

Creating Healthy Work Environments in Academia

Gina DeGennaro, DNP, CNS, RN, AOCN, CNL
Virginia League for Nursing, April 2017



Resilience as a **remedy**



from Long Island, NY *to* Niagara Falls, NY





to Bay Area, CA
a n d Quad Cities, IA





t o Charlottesville, VA





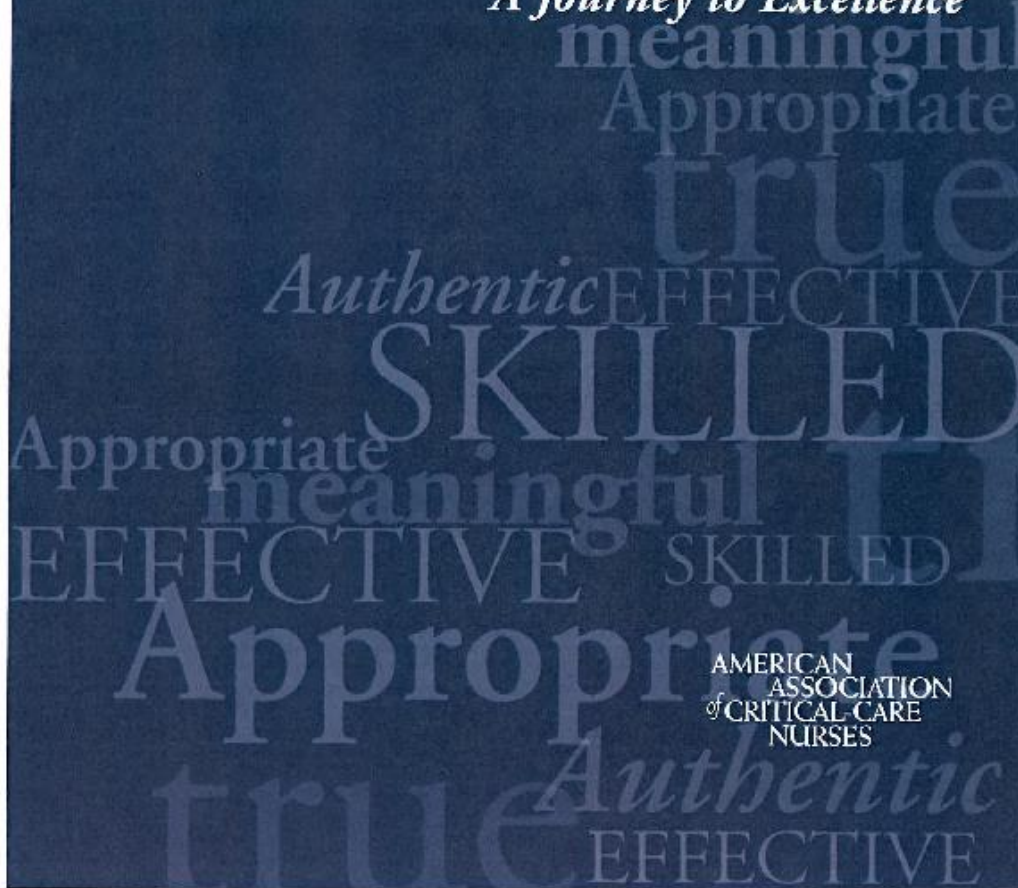
MISSION

A cornerstone of the UVA SON Strategic Plan is the Healthy Work Environment (HWE) initiative, which identified statements of exactly what a HWE meant to faculty and staff. Our “compiled wisdom” was organized into five areas—Respect & Appreciation, Communication, Workload, Physical Environment, and Interpersonal Relationships—and became our working statement.



AACN STANDARDS FOR
ESTABLISHING AND SUSTAINING
HEALTHY WORK ENVIRONMENTS

A Journey to Excellence



AMERICAN
ASSOCIATION
of CRITICAL CARE
NURSES

<https://www.aacn.org/WD/HWE/Docs/HWEStandards.pdf>

Statement on a Healthy Work Environment for the University of Virginia School of Nursing 2013

- **Respect & Appreciation**

- The School of Nursing welcomes and embraces differences in ethnicity, race, culture, gender, sexual orientation, age, religion, occupation, socioeconomic status and perspective (from the SON Mission Statement). Mutual respect and appreciation characterize all relationships within the community, regardless of role or any other descriptors.
- On a daily basis, we demonstrate appreciation and respect (i.e., basic manners) to all individuals at all times.

Communication

- We recognize what each individual has done.
- We value the input of all members of the Nursing community.
- We are considerate of others' time.
- We actively and respectfully listen to others and remain respectful of their opinions.
- We acknowledge and appreciate the contributions of others and do not interrupt unless necessary.
- We are accountable for our actions and strive to provide the best service possible.
- We are respectful of others' privacy, confidential information, gossip, and we maintain confidentiality.
- We are committed to open, honest, positive, and constructive communication throughout the organization.
- We always conduct ourselves professionally and we use appropriate language.
- We disseminate information in a proper language and manner.
- We appreciate the contributions of others and do not interrupt unless necessary.
- We are active in our community and we strive to be a positive influence.

