Fostering Resilience: Leveraging High Reliability Strategy to Revitalize and Retain the Healthcare Workforce

February 8, 2022
Learning Objectives

At the end of the program, the participants will be able to:

1. Recall the five hallmarks of high reliability
2. Describe how to leverage the tenets of high reliability to mitigate healthcare worker issues of fatigue and burnout and to ensure full engagement of the workforce.
Speaker Introduction

Anne Marie Benedicto, MPP, MPH
Vice President | Joint Commission Center for Transforming Healthcare

Craig Deao, MHA
Managing Director, Speaker, Author | Huron
Frontline Health Care Workers Aren’t Feeling the ‘Summer of Joy’

Doctors and nurses are reeling from new Covid cases, staff burnout and the prolonged stress of dealing with the pandemic.
The 'Great Resignation' Is Really the 'Great Discontent'

BY VIPULA GANDHI AND JENNIFER ROBISON
Mean Girls of the ER: The Alarming Nurse Culture of Bullying and Hazing

It's not only threatening the profession, it's putting patients' lives at risk.
No More Working for Jerks!

For almost two years, couches have been cubicles. Colleagues are instant message avatars. And people are reconsidering how much they should have to put up with from a boss.

By Emma Goldberg

Jan. 8, 2022

The honeymoon phase at Better.com opened with freebies galore. The employees did Zoom scavenger hunts. They did Zoom cooking classes. They were sent tequila and chocolate milk powder and pine boxes branded with the company’s name. They competed for giveaways, including a Peloton. This was the land of corporate-meets-summer-camp, where lunches were covered and training sessions featured funny hats.

Christian Chapman, 41, compared his feelings during Better.com's orientation to the head rush of a new relationship. The perks were bountiful, the mission was sound and Mr. Chapman, a mortgage underwriting trainer, fell fast and hard. “LGTM!” he and his teammates cheered, which stood for “Let’s Get That Money.”
High reliability in health care is “maintaining consistently high levels of safety and quality over time and across all health care services and settings”
High Reliability Organizations

- Perform at consistently high levels of quality and safety despite the potential for large scale harm
- Environment of “collective mindfulness”
- Prize the identification of errors for the lessons they provide
- Lessons are used to strengthen systems and prevent future errors
Five Principles of High Reliability Organizations

Anticipation “Stay Out of Trouble”
- Preoccupation with Failure
- Reluctance to Simplify
- Sensitivity to Operations

Containment “Get Out of Trouble”
- Deference to Expertise
- Commitment to Resilience

Anticipation “Stay Out of Trouble”

- Preoccupation with Failure
- Reluctance to Simplify
- Sensitivity to Operations

- Vigilant about emerging safety threats
- Explore root causes as a pathway to improvement
- Anomalies recognized early and isolated quickly
Containment “Get Out of Trouble”

- Deference to Expertise
  - Push decision-making to those with most experience and knowledge

- Commitment to Resilience
  - Recognize errors quickly, diligent about immediate remediation
An engaged, empowered and highly skilled workforce is necessary to achieve zero harm.
Resilience
What is Resilience?
The ability to bounce back to PRODUCTIVE functioning levels after adversity

Resilience is about getting through difficult times and emerging **stronger and better**.
Everyone one of us who work in healthcare has an **honorable and important** job. Every one of us contributes to the care of our country’s sick and injured.

Being resilient does not mean just **surviving** the stressors and **avoiding** burnout.

Rather, resilience is the ability to **grow and flourish** in the face of the same stressors and challenges that distress and disable others.
How to Lead When Your Team is Exhausted

Key Steps to cultivating resilience with your team and colleagues

Understanding Urgency vs. Importance

Balancing Compassion and Containment

Energize Everyone, Every Day

Are you doing all you can do to emerge from the crisis stronger?

