Promoting Resilience at an Organizational Level

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Mountain Plains (HHS Region 8)

MHTTC

Mental Health Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

SAMHSA
Substance Abuse and Mental Health
Services Administration

Disclaimer and Funding Statement

Mountain Plains
Mental Health Technology Transfer Center

Provide free training, resources, and technical assistance to individuals serving persons with mental health disorders in HHS Region 8.

We belong to the Technology Transfer Center (TTC) Network, a national network of training and technical assistance centers serving the needs of mental health, substance use and prevention providers. The work of the TTC Network is under a cooperative agreement by the Substance Abuse and Mental Health Service Administration (SAMHSA).
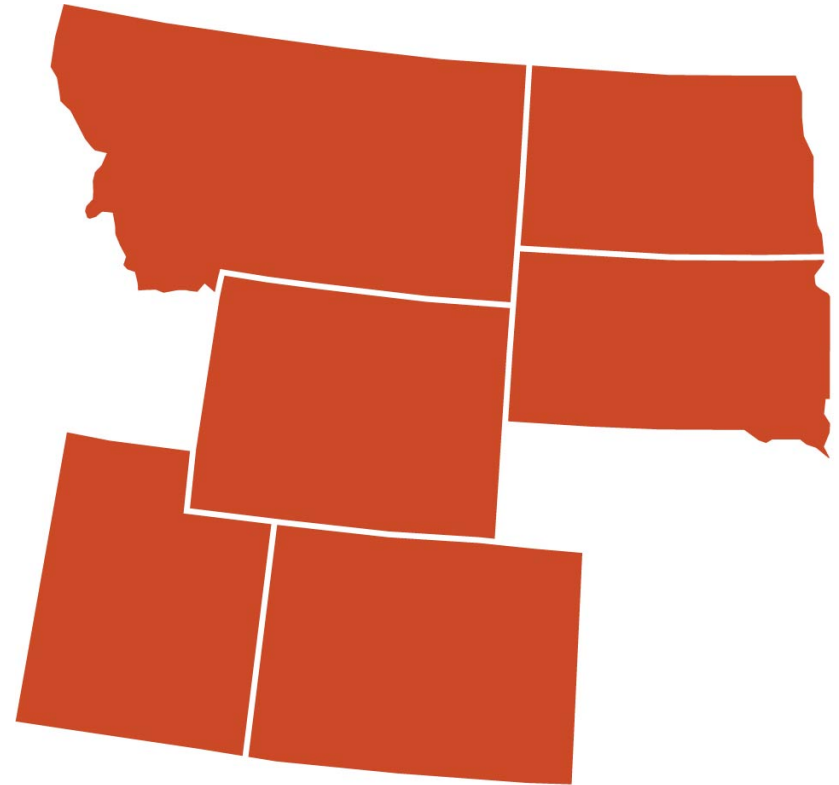
Land Acknowledgement Statement