Workload

- In a healthy work environment, work responsibilities are engaging, manageable within the work day, transparent, and well-supported with resources. Employees are cross-trained (when appropriate) and


Healthy Work Environment Proposed Standards for Academic Settings

AACN Established HWE Standard	AACN: Clinical Setting	Proposed Adaptation: Academic Setting Standards
#1 SKILLED COMMUNICATION	Nurses must be as proficient in communication skills as they are in clinical skills.	Faculty and staff are as proficient in communication skills as they are in their respective academic duties and skills.
#2 TRUE COLLABORATION	Nurses must be relentless in pursuing and fostering true collaboration.	Faculty and staff are relentless in pursuing and fostering collaboration within and beyond the university.
#3 EFFECTIVE DECISION-MAKING	Nurses must be valued and committed partners in making policy, directing and evaluating clinical care, and leading organizational operations.	Faculty and staff are valued and committed partners in implementing shared governance within the school and university setting.
#4 APPROPRIATE STAFFING	Staffing must ensure the effective match between patient needs and nurse competencies.	Faculty and staff ensure the effective match between the mission of the school and designated employee competencies.
#5 MEANINGFUL RECOGNITION	Nurses must be recognized and must recognize others for the value each brings to the work of the organization.	Faculty and staff are recognized and recognize others for the value each brings to the work of the organization.
#6 AUTHENTIC LEADERSHIP	Nurse leaders must fully embrace the imperative of a Healthy Work Environment, authentically live it, and engage others in its achievement.	Faculty and staff leaders fully embrace the imperative of a healthy work environment, authentically live it, and engage others in its achievement.
Proposed Standard #7 SELF-CARE	Nurses and nurse leaders must embrace self-care as foundational to the creation of a healthy work environment where patients and clinical partners can thrive.	Faculty and staff engage and are supported in developing self-care as foundational to the creation of a healthy work and learning environment where all members of the academic community can thrive.

Nursing, nationally

3,764,491

licensed registered nurses, US



74%

A photograph of a person with dark skin and curly hair, sitting on a couch. They have their hands clasped over their face, suggesting distress or exhaustion. The lighting is dim and warm, creating a somber mood. A large, bold, orange percentage '37%' is superimposed over the center of the image.

37%



400,000

**2 to 3 1/2 times
more likely**





Can't hide from the sobering facts

- Work force shortage
 - Crisis looming
- Moral distress
- Lateral and vertical violence, i.e. bullying
- Quality & safety
- Attrition/Turnover
- Working wounded
 - BURNOUT



Burnout (Maslach, 1981)

- Emotional exhaustion
 - Emotionally overextended and exhausted by work
- Depersonalization
 - Negative, cynical, treating others as objects
- Personal accomplishment (low)
 - Feeling inadequate, incompetent, and inefficient



Association between Burnout and Patient Outcomes

- Hospitals with more stressed nurses had higher infection rates
- When burnout was reduced, quality of care and cost improved
 - 30% decrease -> over 6,000 fewer infections and cost savings of \$69M



Nurses who experience burnout...

- Higher number of sick days; miss work due to injury, illness, depression or fatigue
- More likely to have workplace errors
- More likely to be impatient and reactive to fellow colleagues and patients and families
- More likely to change jobs



Cost of Nursing Staff Turnover

2x a nurse's annually salary for each nurse who leaves

\$15M -- annual cost per health care institution as a result of nursing turnover

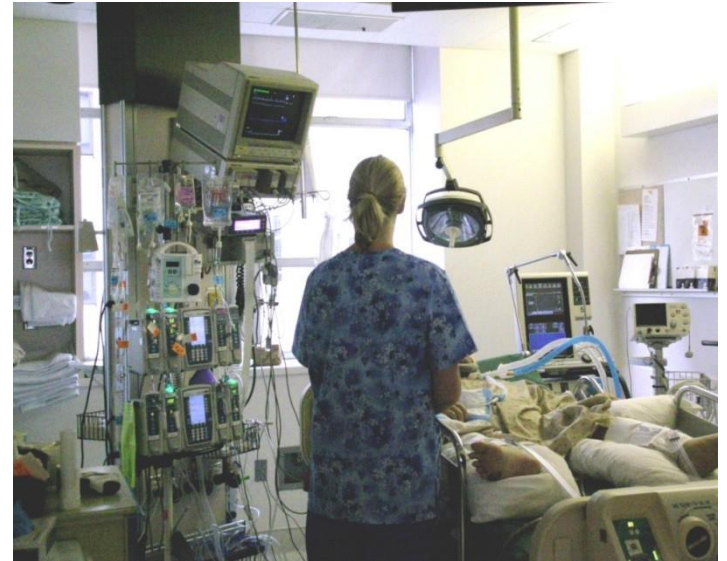
[Citation:

<http://www.nmlegis.gov/lcs/handouts/LHHS%20081312%20NursingTurnover.pdf>]



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*If we truly practiced with compassion and empathy, what would the health care system look like? How would **we be transformed**? How might this change the outcomes for patients and families...*

From Fontaine, D. K., Rushton, C.H., & Sharma, M. (2014). Cultivating compassion and empathy. In M. Plews-Ogan & E. Beyt (Eds.). *Wisdom leadership in academic health care centers: Leading positive change*. London: Radcliffe Publishing, 92-110.

Maya Angelou 1928-2014



"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Compassion

...experiencing a trembling
or quivering of the heart
in response to another's
pain



Sharon Salzberg

Empathy

Putting yourself *in the shoes of another*

A necessary **precondition**
for compassion

What do people see when they see you?

Compassion is a rigorous
stance

*We live in a time when
science is validating what
humans have known
throughout the ages: that
compassion is not a luxury; it
is a necessity for our well-
being, resilience, and
survival.*

Roshi Joan Halifax

Qualities Necessary for Compassionate Care

- **Attention/Awareness**
 - Not distracted
 - Keen assessment skills (details and big picture)
 - Recognize concerns and issues of others in order to respond to needs wisely
- **Presence**
 - In tune with your own experience (interoceptivity)
 - Visceral attunement (sensitivity to other's experience)
 - Empathy and compassion
- **Stress Resilience**
 - Maintaining your own health and well-being while continually giving and trying to meet others' demands



