



A Workforce Burnout Crisis: Exploring Signs and Solutions

November 9, 2020

HASC



Keven Porter

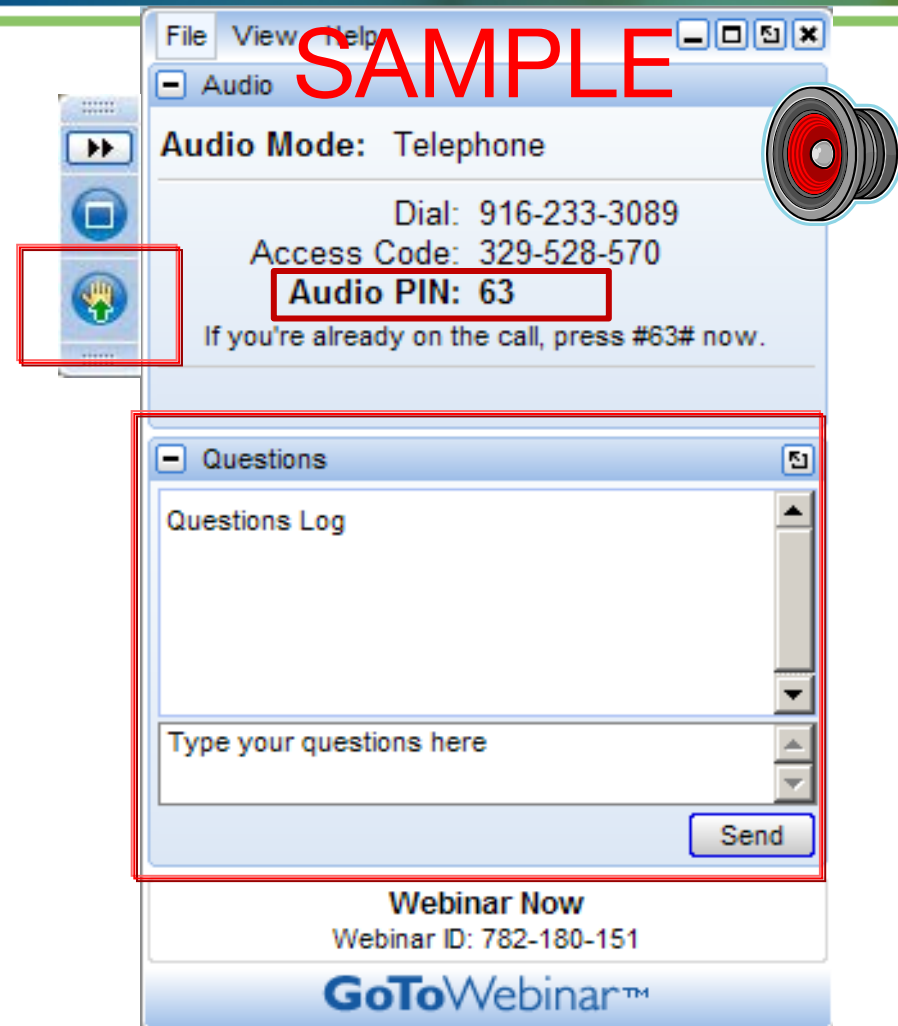
Hospital Association of Southern California
Regional Vice President, Riverside & San Bernardino
Counties

TEL: (951) 222-2284

kporter@hasc.org

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Today's Panelists



Trudy Johnson

Chief Nursing Executive

Dignity Health California Hospital Medical Center



Jeannine Loucks

Manager, Emergency Department

St. Joseph Health, Orange



Shela Kaneshiro

V.P., Patient Care Services/CNO

MemorialCare—Orange Coast Medical Center

Panelist Presentation

Trudy Johnson

Chief Nursing Officer

Dignity Health

California Hospital Medical Center

Trudy.johnson@dignityhealth.org

O: (213) 742-5623

M: (646) 419-0480



Workforce Burnout Outcomes and Response to COVID-19

Trudy Johnson, MA, RN, NEA-BC, FNAP
Chief Executive Nursing Officer
Dignity Health CHMC

