



EDUCATIONAL RESOURCES

Developing and Leading Resilient Healthcare Teams

Presented by:

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 HOME HEALTH



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Today's Presenter

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Learning Objectives

- Understand how resilience impacts the team as a collective to adapt to challenges, changes, and stressors in the current healthcare environment.
- Explain the concept of Trauma Informed Leadership and consider how it can be implemented with the healthcare team.
- Rethink and reframe the stress response as an advantage.
- Learn to cultivate emotional agility and high-quality connection to improve team communication and cohesion.
- Brainstorm ways to create a sense of team resilience that results in higher retention of staff and a desirable work environment that clinicians want to be part of.

A call to
action...

”

Today's growing clinician well-being movement will be most successful not by admonishing individual clinicians to be more resilient, but by creating more resilient organizations.



nam.edu/Perspectives

#ClinicianWellBeing

(8)



First...

Let's begin with a mindful
moment



And a story....



A close-up photograph of a hand in a blue sleeve carefully placing a wooden block onto a tall, narrow tower of stacked wooden blocks, resembling a Jenga game. The tower is made of light-colored wood and is slightly wobbly. The background is a soft, out-of-focus blue and white.

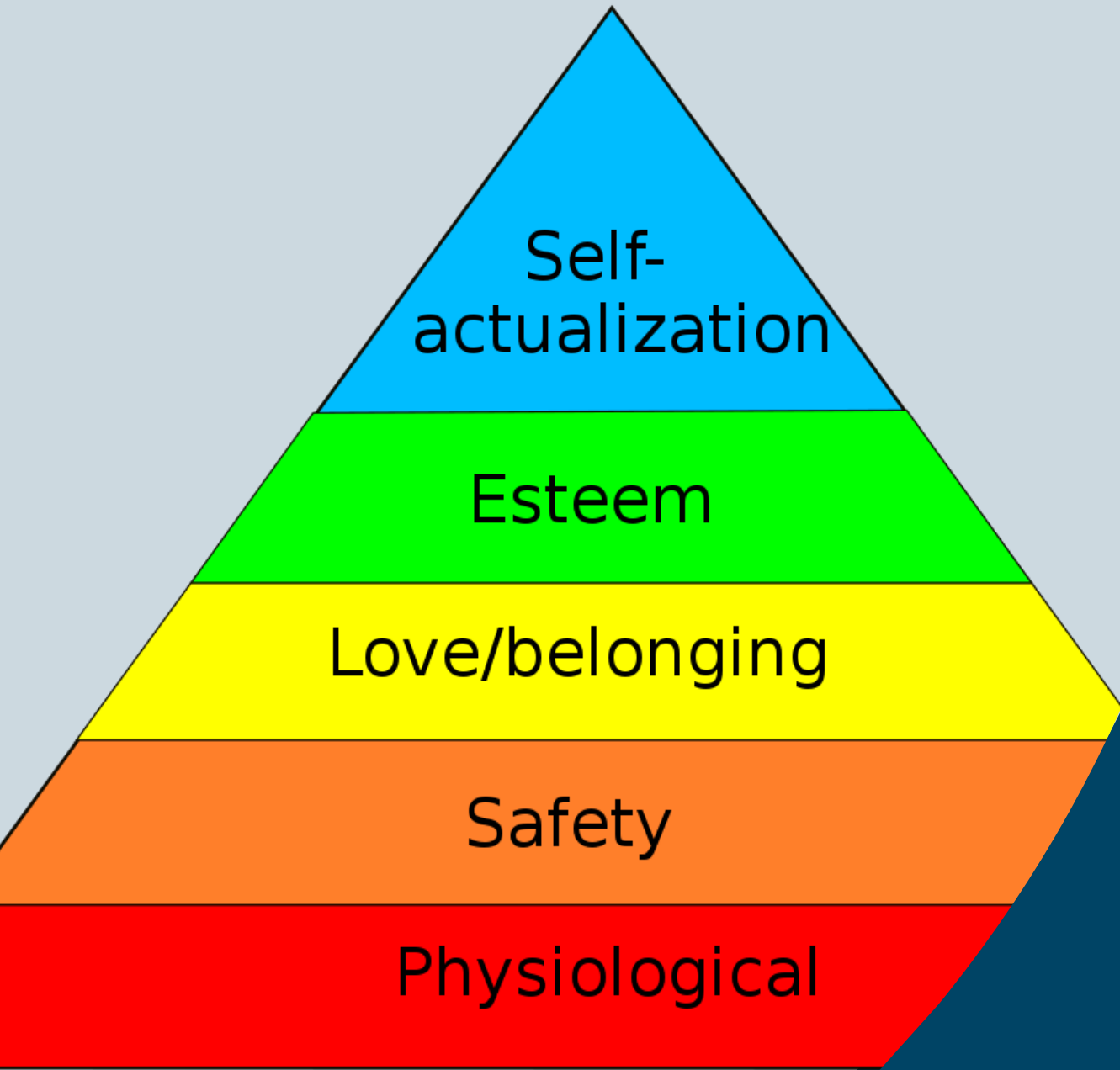
The Current State of Things.... (8) (12)