Qualities of Clinical Excellence



Awareness—Presence—Resilience

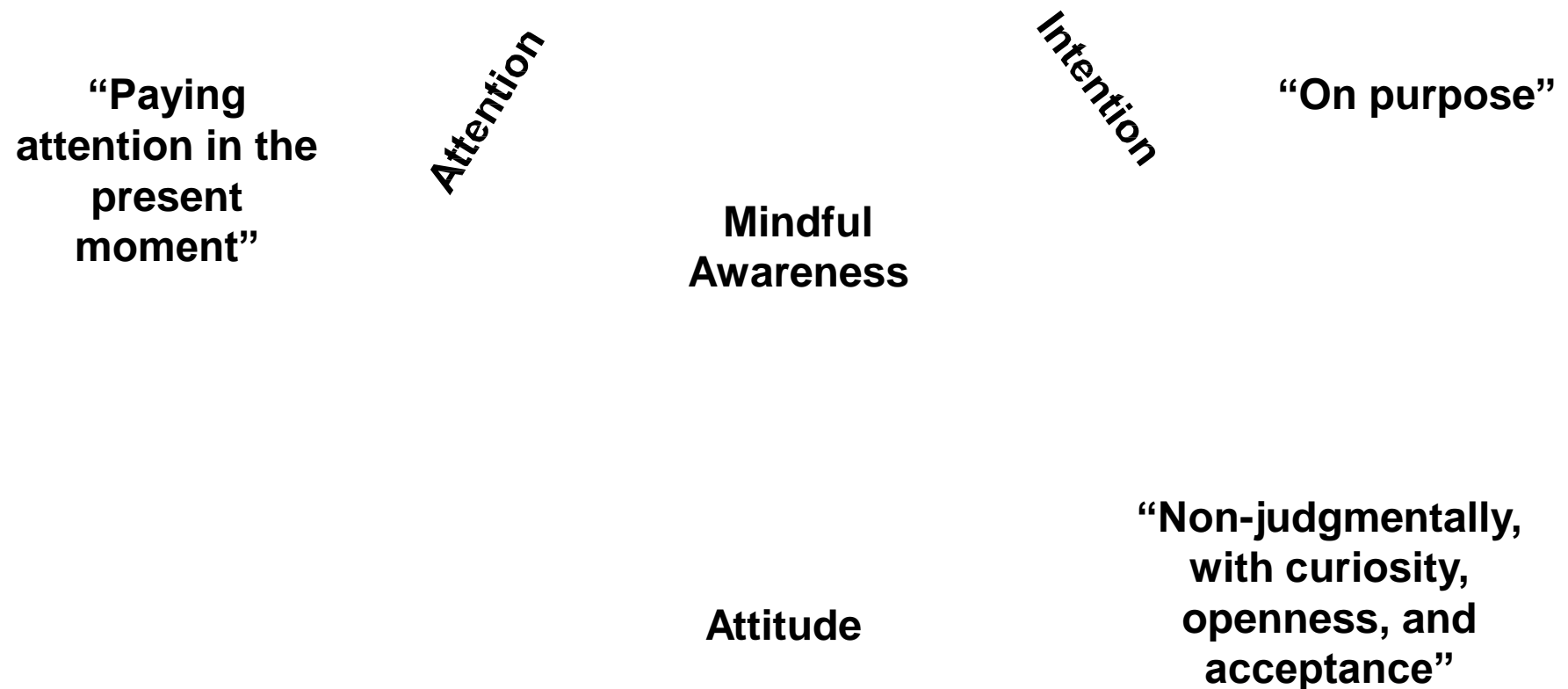


Mindfulness

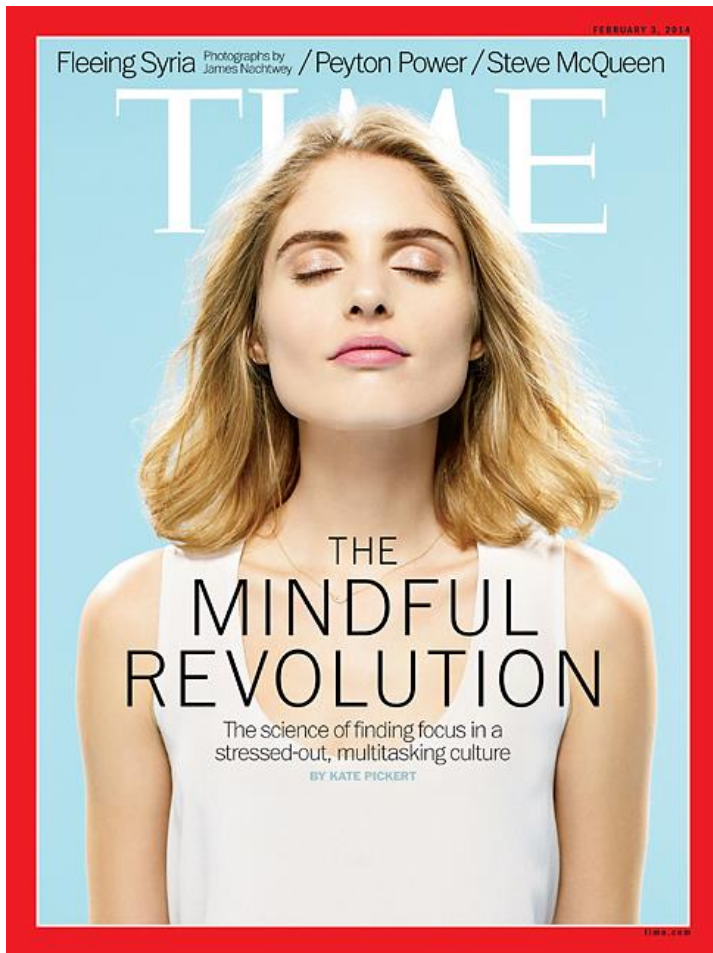


Awareness—Presence—Resilience

Components of Mindfulness



“The science of finding focus...”