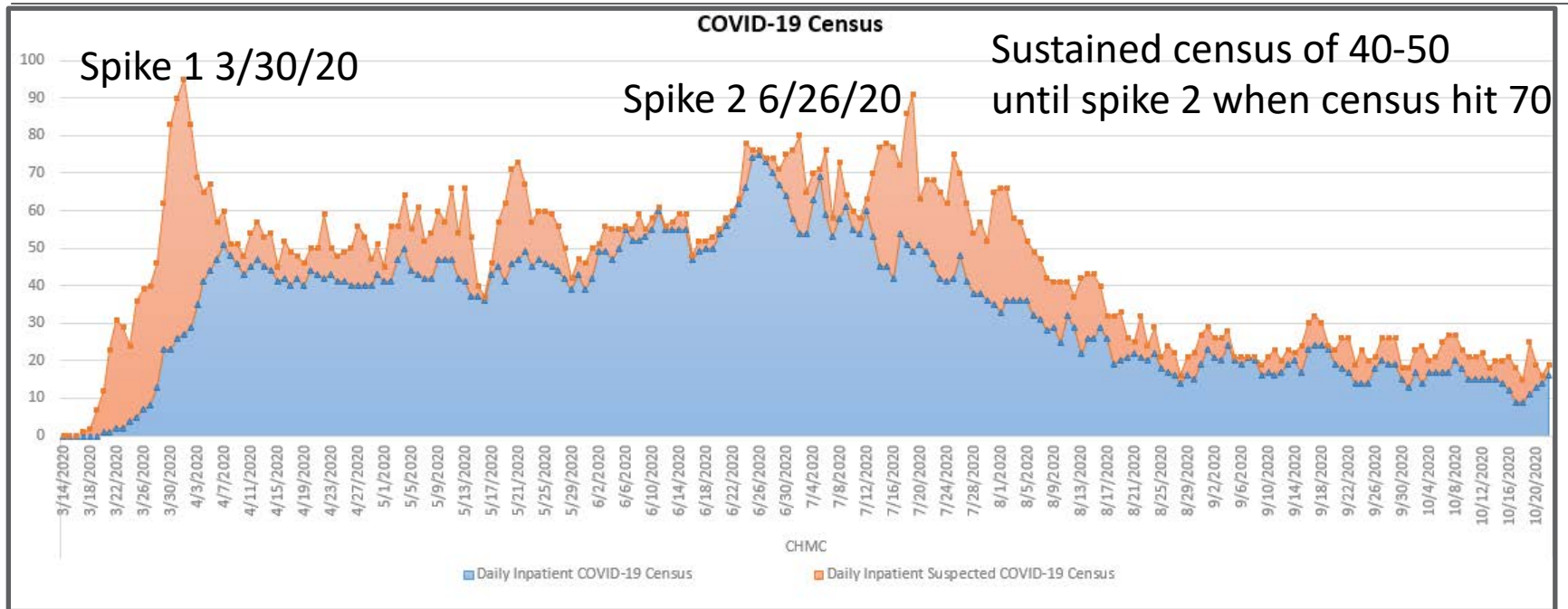


Hello
humankindness™

Dignity Health CHMC – Who we are

- CHMC is a non-profit teaching hospital located in Downtown LA serving the community for 130 years and dedicated to serving the poor and vulnerable that is part of CommonSpirit Health that operates hospitals and ambulatory care in 21 states
- 1,700 employees and 450 medical providers; 200 volunteers
- Busiest private Level II Trauma Center in LA County (80K ED visits); maternity center (births 3000) with a CCS Level III NICU
- General medical-surgical services including primary stroke, Cardiac Cath Lab, Endoscopy and Surgical Services (8000k)
- Extensive community benefit programs dedicated to comprehensive health and wellness