Today, the University of North Dakota rests on the ancestral lands of the Pembina and Red Lake Bands of Ojibwe and the Dakota Oyate - presently existing as composite parts of the Red Lake, Turtle Mountain, White Earth Bands, and the Dakota Tribes of Minnesota and North Dakota. We acknowledge the people who resided here for generations and recognize that the spirit of the Ojibwe and Oyate people permeates this land. As a university community, we will continue to build upon our relations with the First Nations of the State of North Dakota - the Mandan, Hidatsa, and Arikara Nation, Sisseton-Wahpeton Oyate Nation, Spirit Lake Nation, Standing Rock Sioux Tribe, and Turtle Mountain Band of Chippewa Indians.
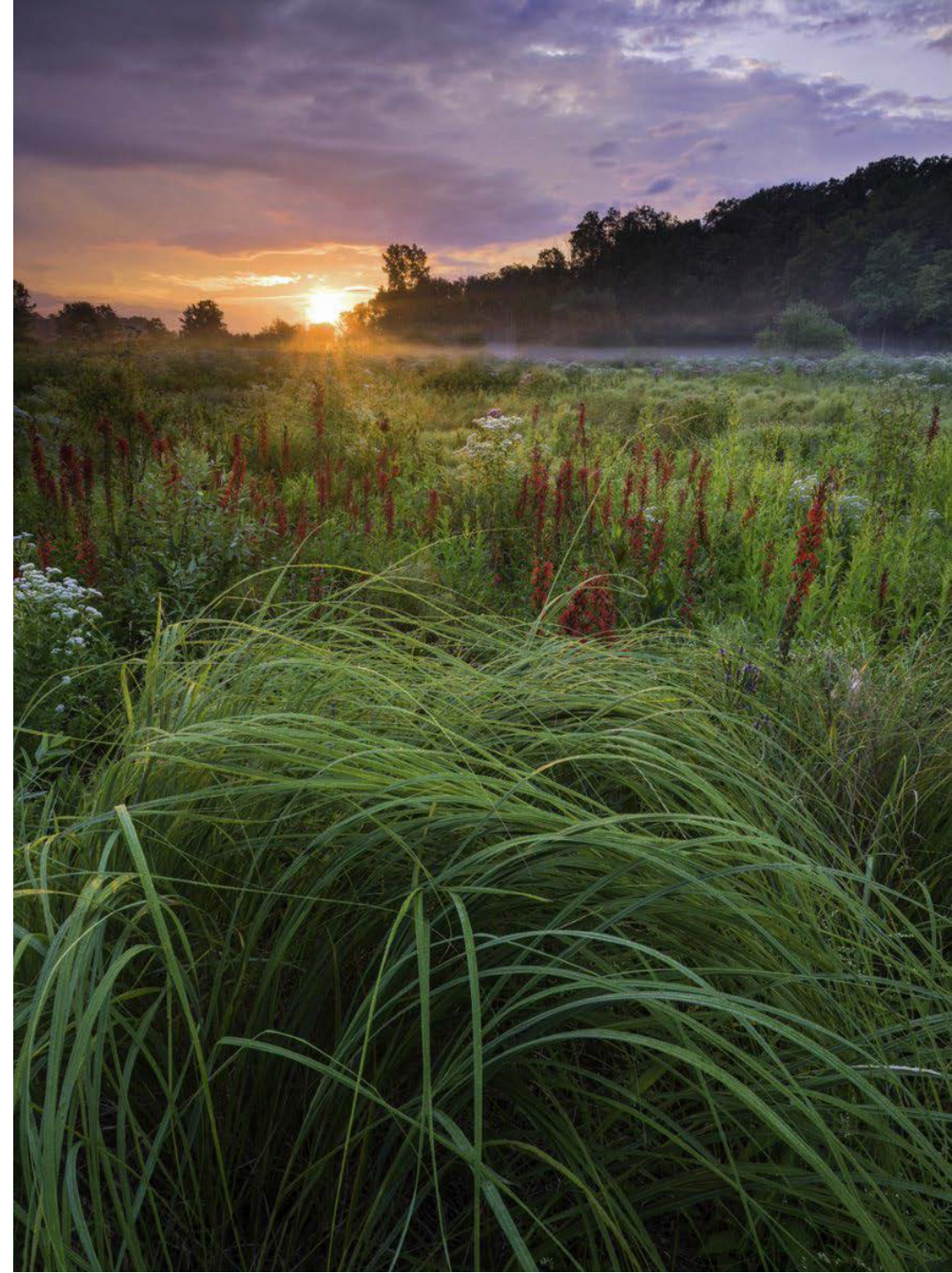
The MHTTC Network uses affirming, respectful and recovery-oriented language in all activities. That language is:

INVITING TO INDIVIDUALS PARTICIPATING IN THEIR OWN JOURNEYS

STRENGTHS-BASED AND HOPEFUL

PERSON-FIRST AND FREE OF LABELS

INCLUSIVE AND ACCEPTING OF DIVERSE CULTURES, GENDERS, PERSPECTIVES, AND EXPERIENCES

NON-JUDGMENTAL AND AVOIDING ASSUMPTIONS

RESPECTFUL, CLEAR AND UNDERSTANDABLE

HEALING-CENTERED/ TRAUMA-RESPONSIVE

CONSISTENT WITH OUR ACTIONS, POLICIES, AND PRODUCTS

OBJECTIVES

1. Describe how a transformational work culture can protect against burnout.

2. Identify clinical care challenges and organizational strategies to alleviate them.

3. Discuss the impact of positive leadership.

Transformational Culture and Leadership

5 Elements of a Transformational Culture

- Shared values
- Empowerment
- Communication
- Service excellence
- Rewards for success

White, K. R., & Griffith, J. R. (2019). *The well-managed healthcare organization*. Health Administration Press.

