

HEALING AND IMPROVING OURSELVES AND PLACES OF WORK AS WE RECOVER FROM COVID-19

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THANKS FOR THIS GRANT-FUNDED OPPORTUNITY

<https://reach4resiliencend.com/>

Reach for Resilience

We are a COVID-19 help line and resource center for healthcare workers – created by healthcare workers. We are formed in partnership between Sanford Health and the North Dakota Department of Human Services' Behavioral Health Division

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WHY I AM HERE WITH YOU TODAY?

- Almost 18 years at Sanford Health
- Lead clinician for the grant-funded effort to provide information/training and assistance to healthcare workers impacted by COVID-19
- Clinical work with health professionals throughout my career who are showing signs of burnout
- Development of the Clinician Wellness Program about 12 years ago
- Wellness Work with Family Medicine Residents
- Department Chair work with 14 Behavioral Health Professionals (master's level therapists and psychologists)
- Primarily a practicing psychologist seeing patients

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OBJECTIVES

1. Identify elements of burnout, as well as some common mental health conditions that typically rise after a pandemic
2. Describe individual efforts that are designed to help us recover from a stressful experience
3. Describe collective strategies that are designed to improve the health of our teams and workplace

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COVID-19 EFFECTS ON HEALTHCARE WORKERS

- Poll of 1005 Healthcare workers (HCWs) in February 2022 by Morning Consult: 48% noted their mental health worsened, 34% their physical health
- Mushtaq et al. (2022) did a narrative review: Increased rate of Anxiety, Depression, PTSD, Sleep Disorders, and Drug/alcohol addiction compared to general population
- WHO (March, 2022 News Release): Cases of Anxiety and Depression in general are up by 25%

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BURNOUT 101 (MASLACH & LEITER, 2016)

- Introduced by American Psychologist Herbert Freudenberger in 1974.
- Described the physical and mental exhaustion caused by our professional lives
- Burnout is a “psychological syndrome,” and is a prolonged response to chronic interpersonal stressors on the job



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BURNOUT 101 (MASLACH & LEITER, 2016)

3 Dimensions of the Burnout Experience:

- **Exhaustion** – wearing out, loss of energy, depletion, fatigue
- **Cynicism** – (originally depersonalization), negative or inappropriate attitudes towards clients, irritability, loss of idealism, and withdrawal
- **Inefficacy** – (originally reduced personal accomplishment), reduced productivity, low morale, inability to cope

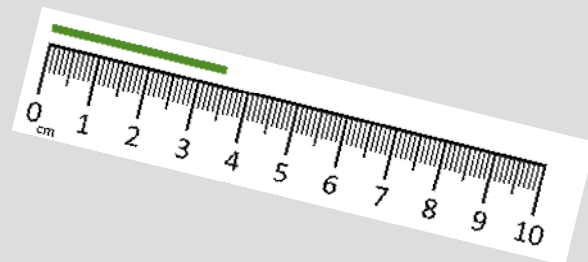
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QUICK SELF-ASSESSMENT

Rate the following on 1 to 10 scale

(10 = high, 1 = low):

- Exhaustion
- Cynicism
- Inefficacy - Low sense of accomplishment



Bonus Question: Would you do your job for free?

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DR. ANN MASTEN AND RESILIENCE

- Resilience is “the capacity of a system to adapt successfully through multiple processes to challenges that threaten system function, survival, or development” (Masten et al., 2021)
- Resilience Factors “Short-List”
 - Close relationships
 - Sense of belonging
 - Self-regulation
 - Problem-solving/planning skills
 - Hope/optimism,
 - Sense of Purpose
 - Positive view of self/family/group
 - Masten, A. (2014). *Ordinary magic: Resilience in development*. The Guilford Press, New York, NY

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INDIVIDUAL EFFORTS TO HELP US RECOVER

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REACH FOR RESILIENCE WEBINARS

Building Resiliency in Healthcare Providers

HEALTHCARE WORKERS

Dates & Presentations: ALL webinars will be from 12:00pm-1:00pm CST



[Register Here](#)

