

RESILIENCE FOR RETENTION: A MICRO, MEZZO AND MACRO APPROACH



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DISCLOSURES

I have no financial disclosures.



OBJECTIVES

CREATE SHARED LANGUAGE ABOUT BURNOUT

IDENTIFY 5 AREAS OF BURNOUT

REVIEW RESILIENCE INTERVENTIONS AT THE MICRO, MESO AND MACRO LEVELS

DISCUSS HOW WE MAY IMPACT THIS WORK THROUGH A DEI LENS

SHARED LANGUAGE

STRESS

OVERWHELM

BURNOUT

De Hert

Dovepress

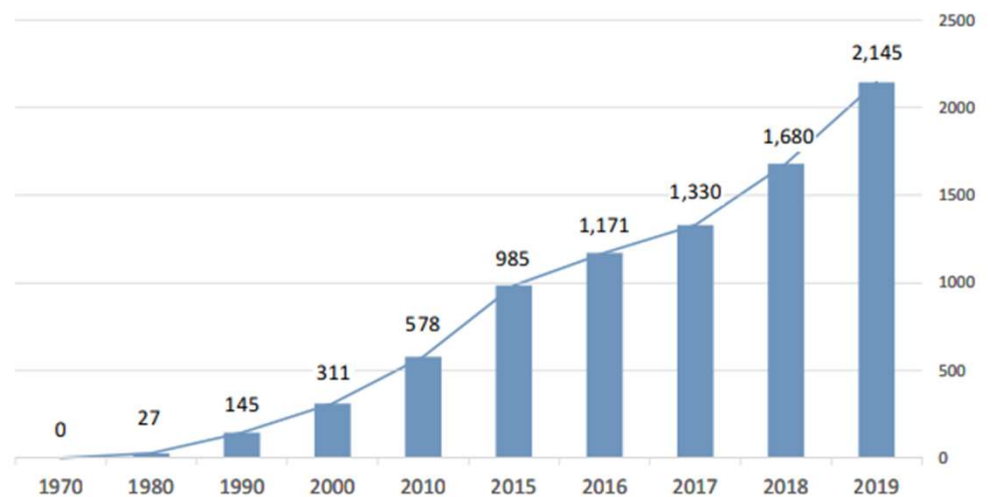


Figure 1 Overview of the number of PubMed hits for the search term "burnout" between 1970 and 2019.

FIVE REALMS OF BURNOUT (SMULLENS, 2021)

