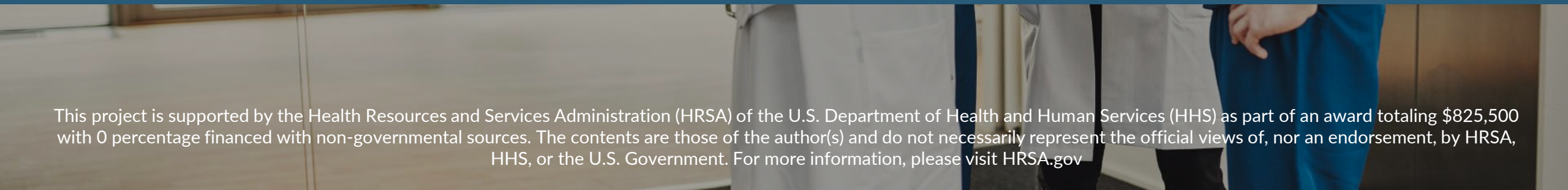
Creating an Organizational Culture of Resilience

to Manage Stress and Burnout in Health Center Teams

Tuesday, 29 March 2022



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WEBINAR GUIDELINES

- Mute yourself unless speaking
- Be as present as possible
- Listen deliberately
- Share generously
- Think outside the box
- Be gracious to one another
- Let us know if you are having any tech issues or need support
- Enjoy your time with colleagues!

TODAY'S PRESENTER

CLEMSON TURREGANO

PHD, MPA

(he/him)

CEO: Global Leadership Services LLC

clemson@glslead.com

Clemson Turregano Ph.D.
CEO and Founder, Global Leadership Services

Clemson seeks to enable leaders for a better world. Informed by his decades as a military officer and leadership developer, his desire is to effectively balance the art and science of leadership with education and reflection in a safe environment. Training on six contents across over 30 countries and with hundreds of different organizations provides a broad foundation for cultural approaches to leadership and mission accomplishment.

Leadership is a multi-faceted discipline and Clemson integrates his numerous assessment and experiential certifications, along with his executive facilitation and coaching insight into unforgettable experiences. A practicing academic, he is currently serving as the serving Professor of Leadership Practice at The Citadel, the Military College of South Carolina, where he is pursuing research into character and values foundations of leadership.

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Creating Resilient Health Care Organizations

Clemson G. Turregano Ph.D.
Global Leadership Services

Understanding Resilience

A definition

Resilience is understood as the individual human capability to cope with crises, losses or hardships without negative consequences (Tugade and Fredrickson 2004).

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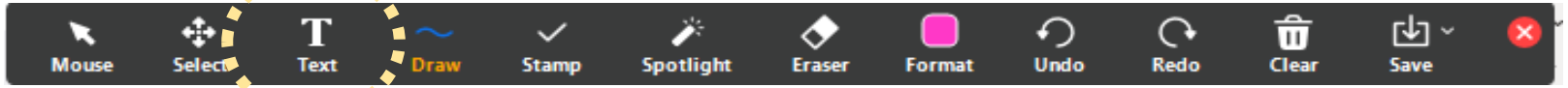

What is your favorite resilience tactic?

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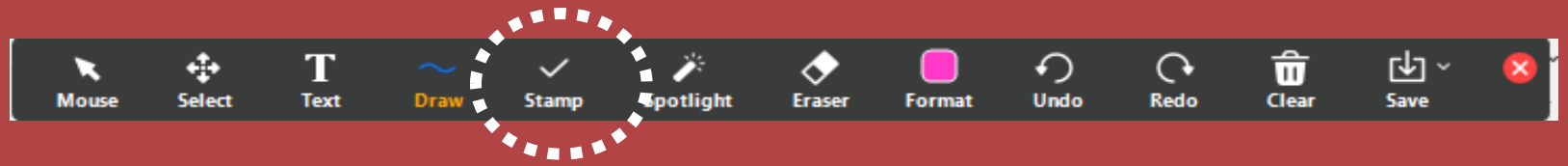

Does your organization support this behavior?

YES

NO

Why or Why Not?

The flip side: BURNOUT

Burnout describes a human response to chronic emotional and interpersonal stress at work, defined by exhaustion, cynicism, and inefficacy (1).

