From Burnout to Balance: Trauma-informed Culture Change

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Welcome

~ So good to see you here today ~

Please introduce yourself in the chat please

Objectives

Understand	Understand how trauma-informed principles enhance psychological safety, well-being, and thriving for care workers, and why these approaches matter for sustainable workplace health.
Examine	Examine how leadership behaviors, policies, and organizational norms can sustain, strengthen, and model a supportive and trauma-informed culture. Use concrete methods, frameworks, and implementation tools to embed trauma-informed organizational practices and create environments where care workers feel safe, valued, and supported
Recognize	Recognize the critical drivers and steps needed to build and maintain responsive, resilient, and psychologically safe workplaces through trauma-informed approaches.

Agenda

Background & Overview of Trauma-informed approaches to support psychological safety

Sharing of key frameworks & tools

Dialogue & Discussion (last 15 minutes)

Poll Question~ Who's in the Room today?
Which hat are you wearing for this webinar?

Health Care Worker

Manager/Supervisor

Researcher

Student

Family/Caregiver

Patient/Client

Policy Maker

Other

Background & Overview of Trauma-informed & Equity promoting approaches to support psychological safety

Creating Cultures of Care

Psychological Health and Safety in health-care

Health-care workers

1.5 times more likely to be off work

40% report feeling burned out

50% intend to leave the profession

Only 60% satisfied with the quality of care they are providing

Challenges Faced by Health Care Workforce

Exposure to Risks

Extreme Workloads

Moral Dilemmas

Rapidly Changing Work Environments

1. Shanafelt T, Ripp J, Trockel M. Understanding and Addressing Sources of Anxiety Among Health Care Professionals During the COVID-19 Pandemic. *JAMA*. 2020;323(21):2133–2134. doi:10.1001/jama.2020.5893

2. Creating a Safe Space: Psychological Safety of Healthcare Workers. Available online: https://www. patientsafetyinstitute.ca/e n/toolsResources/Creating-a-Safe-Space-Psychological-Safety-of-Healthcare-Workers/ Pages/creating-a-safe-space-addressing-the-psychological-safety-of-healthcare-workers-2020-01-06.aspx (accessed on 1 May 2020).

3. Santarone, K.; McKenney, M.; Elkbuli, A. Preserving mental health and resilience in frontline healthcare workers during COVID-19. Am. J. Emerg. Med. 2020. [CrossRef]

Without Healthy Healthcare Workforce there is no Healthcare delivery system

NATIONAL POST

News / Canada

Depressed and burned out, Ontario nurses planning to leave the field in droves, poll finds

The survey found that 70% of respondents were planning to leave their jobs in five years. Among those who wanted to leave the profession, 42% said they wanted out for good

Swikar Oli

Published May 13, 2022 • 4 minute read

216 Comments

Emergency room nurse Aimee Earhart speaks to a reporter as the Omicron coronavirus variant continued to put pressure on Humber River Hospital in Toronto, on Jan. 20, 2022. PHOTO BY CARLOS OSORIO /REUTERS

Burnout among educators and health-care workers in Canada

BURNOUT AMONG EDUCATORS AND HEALTH-CARE WORKERS IN CANADA

NEW REPORT

RECHERCHE EN SANTÉ MENTALE MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

Read the report

Global NEWS   World   Canada   Local   Politics   Money   Health   Entertainment   Lifes

3D printing access to education. How we do it.

thinking huts

HEALTH

Over 75% of Canadian nurses burnt out, RNAO survey finds

By Hannah Jackson • Global News
Posted May 12, 2022 12:20 pm • Updated May 13, 2022 8:42 am

THANK YOU

A health-care worker walks past a thank you sign in the intensive care unit at the Humber River Hospital during the COVID-19 pandemic in Toronto on Tuesday, January 25, 2022. THE CANADIAN PRESS/Nathan Denette

Poll: How many of us here have experienced burn-out in our career?
- once
- at least 5 times
- never

Word Cloud:
What comes to mind when you hear the word 'burn-out'

What is Burn-out? (WHO, CPA)

Burnout is **an "occupational phenomenon"** and syndrome resulting from chronic, unmanaged workplace stress, characterized by three dimensions:

- **Exhaustion**
- **Cynicism or negativism** toward work
- **Ineffectiveness:** Reduced sense of professional accomplishment.