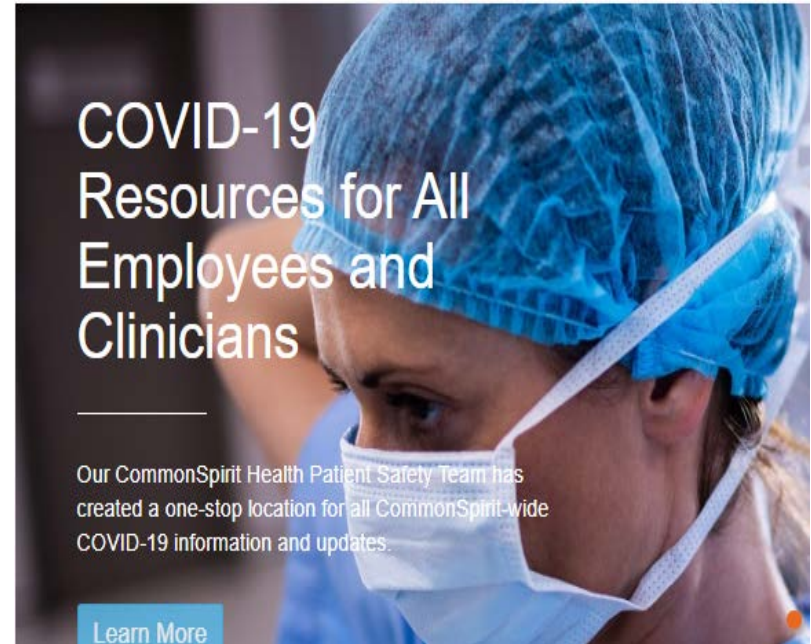
COVID-19 Impact CHMC Mar 30th to Oct 22nd



- Pink represents PUIs which had wider gaps when there were not as many rapid test kits available
- Stressful because of the unknown and having to adjust bed placement for patients awaiting test results despite having 83 negative pressure rooms

Workforce Impacts

- Total 859 inpatients; 8% raw mortality rate
- ED discharged 465 patients testing positive
- LOA rate 8% and 15% for a few weeks in Spike 1
- ICU and Respiratory OT double from pre-COVID



Anxiety and fear at the frontlines - when brand of PPE changed; CDC changed protocols; worried about having help and doing the right thing; fear of the unknown
In ED and ICU the team saw more death in a three month period than most had seen in three years

Consequences of Burnout

- **Physical exhaustion** related to OT, work pace, change in hospital routines, running out of ICU beds
- **Worry** about risk to their own families, for patient's families with **difficult circumstances** and knowledge gap about what treatments were most effective
- **Difficulty coping** because of stress at work and home



Employee safety and engagement survey results

- Responses indicated *high level of exhaustion* and feelings about inadequacy of staffing and equipment resources
- Staff were positive about teamwork and coworkers; knew methods to escalate patient safety issues



Combatting Burnout

HRO Tools

- Encourage staff to use HRO tools such as to speak up with concerns
- Preoccupation with failure – don and doff partners; proning team