- The three main dimensions of burnout assessed using the Maslach Burnout Inventory (MBI) include emotional exhaustion, depersonalization, and a sense of low personal accomplishment.

https://ajp.psychiatryonline.org/

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AGENDA: Creating Resilient Health Care Organizations

- Why this is important: The current situation with resilience and why it is a challenge.
- 5 Steps to more resilient organizations
  - What Organizational leaders need to do to create a culture of resilience
  - How Organizational Leaders might organize to make this a reality
- What if: Open discussion on questions and making this happen in your organization

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Why this is important

The COVID Mental Health Impact

Stamp

Percentage of Health Care Workers Experiencing…	
Stress	93%
Anxiety	86%
Frustration	77%
Burnout	76%
Overwhelmed	75%

Changes over the last three months	
Emotional Exhaustion	93%
Trouble with Sleep	70%
Physical Exhaustion	68%
Work Related Dread	63%
Appetite Issues	57%

Stamp the ones you are familiar with…

From June-September 2020, MHA hosted a survey on mhascreening.org to listen to the experiences of healthcare workers during COVID-19 and to create better resources to help support their mental health as they continue to provide care.
https://mhanational.org/mental-health-healthcare-workers-covid-19

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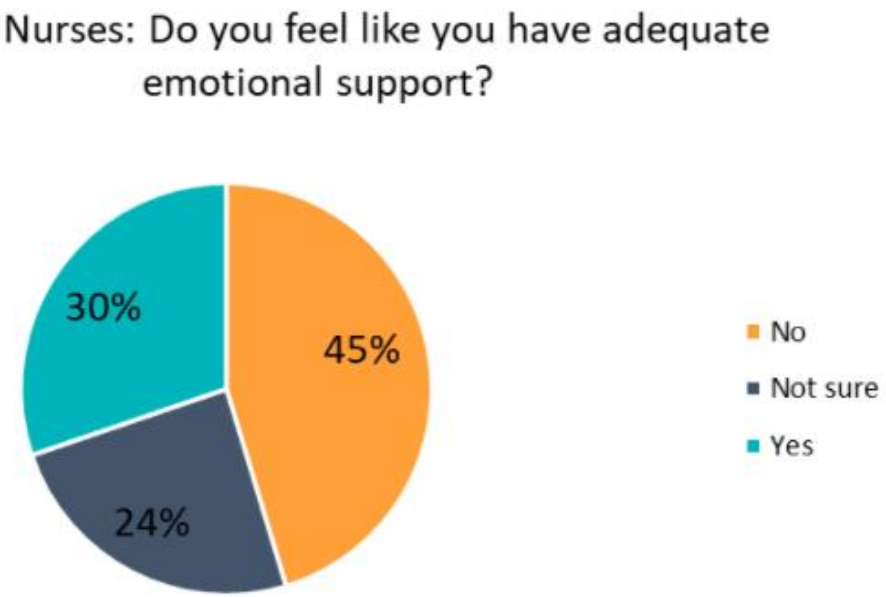
The COVID Mental Health Impact

- Emotional Support for Nurses



https://mhanational.org/mental-health-healthcare-workers-covid-19

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The COVID Mental Health Impact

From whom do you receive emotional support? Check all that apply.	Count	Percentage
Family	634	56.66%
Friends	593	52.99%
Significant other	437	39.05%
Same level co-workers	430	38.43%
Supervisor	171	15.28%
Therapist	169	15.10%
No one	136	12.15%

https://mhanational.org/mental-health-healthcare-workers-covid-19

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The COVID Mental Health Impact

Stamp

What are your top three work-related stressors over the last three months? Check all that apply.	Count	Percentage
Uncertainty about when things will settle down/return to normal	678	60.59%
Burnout	599	53.53%
Heavy/increased workload	544	48.61%
Concern of getting sick myself	484	43.25%
Concern of spreading COVID-19	396	35.39%
Insufficient communication from leadership	337	30.12%
Insufficient PPE	289	25.83%
Working too many hours	271	24.22%
Job security/employment status	253	22.61%
Insufficient training	142	12.69%
Distress about how to effectively treat COVID-19 patients	136	12.15%
Inappropriate role designation	127	11.35%
Working at a new location	121	10.81%

