Resilience: Lessons Learned from Gumby

Michael Ackerman, DNS, RN
Director, Master in Healthcare Innovation
Why Gumby???

• Gumby bends but he doesn’t break, why, because of what he is made of.
• Gumby has cool friends and support systems.
• Gumby knows how to deal with block heads.
• Gumby in mindful and has a high EQ.
• Gumby has a compelling story.
Scope of the problem

• Physicians are 2x as likely to commit suicide as the general population
• 54% of physicians report symptoms of burnout
• 1 in 4 nurses are clinically depressed
• There is a link to nurse well being and medical errors

Sources: ¹Mayo Clinic Proceedings 2015; ²Vocera Experience Innovation Network 2016 Research Report; ³Truven Health Analytics Study 2012; ⁴Advisory Board 2014; ⁵NCBI 2010; ⁶Nursing Solutions 2016 National Retention & RN Staffing Report

there’s more

- Strong relationship between physician satisfaction and patient satisfaction
- Medical errors increased in burned out surgeons......about 11% more
- More med errors in depressed residents......about 6.2x more
• Errors cost money
• Replacing care providers is huge cost
Cultural Paradigm

1. Schein

- Assumptions
- Values/Mores
- Artifacts

Effects of Hospital Care Environment on Patient Mortality and Nurse Outcomes

Linda H. Aiken, PhD, RN, FAAN, Sean P. Clarke, PhD, RN, FAAN, Douglas M. Sloane, PhD, Eileen T. Lake, PhD, RN, and Timothy Cheney
Director (Dr Aiken), Associate Director (Dr Clarke), Research Professor (Dr Sloane), Assistant Professor (Dr Lake), Senior Analyst (Mr Cheney), Center for Health Outcomes and Policy Research, University of Pennsylvania School of Nursing, Philadelphia, Pennsylvania
Results—Nurses reported more positive job experiences and fewer concerns with care quality, and patients had significantly lower risks of death and failure to rescue in hospitals with better care environments.

Conclusion—Care environment elements must be optimized alongside nurse staffing and education to achieve high quality of care.
Linking Nurses’ Perceptions of Patient Care Quality to Job Satisfaction

The Role of Authentic Leadership and Empowering Professional Practice Environments

Heather K. Spence Laschinger, PhD, RN, FAAN, FCAHS
Robert Fida, BA, MA, PhD
CONCLUSION: Authentic leaders play an important role in creating empowering professional practice environments that foster high-quality care and job satisfaction.
A Survey of the Impact of Disruptive Behaviors and Communication Defects on Patient Safety

Alan H. Rosenstein, M.D., M.B.A.; Michelle O’Daniel, M.H.A., M.S.G.

The Joint Commission Journal on Quality and Patient Safety
August 2008  Volume 34 Number 8
Results and stuff

- VHA West Coast administered a 22 question survey instrument
- Nurse – physician: Impact of disruptive behavior and patient care
- 26% response rate
- 2846 nurses, 944 physicians, 40 administrative executives, 70 as other
Results

• 77% of the respondents reported that they had witnessed disruptive behavior in physicians
  – 88% of the nurses in 51% of the physicians

• 65% of respondents reported witnessing disruptive behavior in nurses
  – 73% of the nurses and 40% of the physicians
67% of the respondents agreed that disruptive behaviors are linked

- The result for medical errors was 71% and patient mortality 27%
Comments

• Most nurses are afraid to call Dr. X when they need to, and frequently won’t call. Their patient’s medical safety is always in jeopardy because of this.

• Poor communication postop because of a disruptive reputation, resulted in delayed treatment, aspiration, and the patient’s eventual death.

• I am largely concerned about nurse-nurse relationships, as there is so much backbiting and unnecessary scrutiny that is a larger problem than physician-nurse relationships.
Recommendations

- Recognition and awareness
- Cultural commitment/leadership/champions
- Policies and procedures
- Incident reporting
- Structure and process

- Initiating factors
- Education and training
- Communication tools
- Discussion forums
- Intervention strategies
Some others things I want you to contemplate

- Morale distress
- Colleague assault
- Loss of talent from the profession
- Bad reputation
- Financial distress to the organization
- Patient harm
There are many proposed solutions but where do we start?

A holistic view of wellness
We have to get after it......

- 49% of organizations assess nursing engagement annually
- 26% of organizations assess nursing engagement annually
- 57% of HC leaders said that “identifying metrics to quantify resilience, well being, and joy” as the top action to address burnout.
- But many organizations don’t have the tools.

So what's the real cause of this increase and burnout?