Shared Values

- Mission – the organization's central purpose
- Vision – idealistic goal / what to strive toward
- Values – ethical principles / basic rules of acceptable conduct

"To improve the health of individuals and communities . . . And provide the right care, at the right time, in the right place, at the right cost with outcomes second to none." -Heartland Health (MO)

Purpose and Meaning

- A protective factor against burnout:

- Re-capturing the primary essence of why you went into this field…
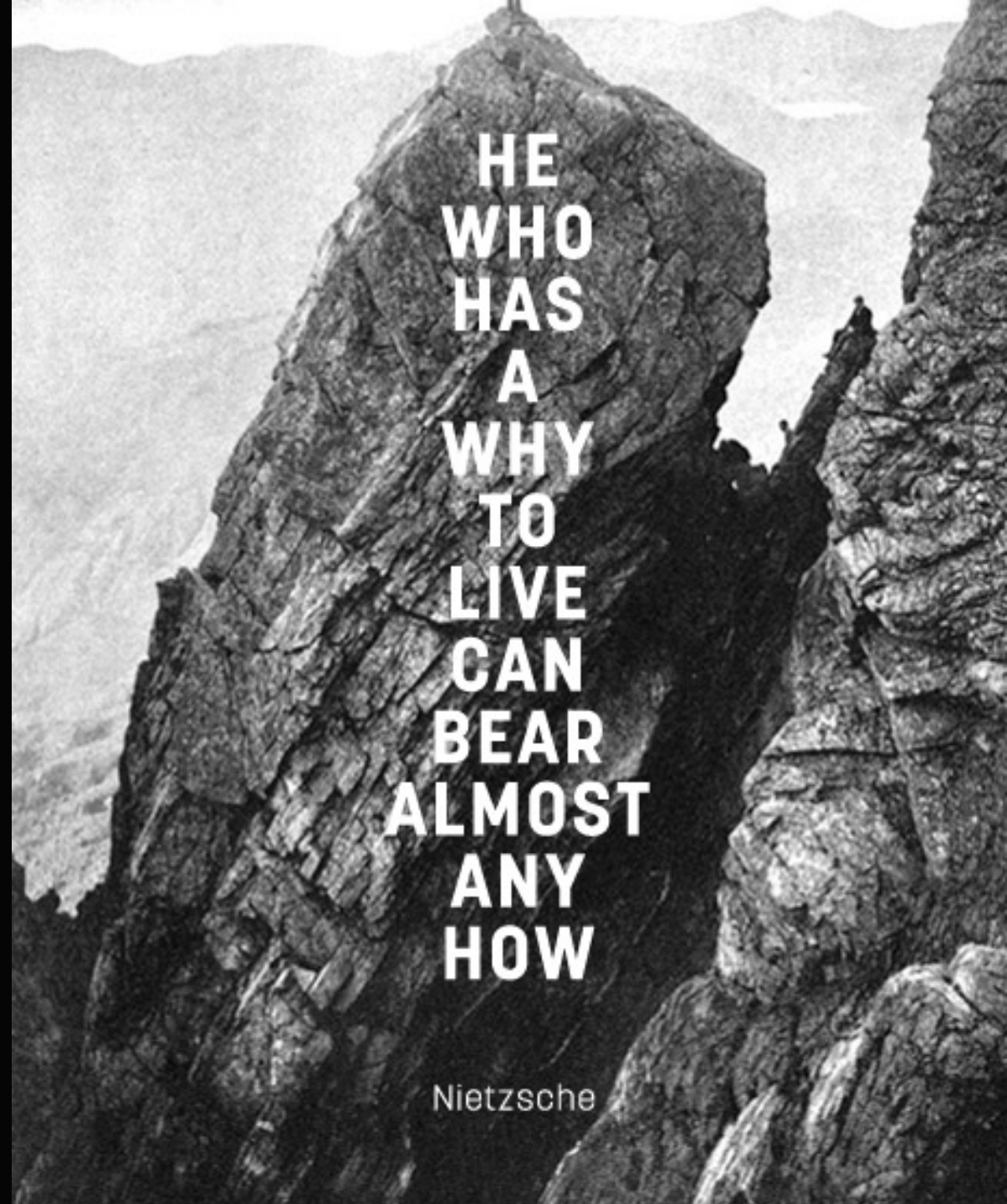
HE
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Nietzsche

Empowerment and Communication

Empowerment is the ability of a worker to control his or her work situation in ways consistent with the mission.

