment and control over schedule. **2021. American Journal of Surgery.**
- Burnout, Professional Fulfillment, Intention to Leave, and Sleep-Related Impairment Among Faculty Radiologists in the United States: An Epidemiologic Study. **J Am Coll Radiol. 2021 Best paper award for 2021**



Integrated Peer Support



Tier 1 & Tier 2 Training

1:1 Peer Support

Group Peer Support

24/7 Hotline

Wellness Rounds

Office Hours

Learning Portal

Mentorship

In-person & virtual

ADVERSE EVENTS

Care for the Caregiver support following SSEs, poor outcomes, & near-misses.

COVID RESPONSE

First & Second-tier emotional support through the full gamut of stressors .

LITIGATION

You Are Not Alone - mentorship & ongoing support through claims & litigation.



BUILDING RESILIENCE WHAT CAN YOU DO NOW?



Routinely ask your team about coping and well-being

Create a buddy system

Leverage in-house skills and capacity

Incorporate self-care into team meetings

Integrate connection into team meetings

Seek input/ideas for organizational changes

- » Everyday resilience building: Small interactions can serve to strengthen relationships
- 3-minute mindfulness to kick-off meetings
 - SAMHSA's model of cover, calm, connect, competence, confidence or it could be a very simple check-in at the beginning of a meeting: 1 word, scale of 1-10 how are you doing?
 - Sanctuary model of starting meetings: How are you feeling today? What is your goal for our time together? If you need support in this meeting, whom would you look to for help?
 - One ice-breaker question to the team, could be humorous, personal or fun

- » Communication and messaging to build resilience across your organization
 - Reframe resilience as the ability to ask for help and leverage the team – framing it as an exercise in individual distress tolerance and individual management of a burden sends the wrong message
 - Leverage stories of support across teams as much as excellent care for patients
 - Recognize collaborators, integrators and team players as much as “heroes”
 - Communicate concern for employee well-being at all levels

- » Research suggests that interpersonal support is the most powerful predictor of human resilience
 - **Take the pulse of your employees**
 - Survey employees on resilience itself or other proximal factors such as engagement or satisfaction
- » **Leverage human resources to develop a strategy and plan to build resilience across the organization**
 - “Teamify” the resilience strategy
 - Consider the equity of resilience ((women and people of color have disproportionate caretaking responsibilities outside of the workplace that affect overall resiliency)
 - Integrate interpersonal support mechanisms into the overall strategy

- **Review management practices to ensure leveraging intrinsic motivators such as autonomy, mastery and purpose**
 - Do process improvement efforts involve the people who will “inherit” the solution?
 - How are employees included actively in connecting their personal sense of mission to the activities of the health center and their role?
 - Focus managerial and performance efforts on teaming including building team cohesion and measuring performance at the team level
 - Provide resiliency training and coaching to your employees

>> System change, not individual change

- Mission Alignment
- Recruitment, Hiring and Pay
- Staff Involvement and Protected Time
- Career Development
- Reimbursement Changes

Q&A

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As a result of
this webinar, I
understand:

- a. The similarities and differences between resilience, burnout, compassion fatigue and moral injury
- b. The steps organizational leadership can take to shape organizational culture to reduce employee burnout
- c. The steps organizational leadership can take to create the infrastructure for employees to experience joy at work

- >> Please complete the online evaluation! **If you would like to receive CME credit, the evaluation will need to be completed.** You will receive a link to the evaluation shortly after this webinar.

- >> The webinar recording will be available within a few days at:
<https://www.integratedcaredc.com/learning/>

- >> **Upcoming Webinars:**
 - >> *Bundle Up! What's a bundled payment and how does it fit into a VBP framework?*, February 15, 12pm – 1pm EST
 - >> *Integrating Screening for Drug Use in General Medical Settings*, February 22, 12pm – 1pm EST

- >> For more information about Integrated Care DC, please visit:
<https://www.integratedcaredc.com/>