- A national call to action to change the culture of our healthcare system and prioritize the wellbeing of healthcare workers
- Loss of caregivers and unprecedented challenges in recruitment and retention of healthcare workers
- A culture of widespread burnout and compassion fatigue
- Increase in negative outcomes and decrease in quality measures

LOTS of stress....

- What we do is inherently stressful, and it is more challenging now than ever
- We know the culture needs to change and that takes time (12)
- New perspectives emerging on addressing burnout and compassion fatigue on multiple fronts (12)
- What CAN we do today, here, and NOW with ourselves and those we work most closely with?





Self-actualization

Esteem

Love/belonging

Safety

Physiological

Remember
Maslow's
hierarchy? (11)

Why DO nurses and healthcare workers stay? (1)

- Safe staffing and safe environment
- Competitive pay and low overtime
- Work culture
 - Incivility in the workplace is one of the top reasons workers DON'T stay
- Recognition, respect, and validation
- Personal and professional development
- Purpose: being able to display professional values and ethical beliefs

Resilience - Let's not give up on it!!

- In the context of psychology, resilience is the ability to adapt well to adversity, trauma, tragedy, or other sources of significant stress. ⁽¹⁰⁾
- Resilience is NOT non-stop adaptability! ⁽¹⁰⁾
- Resilience involves skills and practices that CAN be learned and fortified. ⁽¹⁰⁾
- Skills and mindset that support hope, collaboration, and a solution-oriented response to challenges ⁽¹⁾



Individual Resilience

- Ability to self-regulate (3)
- Respond versus react
- Personality
- How we perceive and respond to stress (3)
- Emotional agility (4)
- Yes - self care DOES matter- Do it!
 - Maslow's hierarchy





Resilience as a TEAM

How do we get there?

- Hint: it's not about pushing HARDER.....
- How resilient do you think your team is right now?
- How resilient are you right now?
- How do we move beyond surviving to thriving with our teams and move UP Maslow's hierarchy?



Assessment

- Assess the current stress levels, burnout and compassion fatigue amongst the team
 - Individual
 - Team
 - Organization
 - Tools (9)
- Appreciative Inquiry of the team
 - What are the current STRENGTHS?
 - What IS going well?
 - Consider an AI group activity



What binds and drives the team?



Identify shared vision and values often - “the glue”



“When workplace culture and personal and profession values coincide, magic happens” (10)

Team Resilience- practices to boost it (10)

- Assess your team and culture honestly!
 - What isn't going so well?
 - Do all team members have a voice?
- Communication and transparency are “rocket fuel” for resilience.
- Leadership - Talk less and listen more.
 - Don't just “manage” – Learn to coach and ask questions of everyone!
 - Balance of autonomy and support
- Promote psychological safety so members can feel seen and heard.

The BIG ONES for today....