2022

May 19 - Why Mourning for the Self is a Necessary Part of Healing - Hilary Jacobs Hendel

June 16 - On Resilience in an Age of Burnout: An evidence-based approach - Dr. Kira Schabram

July 21 - A Guide to Living with Worry and Anxiety - Dr. Hardeep Kaur August 18 - How Does Stress Affect Your Body? The latest research shows it can vary - Dr. Sherry Ross

September 15 - Caring for Yourself While Caring for Others - Dr. Karla Vermeulen

October 20 - Self-Compassion - Amy Noelle

November 17 - Good Enough is Okay - Dr. Lynne Siqueland

December 15 - Are You Deceiving Yourself? Breaking old patterns of self-denigration - Dr. Peg O'Connor

2023

January 19 - Discomfort of Grief Can Help Us: Recognizing and adapting to loss during the COVID-19 outbreak - Dr. Katherine Shear

February 16 - Caring for Ourselves: Healing the Healer - Dr. Ken Ginsburg

March 16 - 8 Dimensions of Wellness

April 20 - Post-Traumatic Growth

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BUILDING MOMENTS INTO OUR DAY TO RESET

Quick Resilience Mindfulness Exercise

Phone Apps to Help You Learn:

Mindfulness Coach (free)

Headspace

Calm



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INCREASE COGNITIVE FLEXIBILITY



- Life is 10% what happens to us, 90% how you react to it (Charles Swindoll)
- Change how we “vent” to each other
 - “Why did this situation impact you so strongly?”
 - “Remind me. Why do you do your job?”
- Assume good intentions in others. What’s another way to look at this situation?
- What old thoughts am I getting tangled up in?

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FORM NEW HABITS?

“A mental association between a context cue and a response that develops as we repeat an action in that context for a reward”

- Automatic responding instead of conscious decision-making
- “A habit turns the world around you – your context – into a trigger to act” - Wendy Wood
- All mammals learn habits. Habits free us up to do other things with our thinking

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THE POWER OF CONTEXT



Environmental cues are powerful forces on our behavior (e.g., binge watching Amazon Prime, purchasing online, work setting behavior)

Context Cues Increase or Decrease FRICTION (e.g., distance to gym)

- Driving Forces (“Would you like fries with that?”)
- Restraining Forces (e.g., apple slices and buttered popcorn; my sister-in-law)

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REPETITION OF THE DESIRED BEHAVIOR

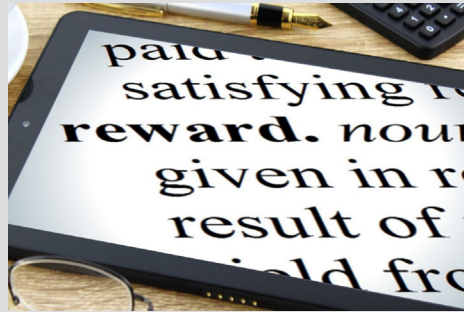
- When do you actually fall asleep?
- For a health behavior, 66 days (2 months and week) was the average amount; gym example was 5 weeks
- Don't think about repetition as magic. Think of it as an opportunity to speed up thinking and action (first time, second time, third time, etc.)
- “We are what we repeatedly do. Excellence, then, is not an act, but a habit”
- Aristotle



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REWARD AND HABIT FORMATION

- Need to be bigger and better than normal!
- Unexpected and uncertain rewards trigger release of dopamine (e.g., checking our phones)
- Evolutionary ties to scarcity
- Dopamine encourages habit learning for less than a minute
- Needs to be individual



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CONSISTENCY

WHAT YOU DO
EVERY DAY
MATTERS
MORE THAN
WHAT YOU DO
ONCE IN A WHILE.