It's a state of **emotional, physical, and mental exhaustion** that can reduce productivity and motivation. Burnout isn't a medical diagnosis but **a response to conditions of work**

Healthy and Safe Workplace

Workers understand their roles and believe they can contribute to decisions about how their work is carried out.

The National Standard of Canada for Psychological Health and Safety in the Workplace outlines a systematic framework for employers to use in creating and sustaining healthy, safe workplaces.

Word Cloud:
What comes to
Mind when you
hear "Psychological
Health & Safety in
the work"

What is Psychological Health and Safety (PH&S) in the workplace ?

PH&S in the workplace is the <u>systematic support</u> provided within an organization and within teams to actively <u>prevent</u> and <u>minimize</u> the risk of psychological harm from <u>work-related causes</u> and promote mental health.[1]
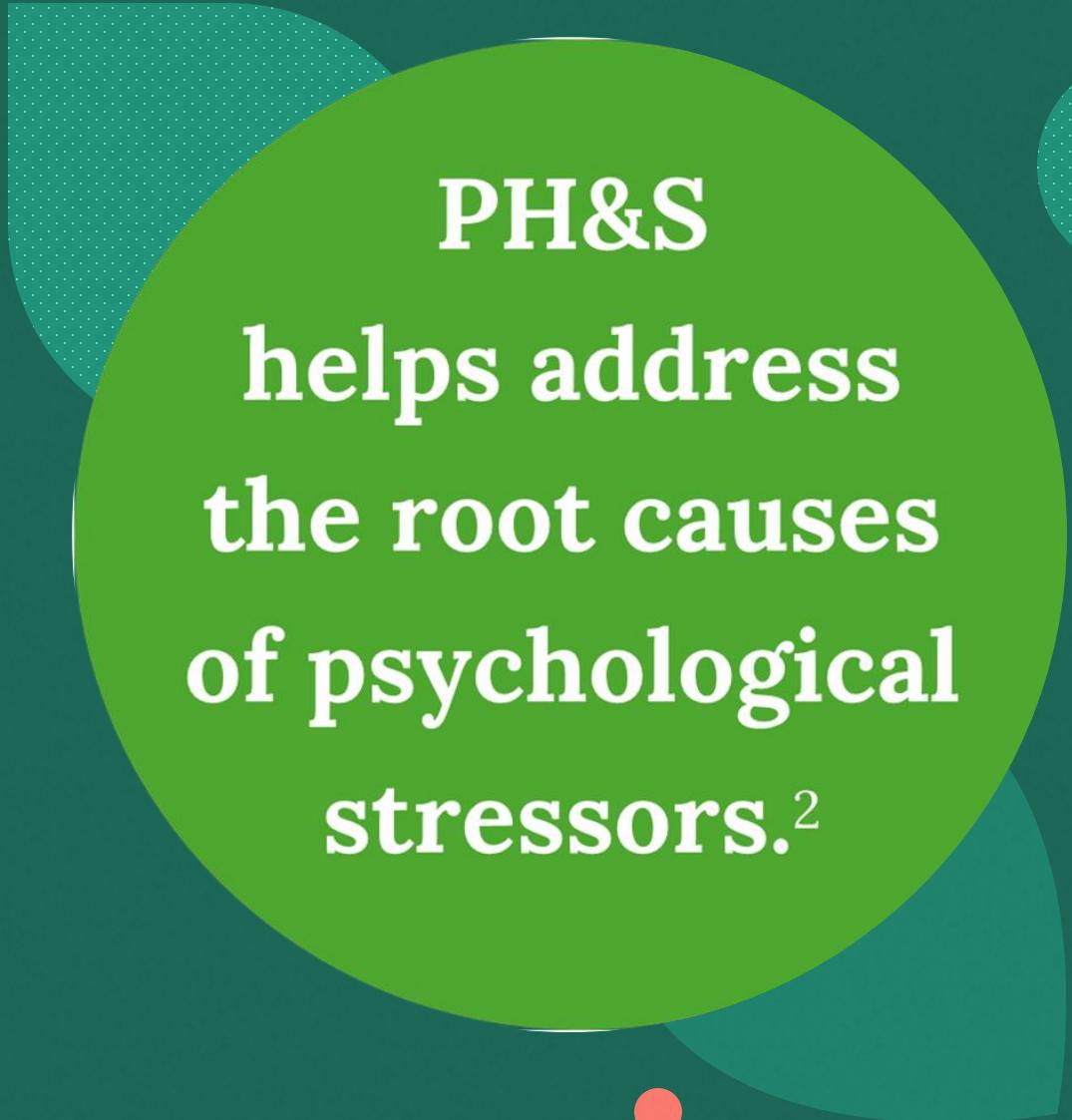
PH&S helps address the root causes of psychological stressors.[2]