Please place a stamp in the areas an organization might make a difference

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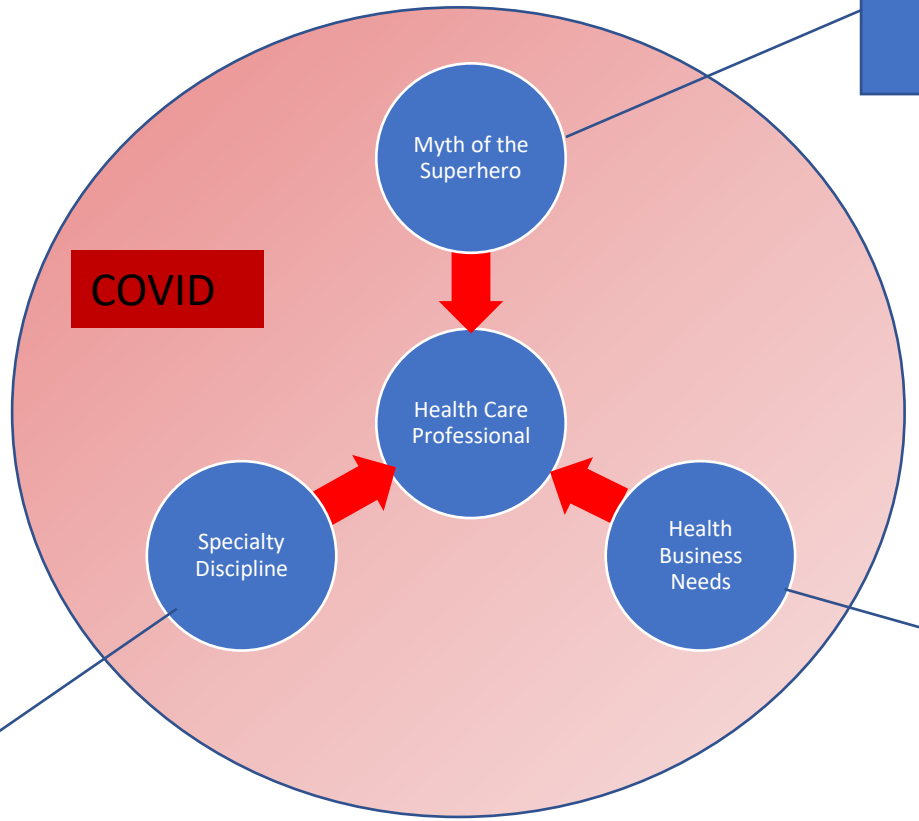
https://mhanational.org/mental-health-healthcare-workers-covid-19

The Health Community Resilience Challenge

Stamp



Always On
Always Working
Can (and will) accomplish anything
Totally Overextended

Clinic Rules
Insurance requirements
COVID CDC Restrictions
Organizational Relationships

Functional Stereotypes
Academic Training
Individual Accomplishment
Poor Teamwork/Leadership Education

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What Leaders Can Do
How Leaders Might Act

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What leaders need to do.

Open wide and say AAAAA…..the 5 As.

1. Acknowledge the REAL problem – not COVID, but the three other contributors.
2. Accept the need to do something about resilience in the organization and why.
3. Adapt and transition, holistically.
4. Act as role models and recognize others doing the same.
5. Allow the organization to transition.

https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/10-tips-for-changing-your-companys-culture

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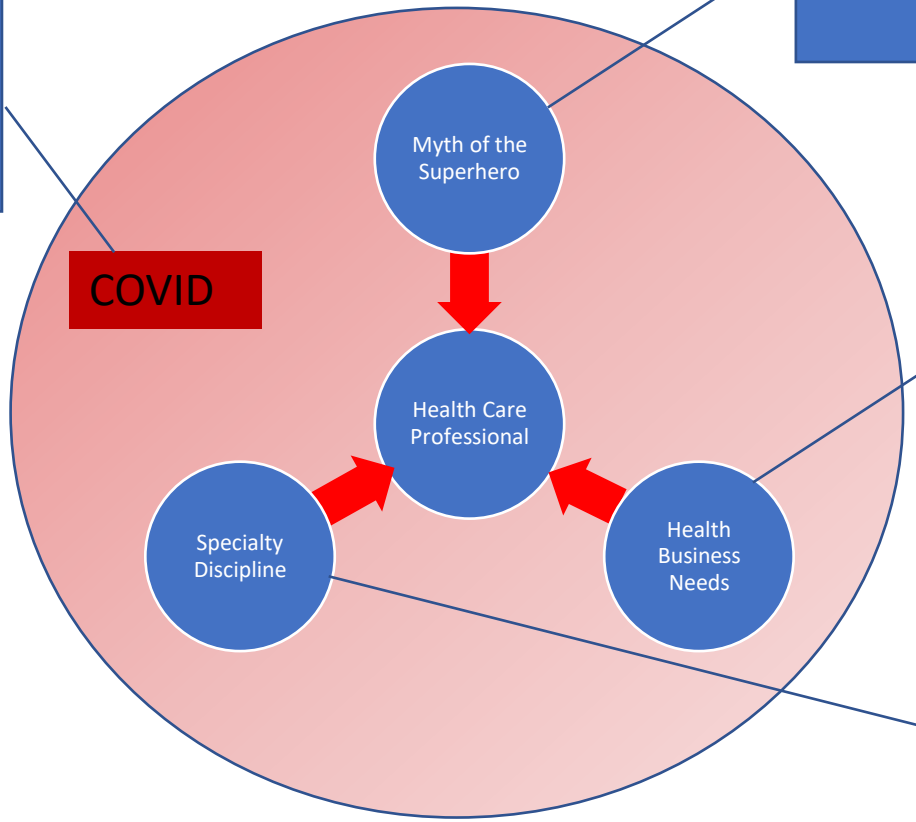
Acknowledge the REAL problem