- "I can rely on what I'm told."
- "My needs will be met."
- "I won't be ignored, let alone harassed."
- "I will treat patients with compassion and be confident that members of my team and those in other teams will do the same."

Service Excellence and Rewards for Success

To give excellent service to clients, organizations must provide excellent resources to workers.

"When workers' needs are met, clients' needs are also met."

Rewards for success typically come in two varieties:

- Incentive pay
- Celebrations

Implementing Transformational Culture

- Promote shared values by celebrating exceptional effort
- Empower workers with 360-degree manager assessments
- Increase communication through rounding and open-door policies
- Support service excellence through goal negotiating
- Reward behavior measuring and celebrating high patient satisfaction

Implementing Transformational Culture cont…

- Eliminate early morning or late afternoon meetings
- Institutionalizing peer coaching and mentoring
- Scheduled social events
- Employee Assistance Programs (EAPs)

Traits of Successfully Resilient Communities:

- Strong Leadership

- Engagement of members

- Wise use of resources

- Attention to psychosocial issues

Norris et al

Resilient (and resilience enhancing) organizations have a number of traits in common.

- A common theme, however, is that of clarity, even in the midst of crisis:
- Clarity regarding:
  - -Guiding principles and values (mission, vision)
  - -Direction
  - -Acceptable practices and behaviors
  - -The needs of staff and clients
  - -Messaging; open, two-way communication.

Common traits of resilience-enhancing organizations

Openly acknowledge and mourn losses

Robust sense of safety among members and stakeholders

Clear sense of purpose, values and guiding principles

Strong levels of trust, empathy, compassion and emotional support

Emotionally well-regulated

Open two-way communication

Widespread agreement on acceptable practices and behaviors

Awareness of organization's environmental impacts

Integrated systems and structures leading to cooperation and partnerships

Commitment to social justice, responsibility and stewardship

Embrace and utilize criticism to learn and improve

Rules and regulations that foster trust and safety

Clinical Care Challenges for Providers

Pandemic Related Challenges

- Increased number of patients and increased time spent per patient due to safety protocols

- Feeling unworthy of self-care while patients struggle on ventilators

- Changing policies and procedures

- Immediate need for telehealth without necessary infrastructure
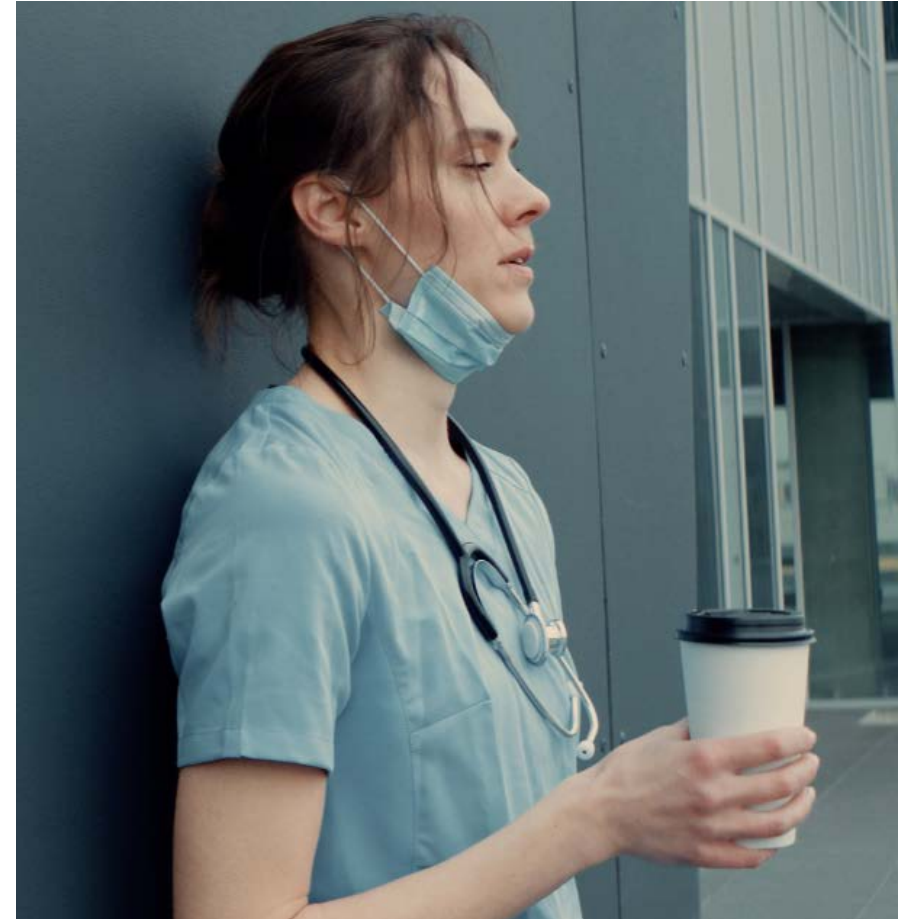
An additional risk for those in the health field during disasters