13 Factors + 2 of Psychological Health & Safety in the Workplace

- Organizational Culture
- Psychological and Social Support
- Clear Leadership & Expectations
- Civility & Respect
- Psychological Demands
- Growth & Development
- Recognition & Reward
- Involvement & Influence
- Workload Management
- Engagement
- Balance
- Psychological Protection
- Protection of Physical Safety

+ PLUS 2 for Healthcare"
- Protection from Moral Distress
- Support for Psychological Self-care

Six Evidence-Based Actions to Achieve Three Primary Outcomes for Joy in Practice

Joy in Practice

Actions	Strengthened Individual Resilience	Eliminated or Mitigated Structural & Functional Drivers of Burnout	Satisfied Social and Psychological Needs (Purpose, Control, Camaraderie)
Design Organizational Systems to Address Human Needs		✦	▲
Develop Leaders with Participative Management Competency		▲	✦
Build Social Community	▲		✦
Remove Sources of Frustration and Inefficiency		✦	▲
Reduce Preventable Patient Harm & Support Second Victims	✦	▲	
Bolster Individual Wellness	✦		▲

✦ Primary outcome   ▲ Indirect outcome

Figure 1: To reduce professional burnout and bring back Joy in Practice, leaders can take six evidence-based actions to achieve three primary outcomes.

Swensen SJ, Shanafelt T. An Organizational Framework to Reduce Professional Burnout and Bring Back Joy in Practice. Jt Comm J Qual Patient Saf. 2017 Jun;43(6):308-313. doi: 10.1016/j.jcjq.2017.01.007. Epub 2017 Feb 27. PMID: 28528625

Resilience Strategy: Senior Leadership & Middle Managers Essential

Senior Leadership	• Champion organizational culture. • Strategy & Communication
Managers & Teams	• HR Logistics • CoP/Peer Support • Corporate Wellness
Individual	• EFAP • Work/Life Balance • Support network • Coping/Resources

Why: Workforce Resiliency Essential to Organizational Resiliency

Finite Resources

Human & Time

Workforce Capacity

= Surge Capacity

<u>NOT</u> a Wellness Program

Harvard Business Review

Crisis Communication | We Need Trauma-Informed Workplaces

Crisis Communication

We Need Trauma-Informed Workplaces

by Katharine Manning

March 31, 2022

KAISER PERMANENTE | Business

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ARTICLE

The new workplace is trauma-informed

Cosette Taillac, LCSW   Published: October 5, 2020   Share:

Entrepreneur   Sign In

Leadership

Are You a Trauma-Responsive Leader? Why Trauma-Informed Leaders Make a Happy and Healthy Workplace

By bringing more trauma awareness and building a culture of patience, compassion, forgiveness and empathy, we can create the understanding that leads to happier, healthier and more productive people and places of business.

BY ELAYNA FERNANDEZ • FEB 6, 2023   Share

Trauma-Informed Organizations & Their Staff

Realize
- The prevalence and widespread impact of trauma

Recognize
- How trauma affects everyone involved with the organization (Clients, Families, Communities, Workforce)

Respond
- Fully integrating knowledge about trauma into policies and procedures, and practices