- Accelerator
- Not the problem
- Creates problem transparency
- Demands Action



- People working hard, not smart
- Not sustainable

- Policy as excuse, not solution
- Teamwork issues
- Poor engagement

- Reinforce functional silos
- Lack of empathy
- Burnout

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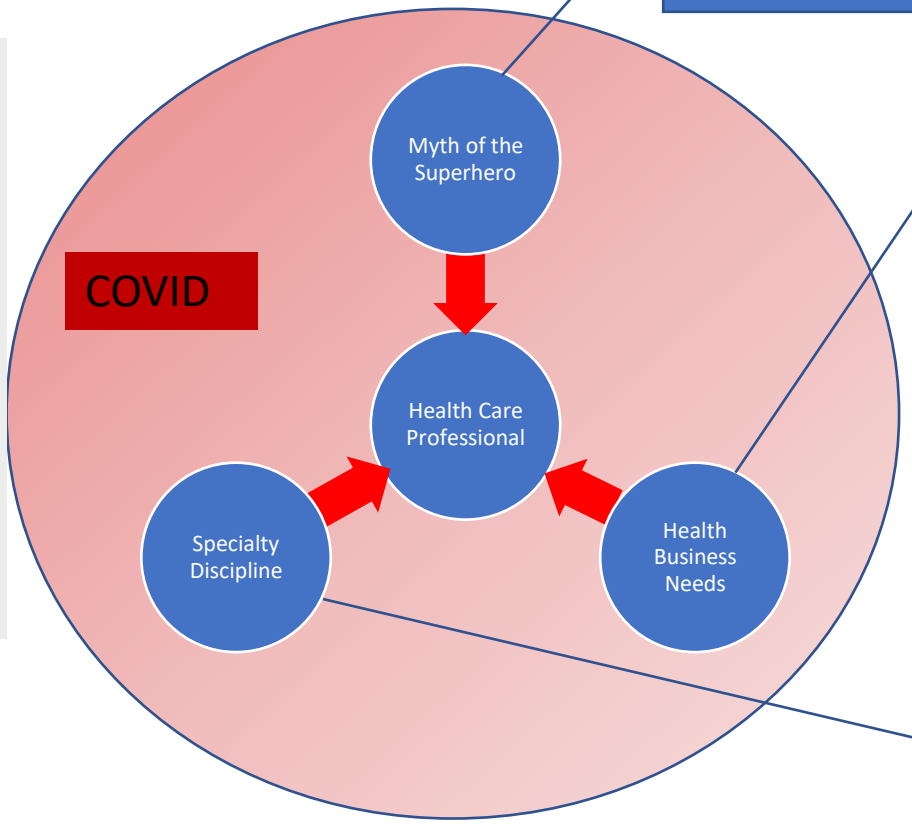
Accept the need to do something and why…

What to do:

- Engagement Surveys
- Revenue reviews
- Accountability Audits
- Level Appropriate culture forums
- Department Head forums
- Integrate resiliency into organizational strategy



- Creates Burnout
- Cultures of failure
- Short term positives, long term negatives

- Operating revenue deficiency
- Selective Policy compliance
- Poor administrative discipline
- Low tier engagement scores