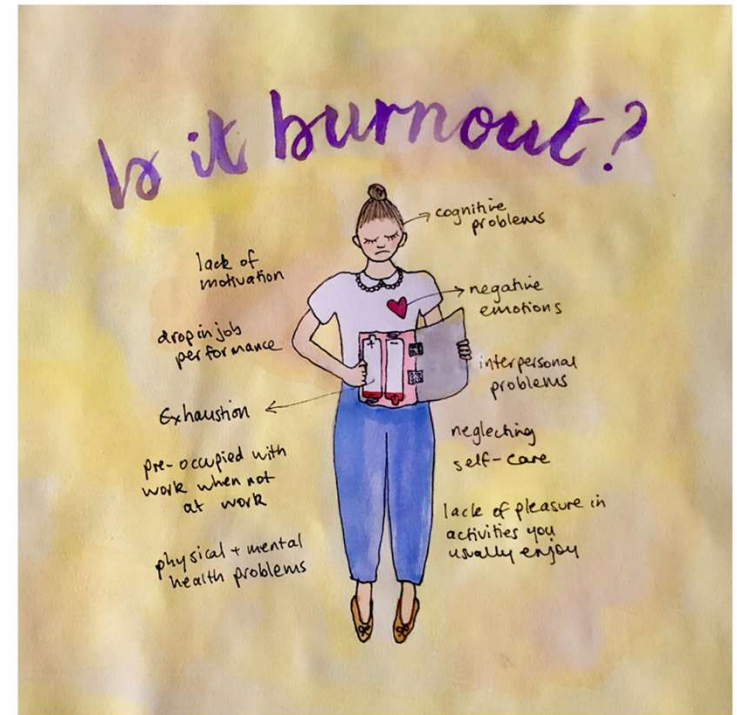
PROFESSIONAL - WORK IMPACT

PERSONAL - VIEW OF SELF, PERSONAL LIFE IMPACT

RELATIONAL - IMPACT FROM VARIOUS RELATIONSHIPS

SOCIETAL - IMPACT FROM SOCIETY

PHYSICAL - IMPACT OF PHYSICAL LABOR AND/OR IMPACT OF EMOTIONAL LABOR ON THE BODY





PROFESSIONAL BURNOUT

Work is impacting our
physical health, state of
mind and social
relationships

PERSONAL BURNOUT

Psychological, emotional, cognitive/intellectual and spiritual aspects of self. Impacts mood, sense of purpose, cognition, coping and physical health.

Me: I don't wanna talk about it.

Me 2 minutes later



My face when someone tells me stress balls are for squeezing, not for throwing at people who stress me out



RELATIONAL BURNOUT

Difficulty switching from professional role to the personal ones;
relationship repetitive problems

SOCIETAL BURNOUT

Overwhelm, overburden,
overloaded by societal
problems

Sorry, I can only handle ten crises at a time. Please take a number and I'll get back to you when things are halfway sane.



your  cards
someecards.com

Physical burnout

Physical exhaustion, body pain, appetite, decreased connection with body, illness



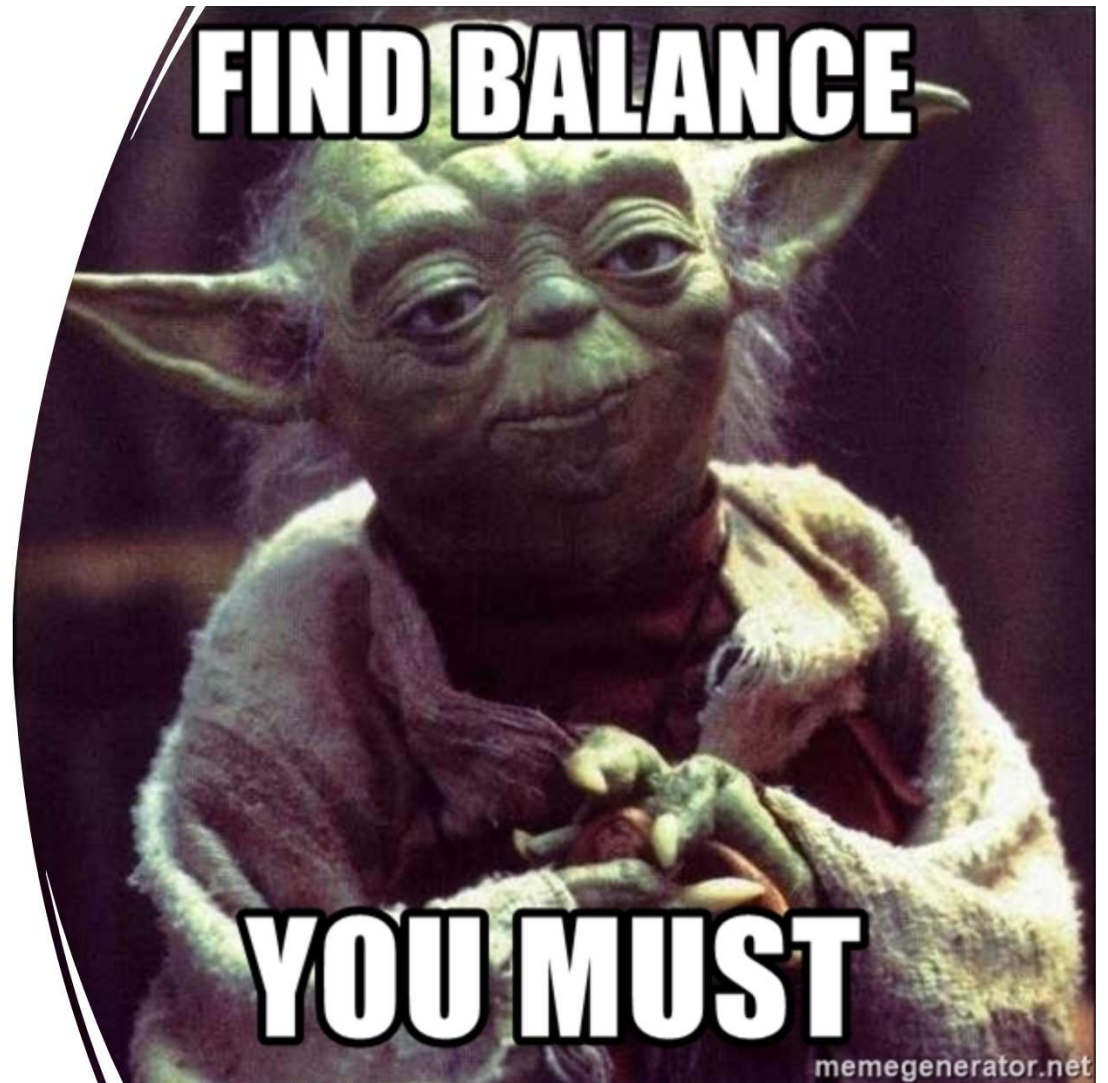
- Access to technology
- Language barriers
- Mistrust
- Assumptions
- Definition of family
- Definition of gender
- Body language
- Timing of interventions offered
- What does “participation” look like