Health

Immune system

Neuroplasticity

Well-being

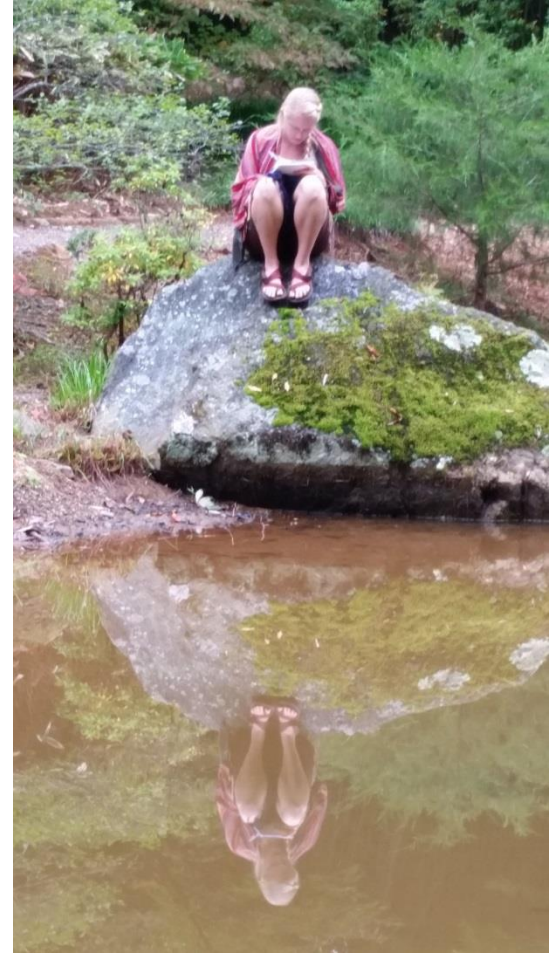
How can we get better?

A horizontal line of orange dots, consisting of 25 dots, positioned below the main text.

Based on Research Mindfulness facilitates:

- More Focus
- More awareness of what is around you
- More fully present
- Less rigid in thinking
- Less fearful
- Less stressed out

Resiliency Initiative



The Architecture of Resilience

“...resilient practices -- things like meditation, yoga, reflective writing, deep breathing, even physical exercise -- make for happier, stronger, more centered clinicians.”

D. Fontaine, S. Bauer-Wu, & D. Germano (2014)

http://www.huffingtonpost.com/dorrie-k-fontaine/the-architecture-of-resil_b_4560762.html

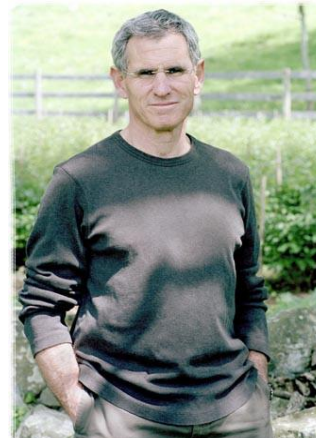
The purposeful pause

A mindful leader embodies leadership presence by cultivating focus, clarity, creativity, and compassion in the service of others.

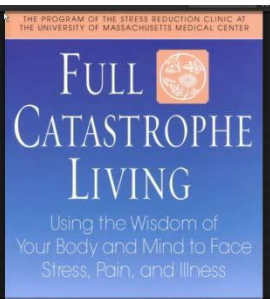


Mindfulness-Based Stress Reduction (MBSR)

- Developed in U.S. in 1979; original focus to help cope with stress
- Integrated into modern Western medical settings
- Growing evidence that it is indeed helpful in reducing stress and stress-related conditions
 - Improved immune system and less inflammation
 - Improved cardiovascular functioning
 - Less depression relapse
 - Less anxiety and rumination



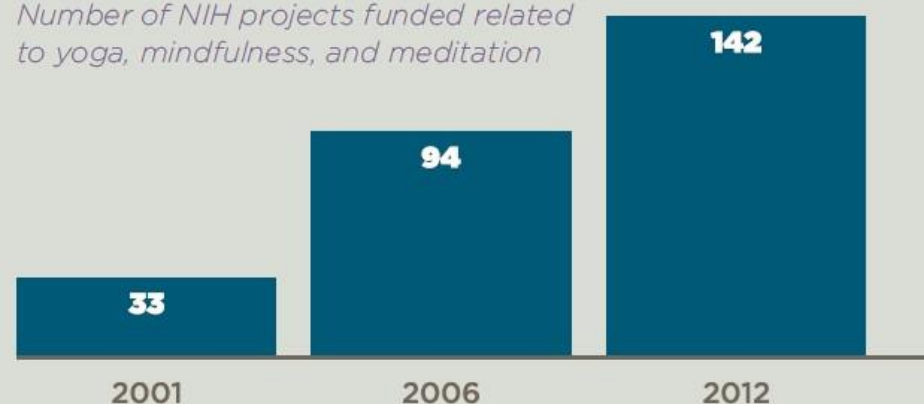
Developer of the program: Jon Kabat-Zinn, PhD,
the University of Massachusetts Medical School



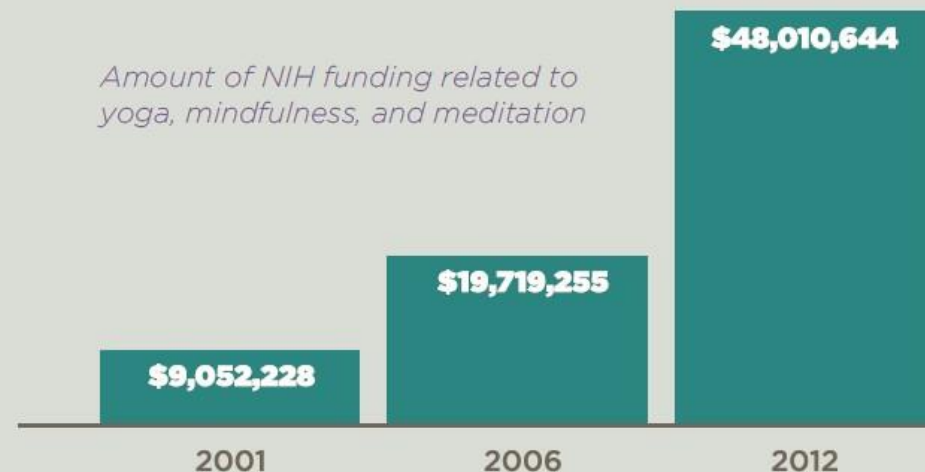
NIH Support Grows

Support from the National Institutes of Health (NIH) is a leading indicator of how important specific research is perceived. Since 2001, the NIH has quadrupled the number of research projects it supports that are related to yoga, mindfulness, and meditation, with more than five times the funding.