Resist Re-traumatization
- Actively seeks to avoid re-traumatization
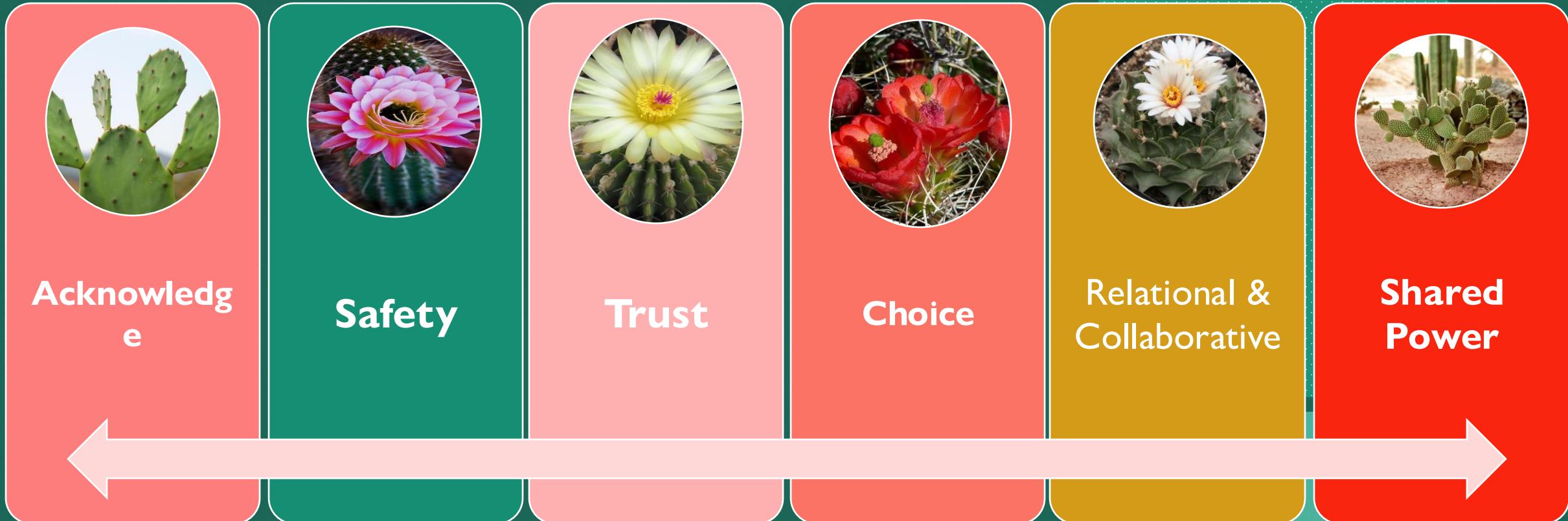
SAMHSA, 2014 TIP 57

Cultivating an Organizational Culture of Trauma-Informed Practice

Acknowledge	Safety	Trust	Choice	Relational & Collaborative	Shared Power
Program Procedures and Settings	Formal Service Polices	Administrative Support for Program-wide Trauma-Informed Services	Trauma Screening, Assessment and Service Planning	Staff Trauma Training & Education	Human Resources Practices
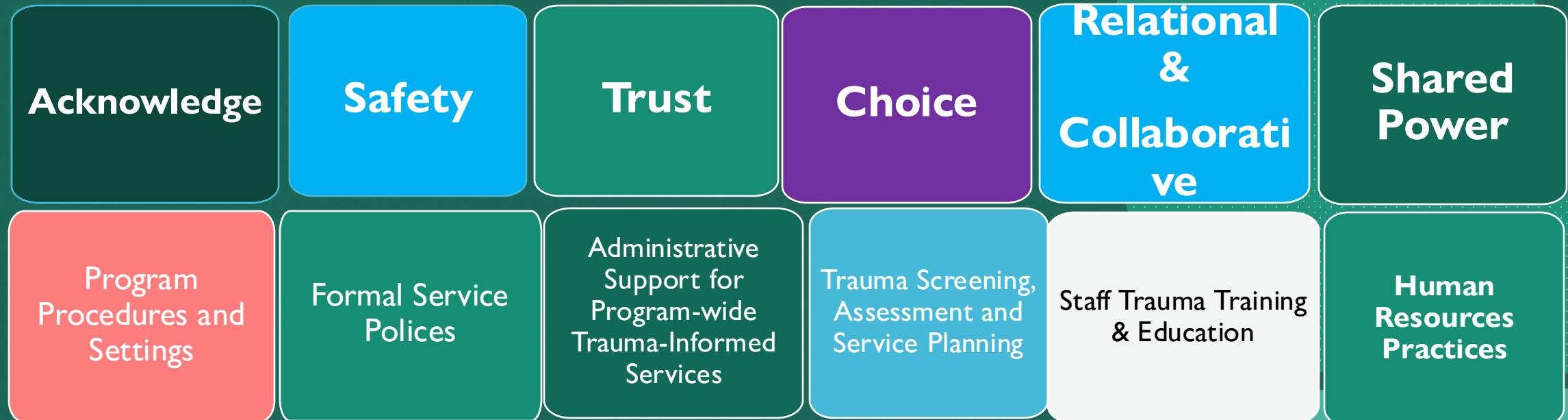
Trauma-Informed Organization