OVERALL DEI CONSIDERATIONS

- Create psychological safety
- Call out implicit bias – set the example
- Identify and be aware of your triggers
- Educate about microaggressions and practice responses
- Own mistakes and improve
- Invite members of DEI groups in decision-making, policy review, PFAC

MICRO

- Individual
- Team
- Direct leader
- Patients
- DEI



MEZZO

- Organization
 - Leadership
 - Culture
- DEI



MACRO

- Community
 - Physical
 - Virtual
- Healthcare system
- Insurance
- Policy & legislation

I need a health care plan that covers the depression and anxiety caused by trying to understand my health care plan.



WELLNESS

- Healthy snacks
- Water stations
- Leave work at work (and at a reasonable time)
- Exercise breaks – 5 min
- Exercise incentives, free/reduced cost exercise options (partner with local gym), financial incentive for wellness
- Know and access available resources



Wellness Tracker

Brought to you by YOUR CMH Wellness Team.

Printed Name: _____

Dept: _____

Month: _____

Type Name Again for Signature: _____

*Information provided is an honest reflection of my wellness activities.

Be Well, Earn Bucks!

The purpose of the Wellness Tracker is to provide incentive to all caregivers with a simple program that rewards you for engaging in improvement or maintenance of your own health. All information is confidential and is not used for any purpose other than rewarding you with Wellness Bucks.

Please scan and email this form by the 5th of each month to kmoss@columbiamemorial.org. Please allow up to 45 days for Wellness Team entry and Payroll processing.

Annual Self Care Activities: We highly recommend these as activities each year as part of a healthy lifestyle. <u>These programs may be reimbursed only 1x/calendar year (2x for dental cleaning).</u>		\$\$ Per Activity	My \$\$
ANNUAL	Annual physical with your primary care provider	Date: _____ 20	
	Dental cleaning (can be reimbursed 2x/year)	Date: _____ 10	
	Flu vaccination	Date: _____ 10	
	Complete an annual retirement or financial planning session (ex: retirement/investment planning with Principal Financial)	Date: _____ 10	
	Update or verify your beneficiaries on Principal.com	Date: _____ 10	
	Attend annual Caregiver Wellness Fair	Date: _____ 10	