Number of NIH projects funded related to yoga, mindfulness, and meditation

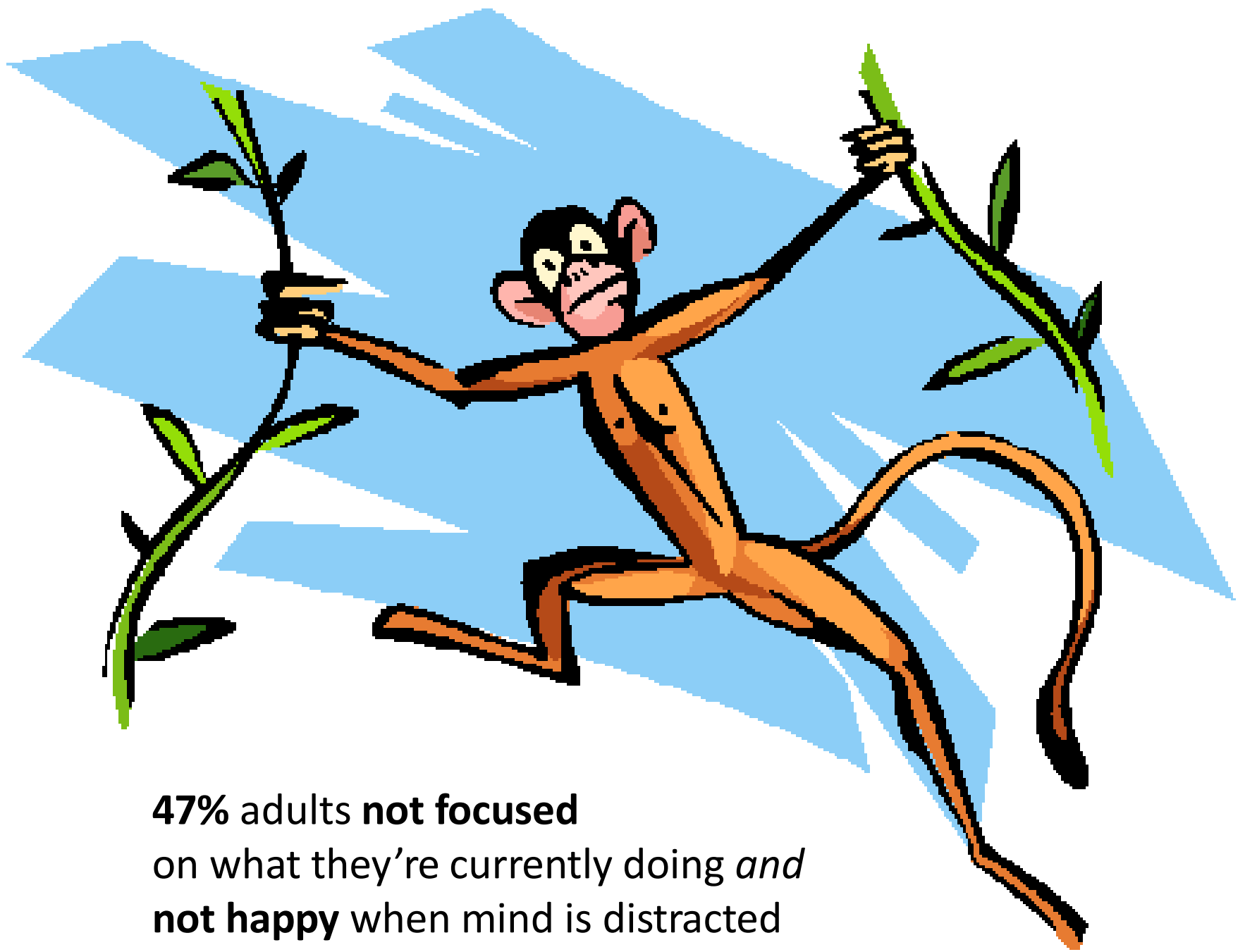


Amount of NIH funding related to yoga, mindfulness, and meditation



2365 peer-reviewed articles peer-reviewed research and scholarly articles published between 2010 and 2014 on “mindfulness”

source: American Mindfulness Research Association's, Mindfulness Research Monthly



47% adults not focused
on what they're currently doing *and*
not happy when mind is distracted

-Killingsworth & Gilbert, 2013

Mindfulness associated with brain regions involved with...

- Focusing attention
- Adapting to unexpected changes
- Monitoring and perceiving the environment
- Perceiving internal body sensations
- Less activation in fear regions
- Less ruminations and distractive thinking