Visible Leader Rounding to Staff

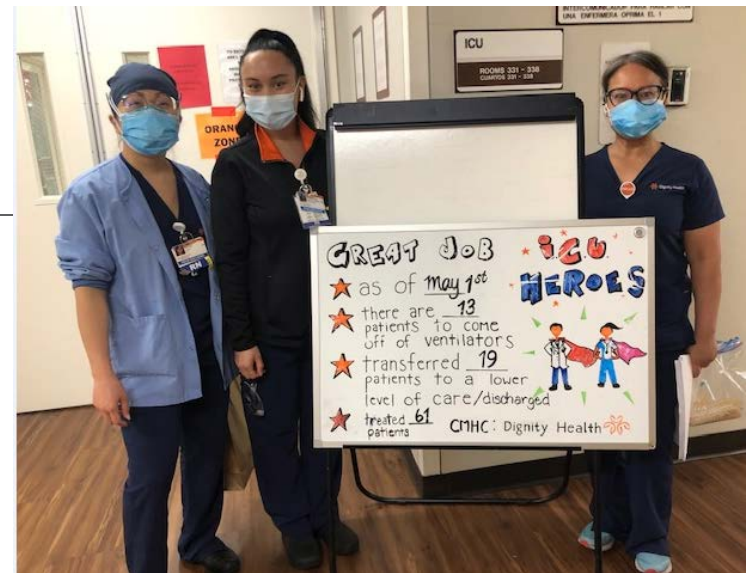
- Check-in how staff are doing, listen and update them on new procedures, equipment (i.e. changes in PPE) or staffing
- Incident Command provided on site Clinical Director 24x7 to troubleshoot issues with staff

Planning and Communication

- Town Hall meetings; President's Newsletter; Huddle book
- COVID Briefing - Engage clinical leadership and medical staff

Recognize and Celebrate with Staff

- Nurses Week; Hospital Week



Promoting Resilience and Wellness

Support

- Spiritual care rounding; Tea for the Soul
- Access to mental health professionals
- Program on Resiliency offered
- Special break areas for social distancing
- Market in cafeteria
- Community generosity – hotels; meals; care baskets
- Participate in stipend program providing support for child care
- Redeploy staff to other areas to help with screening, stocking PPE and proning teams

Celebrate

- Recognize staff on rounds; kudo boards; patient outcomes
- Code Sunshine to celebrate patients when COVID-19 discharged
- DAISY Award for Nurses Week; Habitat Truck for Hospital Week
- Discuss recovery and return to the “new normal”



Lessons Learned



- **Over communicate** always; listen to the frontlines
- **Identify key leaders** to connect with staff regularly – JIT learning
- **Debrief and prepare** for the next wave – anticipate the worst
 - ✓ Plan for incident management and containment
 - ✓ Mitigation plans and surge management
 - ✓ Bio surveillance, data and information management – learn from patterns and trends
- **Reduce staff stress** - Utilize tools to evaluate capacity to trigger next phase of HICS; triggers for equipment and staffing
- **Save staff time** - Optimize digital tools to communicate with families, patients, providers and staff
- **Utilize resilient staff to role model coping skills**

Thank you

Trudy.Johnson@dignityhealth.org

O: 213-742-5623

M: 646-419-0480

Panelist Presentation

Jeannine Loucks

Manager, Emergency Department

St. Joseph Health—Orange

jeannine.loucks@stjoe.org

C: (714) 335-3831





What's Up With 2020?

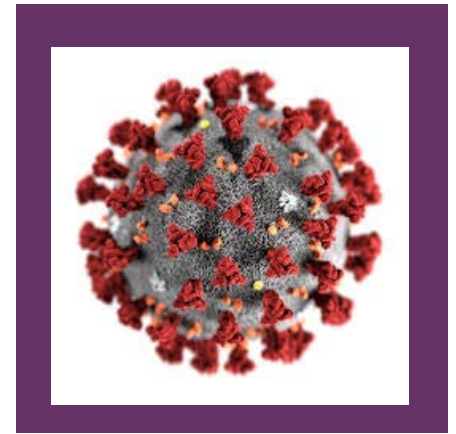
Managing Your Own Wellbeing

Jeannine Loucks, MSN, RN BC PMH
Clinical Education Department
St. Joseph Hospital

St. Joseph Hospital of Orange

- Founded in 1929 by the Sisters of St. Joseph of Orange
- One of the largest hospitals in Orange County = 463 licensed beds
- 1st in Orange County and 22nd busiest ED in California (81,227 visits)
- 4th in Orange County and 30th in the State for surgical volume (17,486)
- Approximately 5,000 babies delivered each year
- Employees: \approx 2,300
- Physicians on Staff: \approx 1,100
- Volunteers: \approx 500
- 24/7 Intensivists
- 24/7 Hospitalists