Personal Health Activities		\$\$ per Activity	My \$\$
MONTHLY	Try a new healthy recipe or healthy ingredient		
	What I tried: _____	5	
	Write and deliver a thank-you note or compliment	5	
	Finish a non-children's book Book I read: _____	5	
	Set and track a goal for your self (on reverse)	5	
	Set and track a goal for your body (on reverse)	5	
	Set and track a goal for your mind (on reverse)	5	
	Volunteer work in our community Where I volunteered: _____	5	
	Log into principal.com account and check personal information and/or utilize the wellness tools and webinars	5	
	Donate blood Date: _____	5	
	Non-tobacco user and non-electronic nicotine delivery system (ENDS) user	5	
	Complete Credit to Culture sheet with signature attached	5	



COVID-19 coronavirus update

The latest updates on COVID-19, the coronavirus, can be found at columbiamemorial.org/covid-19-updates.

Our EAP vendor also has a few resources that can help you manage the uncertainty in a time that may be unsettling. [If you would like more information from our EAP on managing anxiety about COVID-19, click here.](#)

Care Management has put together a list of emotional support resources that may be helpful during this time. [Click here for that information.](#)



CMH and community resources

Emotional support

We hear you! Thank you for allowing our clinical social work team to support you all during this very challenging time. We appreciate the work every CMH caregiver does to support our community, and we want to continue to help support you. Our social workers are great listeners and often have good resource suggestions!

Call us seven days a week, 8 a.m. to 5 p.m., at [971.286.0084](tel:971.286.0084).

- [CMH's Coping with COVID-19 Crisis Support Program](#) (updated 12/10/2020).
- [Emotional Support Resources for CMH Caregivers.](#)
- [Mental Health and Coping During COVID-19 from the CDC.](#)
- [Breathing Practice Video from Julia Mabry, Staff Yoga Instructor.](#)
- [Body Scan Video from Julia Mabry, Staff Yoga Instructor.](#)

Caregivers & COVID-19 – Nicole Williams, COO

A Caregiver Support Team has been created to focus on caregiver needs, such as fatigue, morale, child care, mental health or other things. They are meeting daily to discuss what else can be done for our caregivers at CMH.

WE CAN DO HARD THINGS



We know this because we **HAVE** been doing hard things for the past year and a half. This pandemic has felt like a marathon of challenges and changes, with recent times feeling like we need to sprint. Everyone is exhausted and feeling all of the things ... if talking about how you are doing is a way you fill your resilience cup, let us help!

For the next month, Allison Whisenhunt, licensed clinical social worker and director of our Behavioral Health and Care Management Department, will be offering opportunities for anyone interested to have an informal, confidential listening ear. If you would like more formal counseling, she will help connect you to that.

OPTIONS

IN-PERSON

Location:

Allison's Office (outside Physician's Lounge near Med/Surg)

Dates/Times:

- Tuesdays through September, 12 to 1 p.m.
- Wednesdays through September, 7 to 8 a.m.

VIRTUAL

Location:

Call 424-672-7540, 897815009#

Dates/Times:

- Mondays through September, 11:30 a.m. to 12:30 p.m.
- Thursdays through September, 7 to 8 p.m.

Want to set up a different time? Contact Allison at 503-338-4648 or awhisenhunt@columbiamemorial.org.



Some things have changed, but
there is one thing we know.

We are Safer Together.



“Getting this vaccine is a choice, but for many of us, helping people who may not follow safety precautions is not usually an option. I’ve seen firsthand what this virus can do, and I’m grateful for the opportunity to not only protect myself and those I care about, but to also protect everyone in our community.”