Trauma-Informed Leadership

Emotional Agility

Reframing Stress

High-Quality Connection

Trauma-Informed Leadership (TIL) ⁽⁵⁾

- Understands that the work and work settings inevitably result in traumatic stress and vicarious traumatization of health care workers
- Realizes that the pandemic has resulted in collective and individual trauma experiences that are reverberating throughout healthcare and society
- Believes that post traumatic growth is possible
- Includes deep compassion and care for SELF as well as the team members

TIL- Relational practices for team support ⁽⁵⁾



Attuning – being
fully present

“Thank you for
coming to
me...”

“It makes
sense that you
feel...”



Wondering-
suspending
judgment and
assumptions. Truly
observing.

“How are
you...really?”

“What do you
need?”

TIL- Relational practices for team support (5)

Following

Following- listening and allowing expression of emotions

- “Tell me more about...”
- “What is most important to you right now?”

Holding

Holding- Creating a safe space (with boundaries), avoiding defensiveness

- “Thank you for being open and vulnerable...”
- “I will follow through with...”
- Holding is not an open invitation for toxic emotional dumping

Emotional Agility



Emotional Intelligence or “EI” is the ability to read emotional and interpersonal needs appropriately (4)



Emotional Agility is the ability to acknowledge emotions even when it’s uncomfortable (4)

Agility allows us to recognize and understand what we are feeling and allows us to move through emotions honestly

Enhances awareness and communication

Builds trust and authenticity between team members

Emotional Agility

Dr. Susan David's 4 steps to use our emotions to support outcomes and avoid "drama" and toxicity (4)

- Show up
- Step out
- Act on your values
- Move on

In contrast, *emotional rigidity* leads to workplace drama and toxicity
Mindfulness is a powerful tool for developing emotional agility (4)

Reframing Stress

- Chronic stress HAS been linked to chronic illness, BUT...
 - HOW we perceive and think about stress can help us survive and thrive
 - Kelly McGonigal's work ⁽⁶⁾
 - The psychoneuroimmunology of stress
 - The role of oxytocin and connection around stress - it makes us social! ⁽⁶⁾
 - "Venting" versus "emotional dumping" ⁽⁴⁾



Reframing Stress

- The science does NOT excuse unsafe conditions and toxic environments, but it does give a framework for reframing stressors.
- How do YOU and your team approach stress today?
- What do individuals do to self-regulate and manage stress? (3)
- What does the TEAM do to co-regulate? (3)
- Is there a sense of community and relational bonds within the team?
 - Brainstorm some ways to create them
 - And let's talk about Connection versus Isolation....



High-Quality Connection (7)

- A recent Gallup report found that having positive personal relationships was among the most important factors in employee engagement, alongside personal/professional development and a sense of purpose.
- When workers feel respected and relationships are valued by the work culture, innovative discussions that benefit the team and organization, as well as the individual, happen more frequently.
- Having high-quality connections at work makes us feel safer, more resilient, and calmer when conflicts arise. It makes us more likely to support each other emotionally and physically.



High-Quality Connection (7)

- Connection fires up our engagement and productivity with the tasks in front of us.
- If you develop a culture where people are positively engaged with each other and learn about each other, people will naturally do that.
- Ideas on how to cultivate connection- high quality connections:
 - Micro-moments
 - “Inside Scoop”
 - What ideas can you come up with?



High-Quality Connection (7)

- A key to high-quality connection is exchange of help - asking for it as well as receiving it!
 - Data shows clinicians are reticent to ask help for fear of appearing less competent and capable.
 - We fear that admitting we have a problem is going to harm our reputation.
 - Research shows that when you make a *thoughtful* request, people will think are MORE competent rather than less!



Developing and Leading Resilient Teams Requires...

- Meeting fundamental human needs
- Leading with compassion for ourselves and each other
- Cultivating resilience
- Fostering high-quality connection

What will YOU do to help make your team one that clinicians want to be part of?

We are ALL leaders!

“Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

-Viktor E. Frankle





Q & A

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Thank you

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