- Demonstrate the impact of resilience on specialization:
- Accuracy of diagnosis
- Quality of Service
- Retention/Recruitment of talent

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Adapt and Change ≠ Transition

Change	Transition
• Situational • Physical • Visible	• Process • Psychological • Invisible
❑ New Procedure ❑ New Boss ❑ New Team ❑ New Learning	❑ What you see in the hallways ❑ What you hear in the breakrooms ❑ What you feel in the meetings
C'mon team, we are going to improve resilience!!	I'm not pulling an extra shift this week because I need some time at home….
Change Management	**Change Leadership**

Must have BOTH

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Act as Role Models and recognize others doing the same

BOOST and Find 'Your Healthy…'

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How did you BOOST today.?
I need to BOOST – let's walk and talk…
What's 'your healthy…'

BURN BRIGHT and don't BURN OUT

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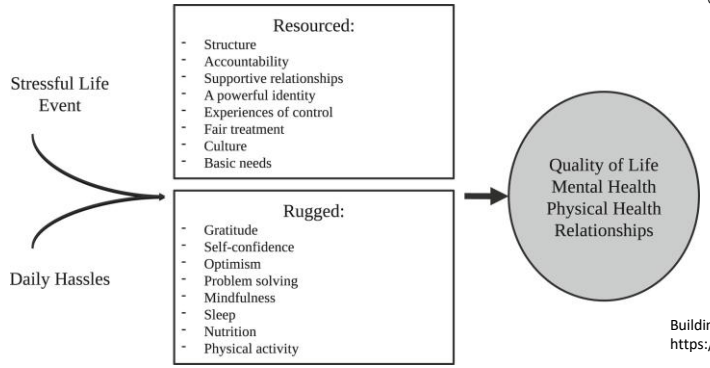
Built 'Burn Bright' into meetings.
Created 'resiliency spaces' in clinics/offices.

Test implemented in High COVID areas of Italy



Building resilience for healthcare
https://onlinelibrary.wiley.com/doi/full/10.1002/smi.3085

Positive outcomes in each area. Significant increase in both rugged and resource resilience.

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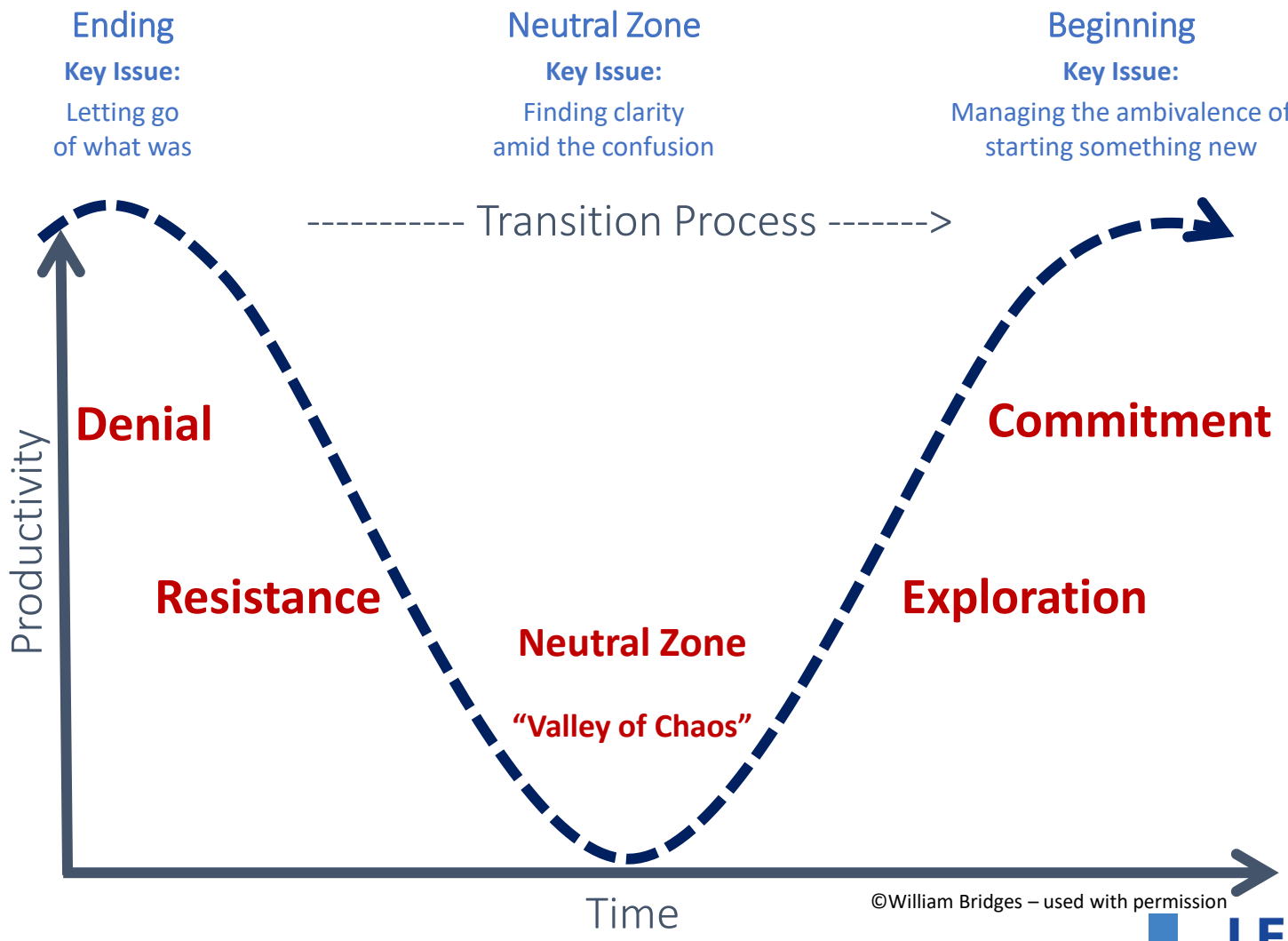
Allow the organization to transition…