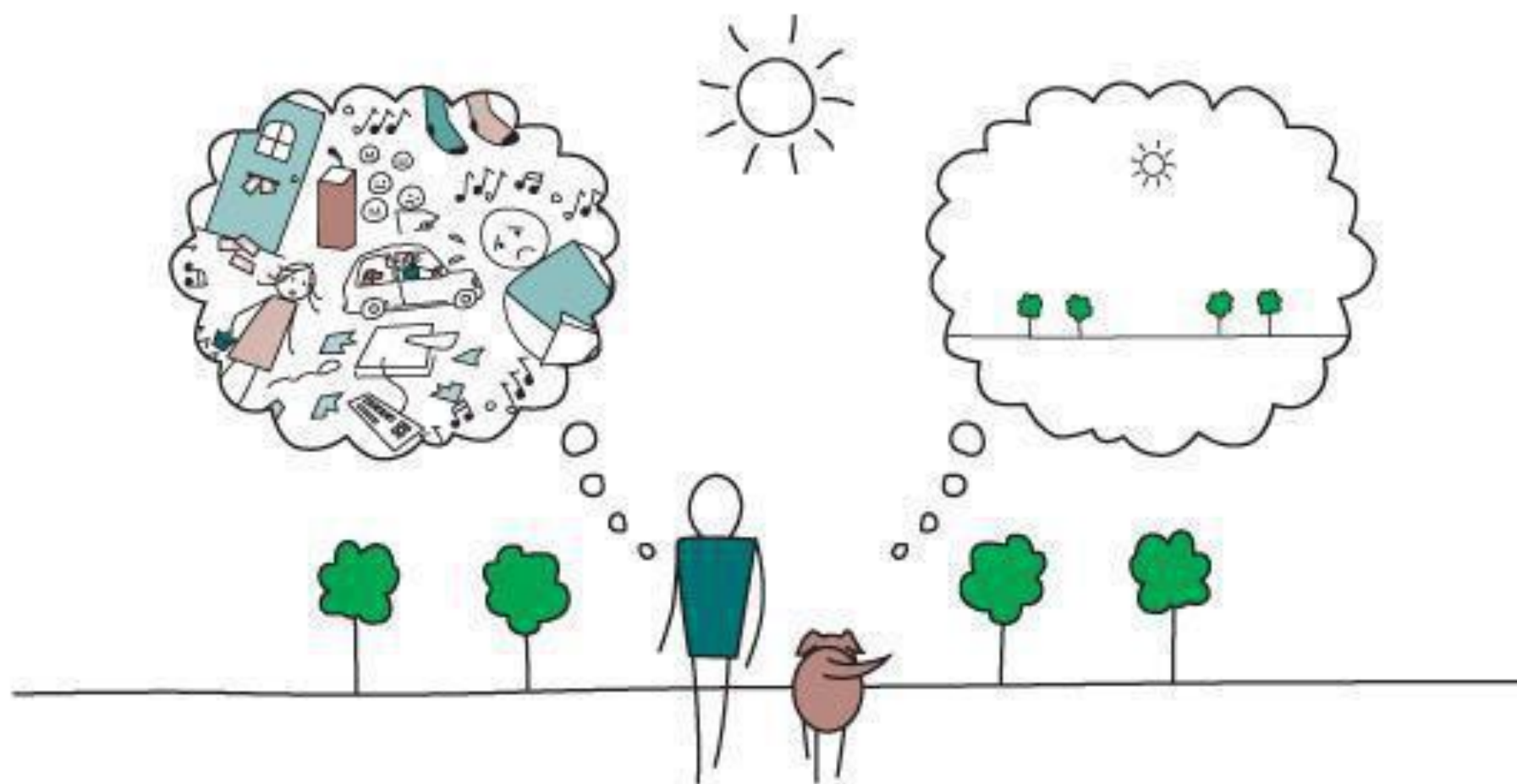
(Jha, Krompinger, and Baime 2007; Slagter et al. 2007; Moore and Malinowski 2009; Lutz, Slagter, et al. 2008; Farb et al. 2007; Brefczynski-Lewis et al. 2007; Jain et al. 2007).

In essence, neuroscience research shows that
mindfulness facilitates:

- More focused
 - More aware of what is happening around you, and consequently respond wisely
 - Be in tune with your body and its needs (and consequently take care of it more wisely)
 - More present with others
 - Less rigid in thinking
- “Go with the flow”
- Less fearful and stressed out

Reunion Weekend Yoga on The Lawn June 7, 2014





Mind Full, or Mindful?

Mindful clinicians associated with better patient care



- Multi-center, observational study (MD, NP, PA)
- Measures:
 - Patient ratings of quality of care (n=437)
 - Clinician (n=45) encounters recorded and coded into high and low mindfulness
- High mindfulness clinicians associated with:
 - Patient-centered communication
 - Positive emotional tone
- Overall better patient satisfaction
- No difference in amount/length of biomedical conversation

(Beach et al., 2013)



Compassionate Care



Resilient Nurses →
Patient and Family (Relationship)-
Centered Care

Quality and Safety research

Nurse Satisfaction ↔ Patient Satisfaction

1 point ↑ NS translates to 3 point ↑ PS



*How can you
be your best
self, so you
can shine
brightly and
not burnout?*



In Our Unit

The Pause

Jonathan B. Bartels, RN, BSN

Critical Care Nurse, February 2014

A young woman is wheeled into the trauma bay. She'd been crossing a busy intersection at night, clad entirely in black, and was an empty numbness in its place. It is as if our team lost the most important



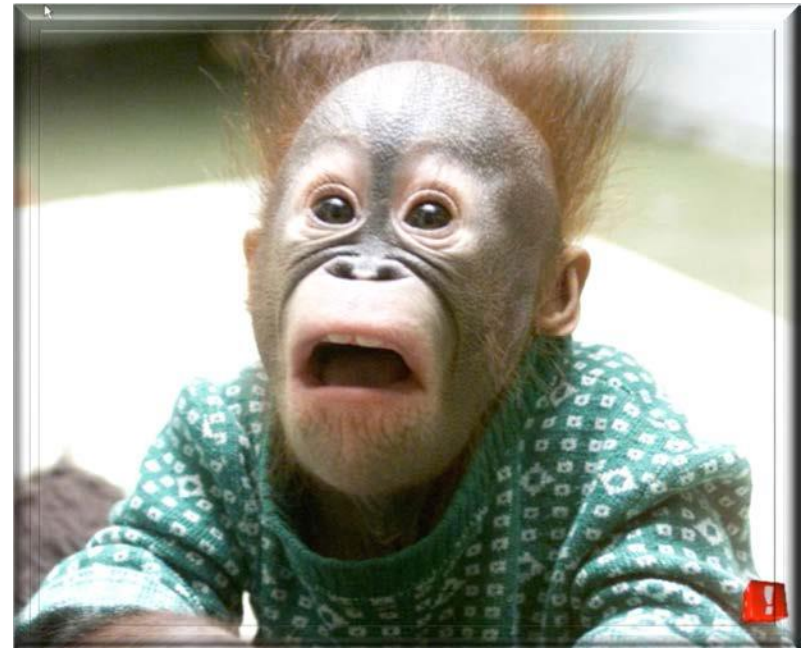
Self-narratives/mental stories = Stress

- For clinical staff:
 - Concerned that they cannot adequately alleviate patient and family suffering
 - Concerned that they said the wrong thing or did unintentional harm
 - Feeling inadequate or overwhelmed
 - Too much to do, not enough time
 - Personal financial challenges



Self-narratives/mental stories = Stress

- For you/leadership/management:
 - Balancing budget
 - HR issues/concerns
 - Accreditation
 - Etc...