Awareness, Acknowledgement, & Making Space

Awareness

Awareness of Potential impacts

Awareness of our impact

Awareness of threats to safety/trust/choice/control
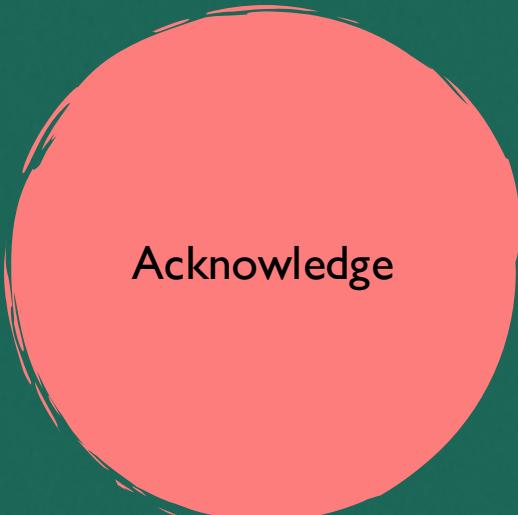
Acknowledge

Acknowledge impact/experience

Acknowledge Discomfort/Distress in others & in ourselves

Acknowledge shared vulnerability/powerlessness
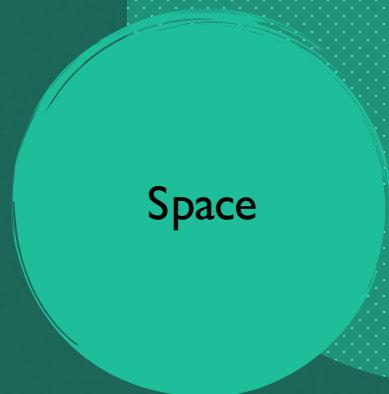
Space

Make Space for discomfort

Make space of unease

# Moving Away from What is Wrong to What has Happened?

What is Wrong with the Person?

Trauma-Informed

What Has Happened?
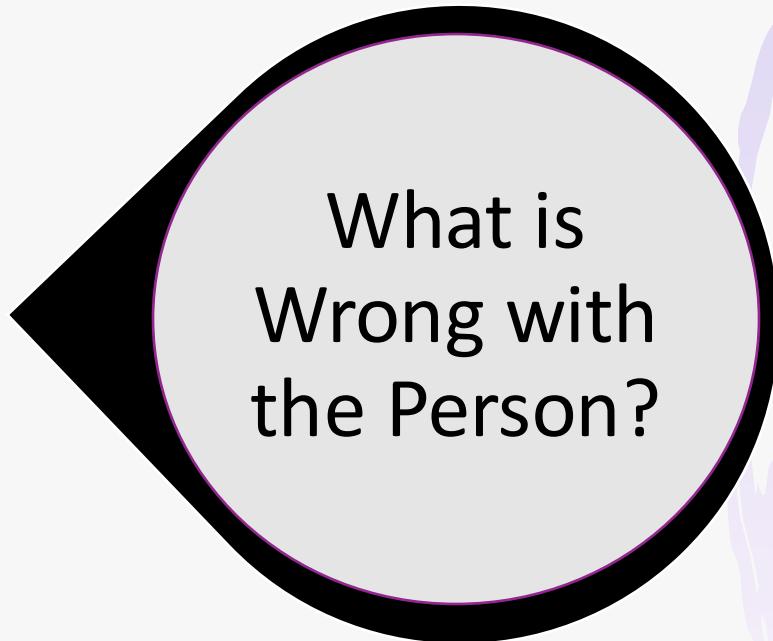
Practical Tools & Strategies