- Allison Whisenhunt, Director of Care Management



**Local Healthcare Heroes
Need Your Protection!**

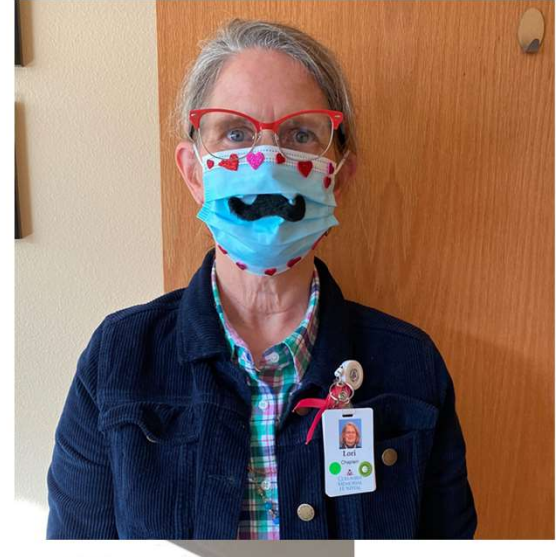




“It is stressful for people to not see their loved ones while they are in the hospital. I have been spending more time with each patient to help them get the face-to-face interaction that we all need.”

Nancy - RN Care Coordinator

Pandemic Perspectives
at CMH



COMMUNITY OUTREACH – SETTING AN EXAMPLE

the **Astorian**

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[e-Edition](#)

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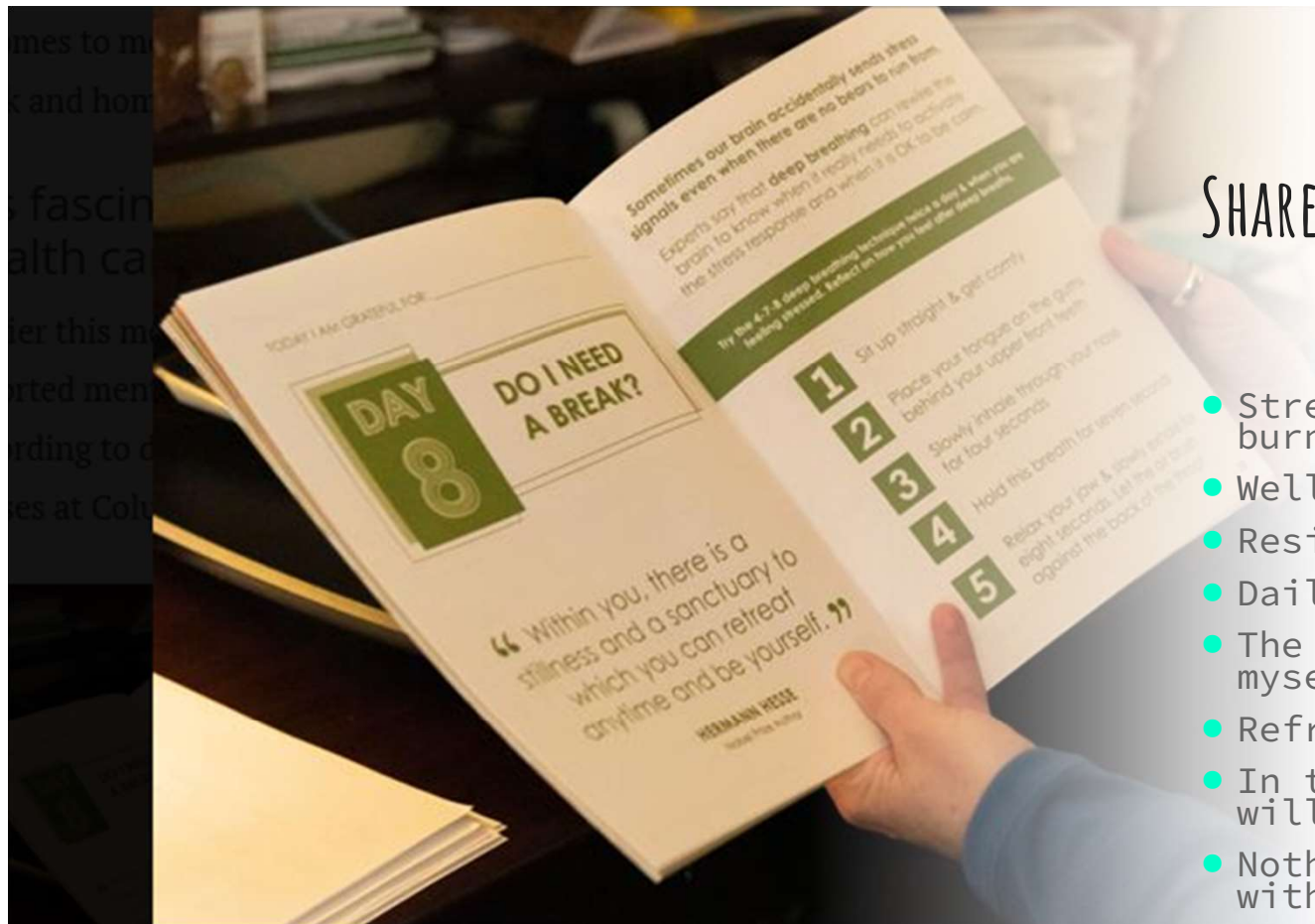
[Coast Weekend](#)