Find the balance between caring and challenging

Energy is not a given must be generated and channeled internally

Source: https://hbr.org/2020/12/how-to-lead-when-your-team-is-exhausted-and-you-are-too
Resilient Cultures

Key Elements

- Compassion
- Shared Purpose and Values
- Alignment and Accountability
- Learning and Innovation
- Efficiency of Work Environment
- Measurement and Sustainability

Adapted from: Organizational Evidence-Based and Promising Practices for Improving Clinician Well-Being; Christine A. Sinsky, Lee Daugherty Biddison, Aditi Mallick, Anna Legreid Dopp, Jessica Perlo, Lorna Lynn, and Cynthia D. Smith, November 2, 2020
Compassion
Compassion

Defined

**compassion** ([kuhm-pash-uhn])

The emotional response to another’s pain or suffering, involving an authentic desire to help

Compassion is ACTION
How Do Our Brains Process Compassion?

When we focus on action, our brains react and light up differently:

- When people feel **Empathy**, it lights up the **PAIN** Centers in the brain
- When people focus on **Action/Compassion**, it lights up the **REWARD** Centers in the brain

Source: *Compassionomics, Chapter 10*
Leadership and Retention

Do you matter?

What is the **top reason** data says that people leave their job?

50% of Americans state the #1 reason for leaving a job is their **leader**

Gallup, 2015 study, “The State of the American Manager”
### Does Your Leadership Matter to Engagement?

<table>
<thead>
<tr>
<th>IF YOUR MANAGER PRIMARILY:</th>
<th>THE CHANCES OF YOU BEING ACTIVELY DIENGAGED ARE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ignores You</td>
<td>44%</td>
</tr>
<tr>
<td>Focuses on Your Weaknesses</td>
<td>22%</td>
</tr>
<tr>
<td>Focuses on Your Strengths</td>
<td>1%</td>
</tr>
</tbody>
</table>

*How Full is Your Bucket, Tom Rath, Donald O. Clifton, 2007*
A Strong Safety Culture Begins With **Trust**

When staff *recognize* unsafe conditions and are *empowered* to speak up without fear, the Trust-Report-Improve cycle flourishes!
## Institute for Safe Medication Practices
### Survey on Disrespectful Behavior in Healthcare 2003/2013

<table>
<thead>
<tr>
<th>At least once in the past year (%)</th>
<th>2003 N=2,095</th>
<th>2013 N=4,884</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assumed order was correct to avoid contact</td>
<td>39</td>
<td>33</td>
</tr>
<tr>
<td>2. Asked colleague to talk to the prescriber</td>
<td>39</td>
<td>38</td>
</tr>
<tr>
<td>3. Pressured to act despite safety concerns</td>
<td>49</td>
<td>39</td>
</tr>
<tr>
<td>4. Assumed order was safe due to reputation</td>
<td>34</td>
<td>30</td>
</tr>
<tr>
<td>Past disrespectful behavior altered handling of order clarification or questions (%YES)</td>
<td>49</td>
<td>44</td>
</tr>
<tr>
<td>My organization deals effectively with disrespectful behavior (%NO)</td>
<td>61</td>
<td>56</td>
</tr>
</tbody>
</table>
Psychological Safety
Foster Psychological Safety

• Create a culture where people don’t fear punishment or embarrassment when they:
  • speak up with candor
  • offer ideas
  • ask questions
  • admit mistakes
• It is not about lowering performance standards or just being nice.

Edmondson, 2019.
Fostering Psychological Safety

- Honesty
- Vulnerability
- Communication
- Information sharing

While it can be motivating to be afraid of missing a deadline, afraid of failing the customer, or afraid of the prowess of the competition, being afraid of one’s boss or colleagues is not only unhelpful in an environment where technologies, customers and solutions are in flux, it’s downright risky.

Edmondson, 2019.
Flatter Authority Gradients
Start in Meetings

What ideas do you have?
If you *did* have an idea, what would it be?
What *rule* would you break to give better patient care?
What *rule* would you *break* to feel safer at work?
How to Start

- Act with compassion
- Intentionally invite people to reimagine
- Close the loop/ take action on those ideas!
How you do it matters less. That you do it matters immensely.
Thank you.