- Habit cues get our attention before we make decisions about what to focus on (they have similar power to hunger and thirst cues)
- To form habits, we need to create stable cues that support our desired actions
- The more consistent the cues, the easier the habit is formed
- Musicians

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CONSIDER A WELL-BEING CHECK-IN



https://reach4resiliencend.com/wp-content/uploads/2021/06/Well-Being-Check-In_incl-references.pdf

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WORK WELLNESS INTO YOU MEETINGS

- Add a “Wellness” Agenda item into every one of your meetings
- Celebrate Wellness Efforts from Your Team Members
- Reach for Resilience Newsletter Topics
 - Sleep
 - Identification and Treatment of Depression
 - Anxiety Management



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“BATTLE BUDDIES” (U OF M)

- Peer to Peer support
- The **Minnesota Resilience Action Plan (MinnRAP)** created by to address effects of COVID-19 pandemic on healthcare workers by Department of Psychiatry & Behavioral Sciences
<https://med.umn.edu/covid19/minnrap>



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SUGGESTIONS FOR THE IDEAL WORKPLACE

Swensen & Shanafelt (2020). *Mayo Clinic strategies to reduce burnout: 12 actions to create the ideal workplace*. Oxford University Press, New York, NY

National Academy of Medicine (2019). *Taking action against clinician burnout: A systems approach to professional wellbeing*. The National Academies Press, Washington, DC

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REACH FOR RESILIENCE WEBINARS

Culture Change: Fostering a Resilient Workplace

LEADERS

Dates & Presentations: ALL Webinars will be from 12:00pm-1:00pm CST

2022



[Register Here](#)

May 5 - Building a better workplace with saying "Thanks" - Lauren Locklear

June 2 - Self-care is not the solution for burnout - Dr. Justin Henderson

July 7 - Overview of the National Academy of Medicine Consensus Study Report, Taking Action Against Clinician Burnout: A Systems Approach to Professional Wellbeing and resources on the National Academy of Medicine website - Dr. Christine Cassel

August 4 - Taking Action Against Clinician Burnout: A Systems Approach to Professional Wellbeing. An expanded conversation on the "systems approach" to clinician well-being, the conceptual framework of the overall report and the approaches for using/implementing the framework in your facility - Dr. Pascale Carayon

September 1 - Taking Action Against Clinician Burnout: A Systems Approach to Professional Wellbeing Expanding the conversation of how the work environment and its systems support well-being - Dr. Sharon Pappas

October 6 - Taking Action Against Clinician Burnout: A Systems Approach to Professional Wellbeing Characteristics of Well functioning teams and how they can contribute to clinician well-being (as well as operations and improve patient outcomes) - Dr. Lynn Crismon **November 3** - 12 BEST PRACTICES for Mitigating Burnout and Improving Clinician Wellness - Dr. Chen

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SYSTEM-BASED DRIVERS OF BURNOUT OR ENGAGEMENT

W. Edwards Deming Quotes:

- "Every system is perfectly designed to get the results it gets"
- "A bad system will beat a good person every time"

6 workplace dimensions that drive burnout or engagement (Swensen & Shanafelt, 2020)

- Workload and job demands
- Efficiency and resources
- Control and flexibility
- Organizational culture and values
- Social support and community at work
- Work-life integration

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SPIRIT OF THE BODY?

- Esprit de corps – common spirit in a group that inspires enthusiasm, devotion, loyalty, camaraderie, engagement, and common welfare
- Healthcare is not viewed as something that is broken and needs to be fixed
- Find the ideal state of vitality that will allow health care professionals to flourish and experience esprit de corps



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INTERVENTION TRIAD (SWENSEN & SHANAFELT, 2020)

Agency Action Set

Leaders need to be responsive!

1. Leaders remove pebbles
2. Develop systems and policies to be flexible and allow for local control
3. Interactions focus on values alignment (excellent patient care, healthcare worker well-being, organization effectiveness)



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INTERVENTION TRIAD



Coherence Action Set (parts fit and work together to form unified whole)

1. Establishing fair and just accountability (e.g., consoling healthcare workers involved in adverse patient events that are caused by system failure and expected human factor errors)
2. Forming safe havens – confidential, stigma-free refuge for emotional support of health care workers experiencing burnout, compassion fatigue, moral injury, and other distress

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INTERVENTION TRIAD



Camaraderie Action Set

1. Activities to build fellowship
2. Optimize rewards, recognition, and appreciation
3. Team-driven, psychologically safe, participative decision-making with transparency

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