SPOTLIGHT

To help manage stress, Columbia Memorial social workers look inward

The last few months of the pandemic have been among the hardest on caregivers

By Abbey McDonald, The Astorian Oct 29, 2021



SHARED LANGUAGE

- Stress vs overwhelm vs burnout
- Wellness
- Resilience
- Daily inspiration
- The story I'm telling myself...
- Reframe
- In this moment, what will help
- Nothing about me without me

The hospital printed workbooks for employees to use to monitor their own mental health as part of a campaign on workplace stress.

RESILIENCE CAMPAIGN – ORGANIZATION



Hospital Week Schedule of Events

Monday, May 10: Thank You Medical Group!

Look for the kudos chain letter in your email today. Forward it to a coworker who deserves a thank you. Both of you will be entered into the grand prize drawing for a chance to win a \$100 gift card.

Thank You Medical Group!
Look for a kudos chain letter in your email today.

Department baskets
need to be delivered to CMH, deadline no later than 2 PM Wed, May 12th. Drawing will be held virtually Thursday at 10 AM.

Don't even wear it with a nice pair of jeans if your department allows. AND... grab a free drink in the cafeteria.

On the day we celebrate your team, enjoy a free meal from the cafeteria, and choose your gift from the Central Supply CMH Hospital Week order form.

Tuesday, May 11: Thank You Ancillary and Support Services!

Hospital Week puzzles will be sent via email today. This year's puzzles will be resiliency-themed. Turn in your puzzles for an entry into the Hospital Week grand prize drawing for a \$100 gift card.

Forward this message to a co-worker that deserves a THANK YOU! Just hit the forward button, then copy and paste this message at the top of the email and change the answers to personalize it. cc mhutchinson@columbiamemorial.org. Every email sent will enter the sender and receiver into the hospital week grand prize \$100 gift card drawing.

Dear _____

Thank you so much for _____

From your friend and co-worker,



Think THIS instead of THAT

Our brain sometimes does what trained professionals call Stinkin' Thinkin. Next time you notice yourself in a negative thought, try reframing it into something positive.

Match up the negative thought to a possible positive thought with a simple line.

Scan and email your finished puzzle to mhutchinson@columbiamemorial.org for an entry into the grand prize Hospital week drawing for \$100 gift card.

Name: _____ Department: _____

Negative Thoughts

I really wish I hadn't done that!

Life Sucks, I hope one day it is better

I can't do that, I've never done it before

I'm having a bad day

I will never be good enough

That person doesn't like me

I am not doing a good enough job

That person made a huge mistake they must be bad at their job

I wish my life was better right now

I wish I was more like that person

I am scared at home but if I say something it might get worse

Positive Thoughts

Other people's opinions of me don't define my worth

That person might have something going on in their life that is distracting them from their work

What is one thing I absolutely love about myself?