- Patients are getting sicker
- Training
- Gap in expectations
- EHR

Medicare case-mix index increase

Paul B. Ginsburg and Grace M. Carter

Copyright and License information ➤ Disclaimer
# Table 2

**Case-mix index increase for discharges under the prospective payment system**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Case-mix index</th>
<th>Percent change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct.-Dec.</td>
<td>1.131</td>
<td>1.054</td>
</tr>
<tr>
<td>Jan.-Mar.</td>
<td>1.132</td>
<td>1.049</td>
</tr>
<tr>
<td>Apr.-Jun.</td>
<td>1.140</td>
<td>1.047</td>
</tr>
<tr>
<td>Jul.-Sept.</td>
<td>1.154</td>
<td>1.035</td>
</tr>
<tr>
<td>Oct.-Dec.</td>
<td>1.177</td>
<td>1.054</td>
</tr>
<tr>
<td>Jan.-Mar.</td>
<td>1.179</td>
<td>1.049</td>
</tr>
</tbody>
</table>

**NOTES:** Diagnosis-related group weights for fiscal year were used for all entries. Excludes waiver States and exempt units, includes backcasting adjustments.

**SOURCE:** The Rand Corporation: Analysis of calendar year MEDPAR and fiscal year 1984 PATBILL files.
Trends in Case-Mix in the Medicare Population

Presented to:
American Hospital Association
Federation of American Hospitals
Association of American Medical Colleges

July 15, 2010

Partha Deb
Professor of Economics
Hunter College and the Graduate Center
City University of New York
Figure 2
CMI Based on CCS in the HCUP data: Patients Are Getting Sicker Every Year

CMI Based on CCS: 2007 weights
Medicare Population, Data From HCUP

Calendar year
2000 2001 2002 2003 2004 2005 2006 2007

CMI
1.05
1.1

CMI trend
Three traits of those who bounce back

- Facing down reality
- The search for meaning
- Ritualized ingenuity

It's not your IQ. It's not even a number. But emotional intelligence may be the best predictor of success in life, redefining what it means to be smart.
The EQ-i².0® Model

Copyright © 2011 Multi-Health Systems Inc. All rights reserved. Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.
# APPENDIX

The EQ-i Scales and What They Assess

<table>
<thead>
<tr>
<th>EQ-i SCALES</th>
<th>The EI Competencies and Skills Assessed by Each Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrapersonal</td>
<td>Self-awareness and self-expression:</td>
</tr>
<tr>
<td>Self-Regard</td>
<td>To accurately perceive, understand and accept oneself.</td>
</tr>
<tr>
<td>Emotional Self-Awareness</td>
<td>To be aware of and understand one’s emotions.</td>
</tr>
<tr>
<td>Assertiveness</td>
<td>To effectively and constructively express one’s emotions and oneself.</td>
</tr>
<tr>
<td>Independence</td>
<td>To be self-reliant and free of emotional dependency on others.</td>
</tr>
<tr>
<td>Self-Actualization</td>
<td>To strive to achieve personal goals and actualize one’s potential.</td>
</tr>
<tr>
<td>Interpersonal</td>
<td>Social awareness and interpersonal relationship:</td>
</tr>
<tr>
<td>Empathy</td>
<td>To be aware of and understand how others feel.</td>
</tr>
<tr>
<td>Social Responsibility</td>
<td>To identify with one’s social group and cooperate with others.</td>
</tr>
<tr>
<td>Interpersonal Relationship</td>
<td>To establish mutually satisfying relationships and relate well with others.</td>
</tr>
<tr>
<td>Stress Management</td>
<td>Emotional management and regulation:</td>
</tr>
<tr>
<td>Stress Tolerance</td>
<td>To effectively and constructively manage emotions.</td>
</tr>
<tr>
<td>Impulse Control</td>
<td>To effectively and constructively control emotions.</td>
</tr>
<tr>
<td>Adaptability</td>
<td>Change management:</td>
</tr>
<tr>
<td>Reality-Testing</td>
<td>To objectively validate one’s feelings and thinking with external reality.</td>
</tr>
<tr>
<td>Flexibility</td>
<td>To adapt and adjust one’s feelings and thinking to new situations.</td>
</tr>
<tr>
<td>Problem-Solving</td>
<td>To effectively solve problems of a personal and interpersonal nature.</td>
</tr>
<tr>
<td>General Mood</td>
<td>Self-motivation:</td>
</tr>
<tr>
<td>Optimism</td>
<td>To be positive and look at the brighter side of life.</td>
</tr>
<tr>
<td>Happiness</td>
<td>To feel content with oneself, others and life in general.</td>
</tr>
</tbody>
</table>