What to do:

- Communicate the need
- Model the transition
- Enlist Change Agents
- Be vulnerable
- Track Engagement and adoption scores
- Reward those who explore early
- Help those in the Valley of Chaos.
- Do not give up



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So what now, leader?

What leaders need to do.

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https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/10-tips-for-changing-your-companys-culture

Breakout: What is one thing you can do to help your organization become more resilient?

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What is one thing you can do to help your organization become more resilient?

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What leaders need to do.

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Questions

Resources Used

- 10 Tips for Changing Your Company's Culture—and Making It Stick https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/10-tips-for-changing-your-companys-culture%E2%80%94and-making-it-stick.aspx
- A Call for Action: Cultivating Resilience in Healthcare Providers https://ajp.psychiatryonline.org/doi/10.1176/appi.ajp-rj.2017.120402
- Building resilience for healthcare professionals working in an Italian red zone during the COVID-19 outbreak: A pilot study. https://onlinelibrary.wiley.com/doi/full/10.1002/smi.3085
- Building Leadership Resilience: The CORE Framework https://cclinnovation.org/wp-content/uploads/2020/12/researchinsights_1220_rev1.pdf
- Care and Feeding of a Leader's Brain, White paper, Center for Creative Leadership https://cclinnovation.org/the-care-and-feeding-of-the-leaders-brain/
- How can we build and maintain the resilience of our health care professionals during COVID-19? Recommendations based on a scoping review. https://bmjopen.bmj.com/content/11/1/e043718
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- How can we build and maintain the resilience of our health care professionals during COVID-19? Recommendations based on a scoping review. https://bmjopen.bmj.com/content/11/1/e043718
- Resilient Health Care: a systematic review of conceptualisations, study methods and factors that develop resilience. https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-020-05208-3
- Ramp up your resilience! https://www.health.harvard.edu/mind-and-mood/ramp-up-your-resilience
- Sleep Well, Lead Well, Center for Creative Leadership http://cclinnovation.org/wp-content/uploads/2020/03/sleepwell1.pdf
- The Mental Health of Health Care Workers in COVID-19 https://mhanational.org/mental-health-healthcare-workers-covid
- Unlearn to Transform: Challenge & Change Workplace Culture for Today's World https://www.ccl.org/articles/white-papers/

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May 2-3, 2022, Nashville, TN

chcworkforce.org/web_links/workforce-symposium-2022

STAR² Center Retention & Recruitment Workshop

May 4-5, 2022, Nashville, TN

chcworkforce.org/web_links/rrplan-workshop-spring2022

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STAR² CENTER RESOURCES

- Self-Assessment Tool
- Health Center Provider Retention and Recruitment Template
- Financial Assessment Tool
- Strategic Workforce Planning Workbook
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit

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