I can keep practicing and working to get better

What could I do to improve my circumstances?

What is something I am grateful for right now?

I'm going to do that differently in the future

Maybe I could talk to someone I trust about what is going on.

I'm open to learning something new

I will keep growing and improving

It's a hard day, maybe I need some self-care

CAREGIVER APPRECIATION DAY

Mayor proclamation

Video clips hourly

Prizes

Free meal served by leaders







DEI DISCUSSIONS

Caregivers across the organization volunteered

- DEI Taskforce Kickoff
- DEI Task Force - Race, Ethnicity and Language
- DEI Task Force - Gender & Sexual Orientation
- DEI Task Force - Education, Income, Occupation, Status Hierarchies
- DEI Task Force - Age, Religion, Family Status, Socio-Economic Status
- DEI Task Force - Disability, Mental Illness, Substance Abuse, Weight
- DEI Task Force - Patient Equity and inclusion
- DEI Task Force - Review and Develop Policies
- DEI Task Force - Review CMH Benefits for Equity and Inclusion
- DEI Task Force - Hospital Wide Training Brainstorm Session
- DEI Task Force - Leadership Training Brainstorm Session



THE RESILIENT LEADER

- Know your staff; know what they evoke in you
- Individualize frequency and approach for 1:1
- Informal check ins regularly
- Have their back; promote their ideas; share wins with team
- Appropriate use of humor and inspiration
- Sincere expressions of gratitude
- Model work/life balance and attention to own burnout
- Be vulnerable – share mistakes and own growth
- Call out microaggressions, systemic oppression and trauma
- Be transparent while managing up the message
- Reframe negativity
- Incorporate play and creativity
- Don't blame the bread

RESILIENCE FOCUSED SUPERVISION MODEL

Protected time in a conducive location; attend to basic needs and be intentional to help healing from past trauma

3 components:

- Structural/environmental (format, setting, cultural-responsiveness)
- Relational (strengths-based, supervisee-centered, instilling hope)
- Work/Life Self-Care (role/responsibility, autonomy, self/staff morale, gratitude, self-compassion, work success)

CREATE A PERSONAL RESILIENCE PLAN

- Identify the resilience skills and strategy you currently use. What works well?
- Identify 2 resilience skills you would like to develop.
- Write 1 goal for each of the skills you identified.
- Identify potential obstacles in developing these skills.
- Write down 3 experiences when you overcame a tough situation, and were still able to perform at your best and be optimally effective. How were you able to do it? What worked well for you? What is important to keep in mind for next time?

THE FIVE MINUTE WALK

With intention

Wandering

Play

KUDOS TO OTHERS

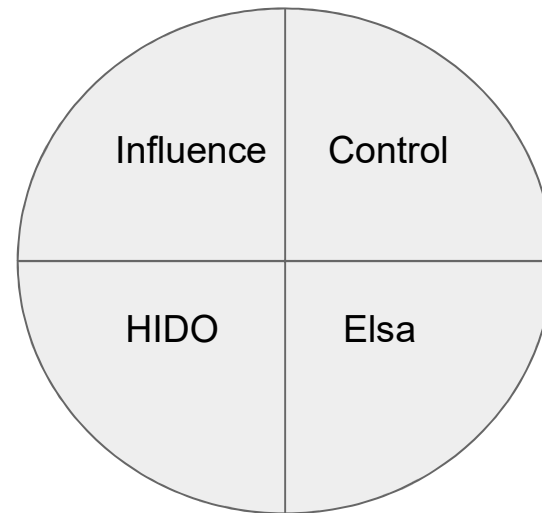
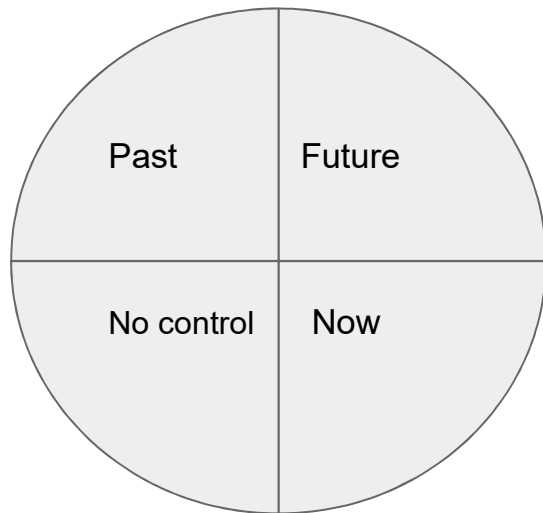
1. One idea I've gotten from you is . . .
2. I really like your personality because . . .
3. I know I can count on you when . . .
4. I really appreciate when you . . .
5. Some adjectives that describe you are . . .
6. I am impressed by the way you . . .
7. I look forward to seeing you because . . .