Consequences of Chronic Stress

❖ **Physiological**

- Impairment of all biological systems, ↑ illness & aging

❖ **Behavioral**

- Impaired sleeping, eating, and activities

❖ **Psychological**

- Anxious, irritable, low vitality and creativity

❖ **Social/Relational**

- Withdrawn, less tolerant

❖ **Spiritual**

- Sense of meaninglessness and despair

❖ **Functional**

- Poorer communication, poorer work quality, increased errors, attrition, and burnout

Resilience



***The ability to be one's best self
in the ongoing challenges of being a nurse, physician,
or other clinician.***

***It means **thriving**— embodying a sense of wellness,
connectedness, joy,***

and meaning—within the everyday work environment.

Bauer-Wu & Fontaine, 2015, GAHMJ

ORIGINAL ARTICLE

Prioritizing Clinician Wellbeing: The University of Virginia's Compassionate Care Initiative

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Priorización del bienestar del clínico: caso clínico organizativo de la Iniciativa de cuidados paliativos de la Universidad de Virginia

Susan Bauer-Wu, PhD, RN, FAAN, *United States*; Dorrie Fontaine, RN, PhD, FAAN, *United States*

Meditation ↔ Medicine

“mederi”

(Latin) to comfort, to heal, to care for

<http://www.mindful.org/kindergarten-teners-talk-about-mindfulness-in-just-breathe-short-film/>

What are we doing at UVA?

Integrating into the Schools of
Nursing and Medicine, all of UVA and
the Health System

Built a resilience room and
contemplative classroom

Free yoga and meditation 5 days a
week



What are we doing at UVA?

Formal courses and ones
sprinkled throughout
curriculum



Resiliency retreats (for every
nursing student and those “in
the field”)

Compassionate Care
“ambassadors”

Healthy Work and Learning Environments

UNDERSTANDING - APPRECIATION - EFFORT -

FRIENDLY - CONSIDERATE - ACCOUNTABLE -

RELIABLE- HONEST POSITIVE - CIVILITY -

APPRECIATION – CONSIDERATE - COURTESY -

INTEGRITY - ACCOUNTABLE - RELIABLE -

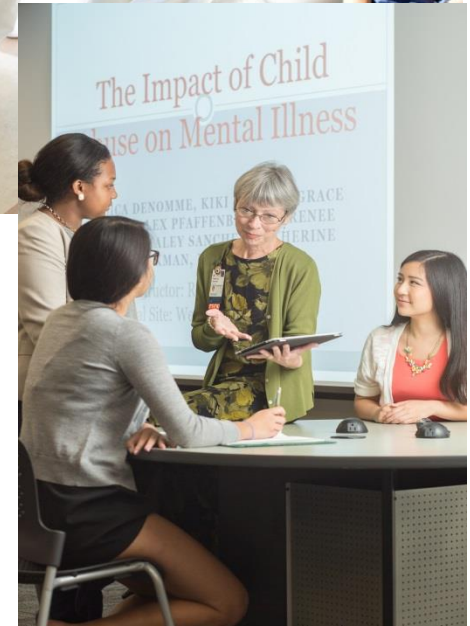
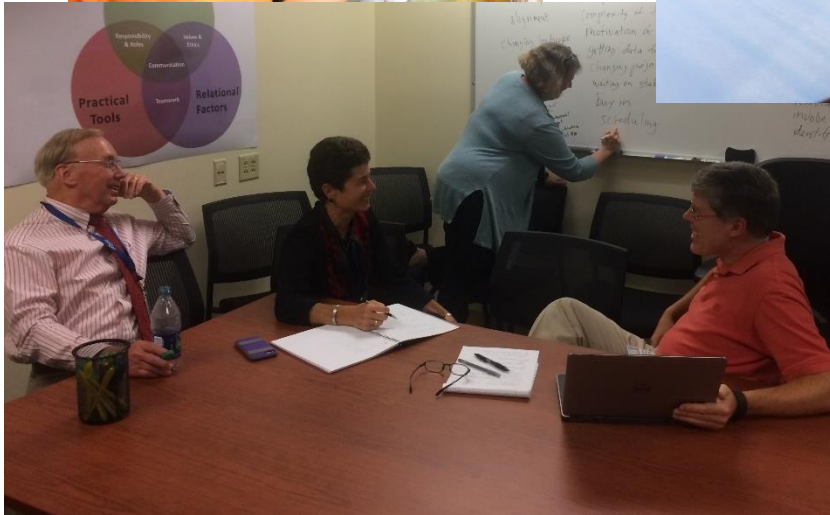
PROFESSIONALISM - RESPONSIBLE - LISTENING -