Peer Support Matters

- Organizational peer supports and communities of practice are effective supports

Health Worker Burn-out Toolkit
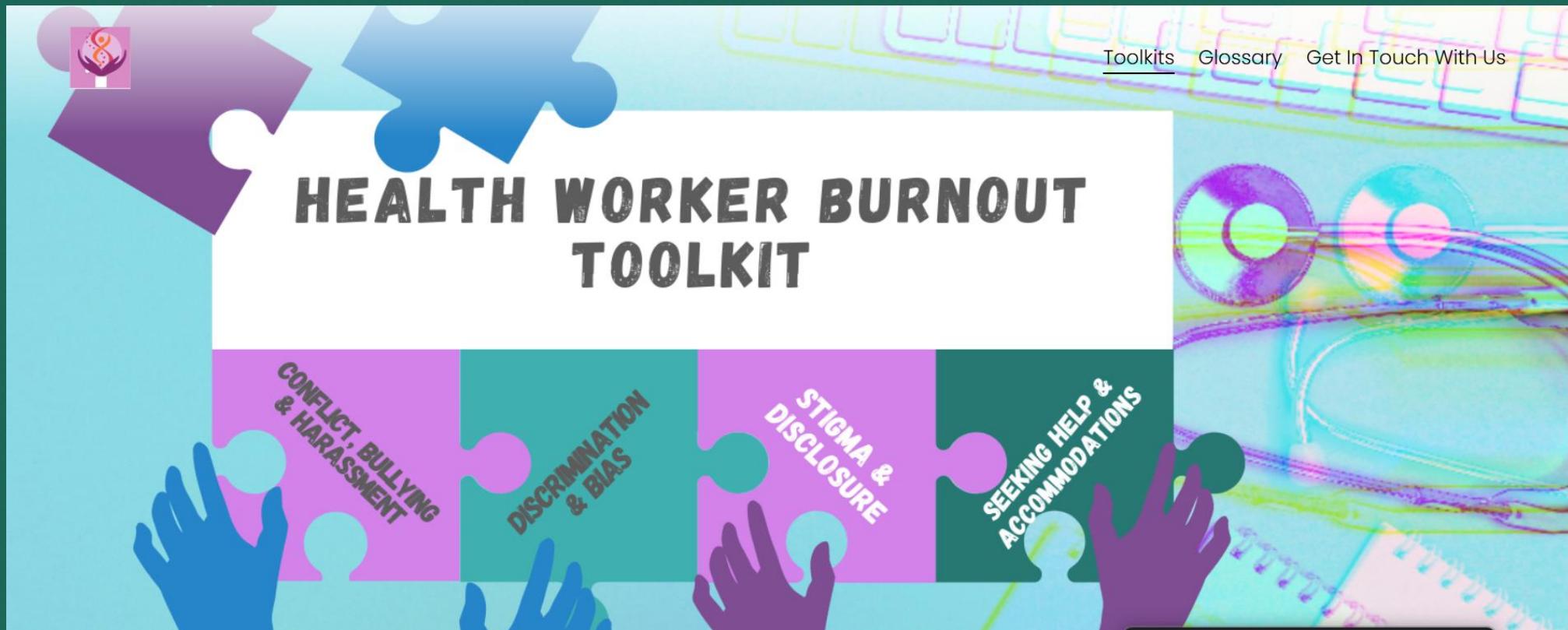
https://www.mhcaretoolkit.ca/burnout-toolkit

Resource Preview

FOCUS OF INTERVENTION : All ⌄

SECTOR : All ⌄

INTERSECTIONAL : All ⌄

FORMAT : All ⌄

LOCATION : All ⌄

SORT ⌄

🔍 SEARCH

RCPS Réseau canadien des personnels de santé   CHWN Canadian Health Workforce Network

Healthy Professional Worker Toolkit →

This toolkit includes represents a collection of curated resources to help professionals deal with mental health issues such as workload management, conflict, bullying & harassment, discrimination and addressing stigma and disclosure. It includes resources for 6 different professions including Academia,

RCPS Réseau canadien des personnels de santé   CHWN Canadian Health Workforce Network

Health Worker Burnout Toolkit →

The Health Worker Burnout Toolkit is a free platform of evidence-informed strategies to improve the mental health of health care workers. The interventions in this toolkit are categorized according to four levels: system, organization, team and individual.