Appreciation box: write down positive messages, thank you notes or messages of appreciation or encouragement. As a team, open message(s) at a particular cadence (daily in huddles, weekly, monthly at staff meetings, etc)

ACTS OF KINDNESS

1. Compliment the first three people you talk to
2. Write a handwritten note to someone
3. Say “good morning” to the person next to you on the elevator (or bus, or subway, or street)
4. Dedicate 24 hours to spreading positivity on social media
5. Negative free day challenge
6. End your day with providing kudos

PIE (DR. AMY KING)



GRATITUDE

- Gratitude jar
- 5 minute thank you card, text or email
- Gratitude email chain
- Three good things
- 10 second gratitude pause
- ...and I'm grateful...
- "Today I'm grateful for..." board with weekly prompts
- Passwords

Gratitude

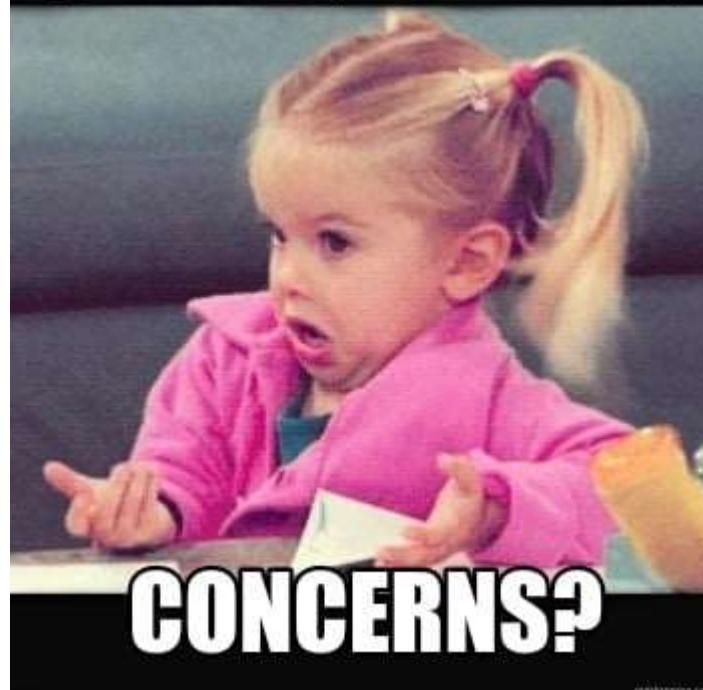
video <https://www.youtube.com/watch?v=oHv6vTKD6lg>

SHOUT OUT

Thank you to my team, colleagues, and leadership at Columbia Memorial Hospital for supporting innovation and autonomy in the creation and implementation of resilience building.

Thank you to Dr. Amy King for support and guidance around resilience building in healthcare professionals.

QUESTIONS, COMMENTS,



CONCERNS?

memegenerator.com

YOU GET A THANK YOU!

2004

**AND YOU GET A THANK
YOU!**

**AND YOU GET A THANK
YOU!**

EVERYONE GETS A THANK YOU!



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- Dr. Amy King: <https://doctoramyllc.com>