COMMUNICATION - POSITIVE - CONSTRUCTIVE -

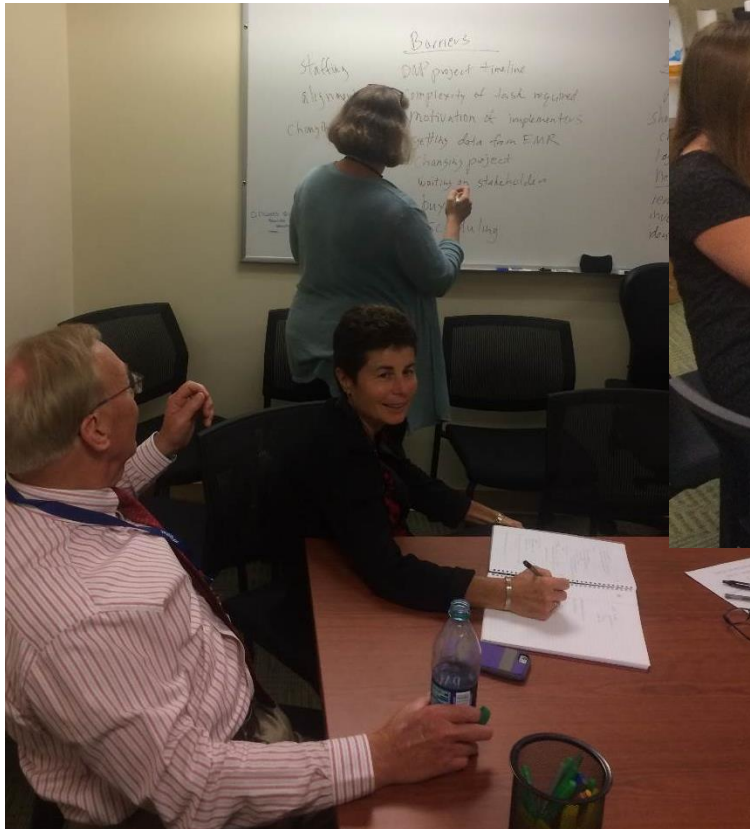
TIMELY - THOUGHTFUL - CALM - RESPECT -

RECEPTIVE - MINDFUL - TRUTHFUL - OPEN

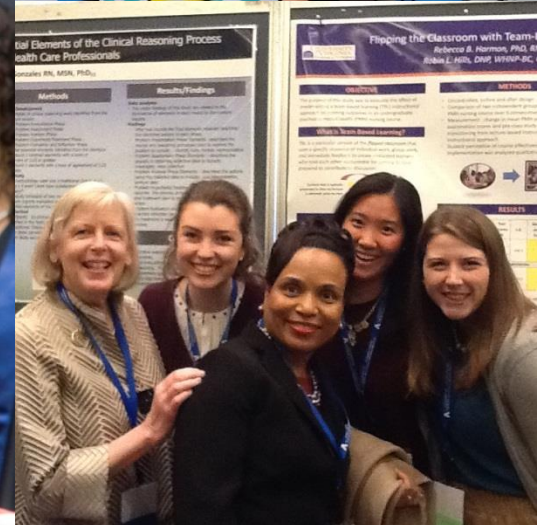
Appropriate Workload



Effective Decision Making



Authentic Leadership





True Collaboration



Meaningful Recognition



Self-care



The background of the slide features a dark blue field with a pattern of thin, light blue lines radiating from the center towards the edges. Below the main text, a horizontal line of small orange dots is centered.

How can we get better?



Teach Resilience

UVA





10



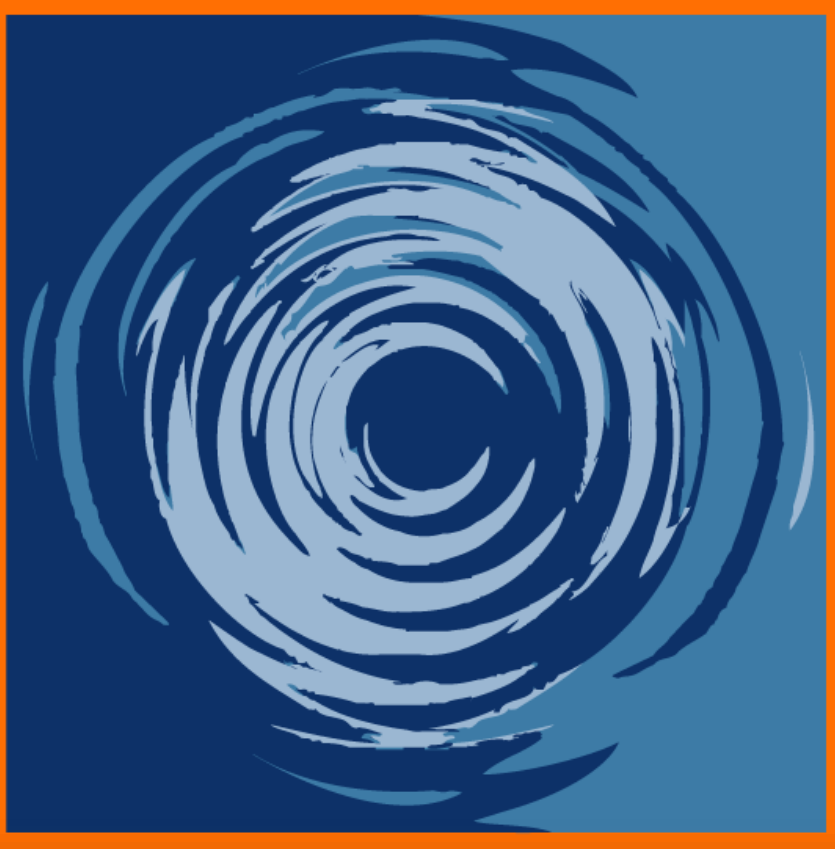




100

square feet of space





**Interprofessional.
Compassionate.
Innovative.**

The UVA Way.



**“We live in a time when science is
validating what humans have known
throughout the ages:**

.....
**that compassion is not a luxury;
it is a necessity for our well-being,
resilience, and survival.”**

- Roshi Joan Halifax

3 C's to create more compassion for our world

Consider a contemplative
practice

Carve out time for gratitude

*Cultivate a practice of kindness
towards yourself and others*



What do people see when they see

you?



Compassion

*We cultivate kindness
and empathy.*



Healthy Community
University of Virginia School of Nursing

Please take care of you.



**Compassionate
Care Initiative**



Thank You!



Photo by Larry Bouterie