Burnout Assessment Tool →

This chapter presents a fresh view on burnout and its measurement based on a redefinition of burnout. More specifically, in this chapter, evidence is presented on the reliability and validity of the Burnout Assessment Tool (BAT) of which also a short version exists.

Resource QR code – with search functions

Personal Action Plan

Check-in with self & others → Pulse-check on symptoms of burn-out → Address the root causes driving burn-out (workload, stress, recognition & reward, 13 factors)

Tend to mental health and wellbeing → Tend to physical and emotional, spiritual well-being → Connection to resources and supportive others
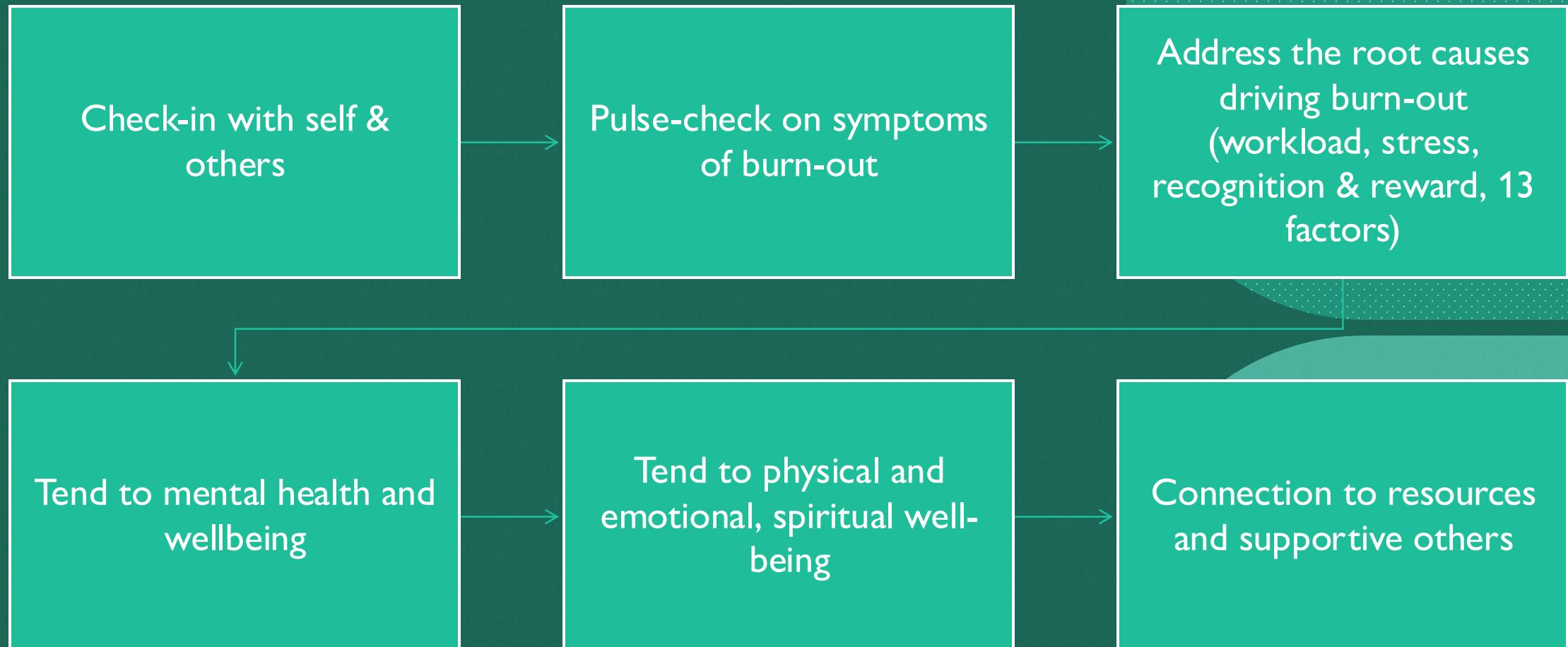
Dialogue & Discussion

Thank You!