- **Moral Injury---**

- Being unable to provide what you know is best for the patient/public due to conditions beyond your control.

(Researchers initially defined this in more onerous ways: the emotional, physical and spiritual harm people feel after "perpetrating, failing to prevent, or bearing witness to acts that transgress deeply held moral beliefs and expectations.")

Ask yourself:
To how many "communities" do I belong?

Religious

Social

Family

Neighborhood

Civic

City

PROFESSIONAL

- And many others….

Additional Challenges for Rural Providers

- Social isolation
- Lack of professional support
- Filling multiple roles – primary care provider, chief of staff, county coroner, home health director

Team Level Strategies to Support Resilience

Team-Level Strategies

- Promote the belief in success
- Utilize pre-briefs, de-briefs, huddles, and hand-offs
- Develop cues for asking about and acknowledging distress and "buddy up"
- Recognize recurring situations that "stay with" team members
- Engage with administrators for system level issues
- Acknowledge challenges

RECOGNIZE SIGNS OF DISTRESS IN YOURSELF AND YOUR COLLEAGUES

BEHAVIORAL OR PSYCHOLOGICAL

Exhaustion

Anger

Irritability

Sadness

Frustration

Shame

Guilt

Isolation

PHYSICAL

Insomnia

Headaches

Stomachaches

Increased heart rate

Weight change

Body aches

Low energy

Hair loss

The FACTS

- **F**oster Hope
- **A**ct with Purpose
- **C**onnect with others
- **T**ake Care of Yourself
- **S**earch for Meaning

Red River Resilience

Organizational Efficiency and Positive Leadership

Organizational (in)Efficiency

- More emails, more burnout
- More work hours, more burnout
- More time on documentation, more burnout
- Electronic health records? Burnout.

https://mhttcnetwork.org/centers/mountain-plains-mhttc/product/building-resilience-among-physical-and-behavioral-healthcare

Positive Leadership/Followership

- In a transformational culture, everyone is both a leader and a follower.
- Organizations can demonstrate commitment to wellness with C-Suite level positions, like a Chief Wellness Officer.
- Institutionalize wellness into data dashboards and share results with stakeholders.

Building Resilience Among Physical and Behavioral Healthcare Providers During a Global Health Pandemic

Publication Date: April 29, 2021

Developed By: Mountain Plains MHTTC

DOWNLOAD

MP | MHP | PHARM | RS | AC

Building Resilience Among Physical and Behavioral Healthcare Providers During a Global Health Pandemic

Providing physical or behavioral healthcare to others during the global health pandemic can lead to increased levels of stress, fear, anxiety, burnout, frustration, and other strong emotions. It is imperative that physical and behavioral healthcare providers recognize personal signs of mental fatigue, are given supports in their organization to ensure continued productivity and quality care, and are provided with tools to learn how to cope and build resilience.

mhttcnetwork.org/centers/mountain-plains-mhttc/product/building-resilience-among-physical-and-behavioral-healthcare

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Thank you!

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