+

DISASTERS

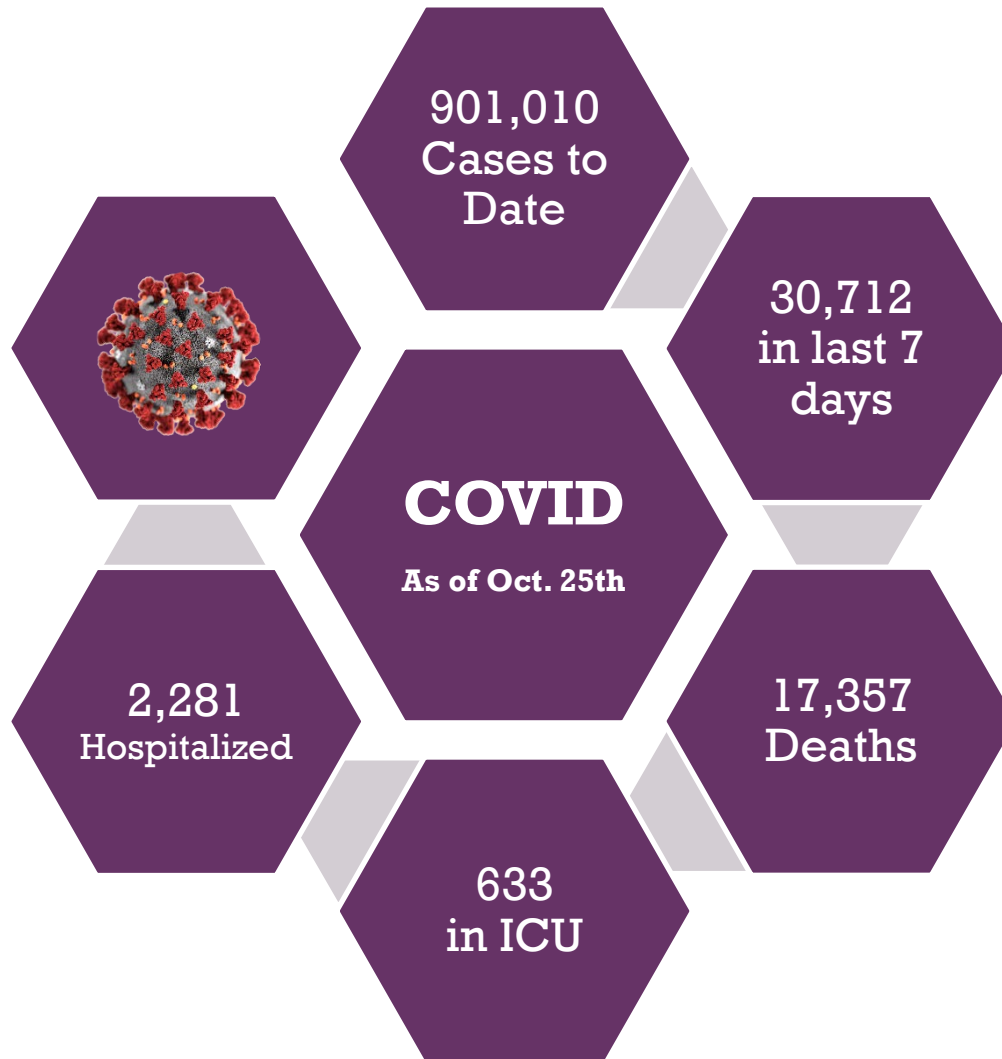


DEFINITION

- **A disaster is a serious disruption occurring over a short or long period of time that causes widespread human toll, material, economic or environmental loss which exceeds the ability of the affected community or society to coping using its own resources.**

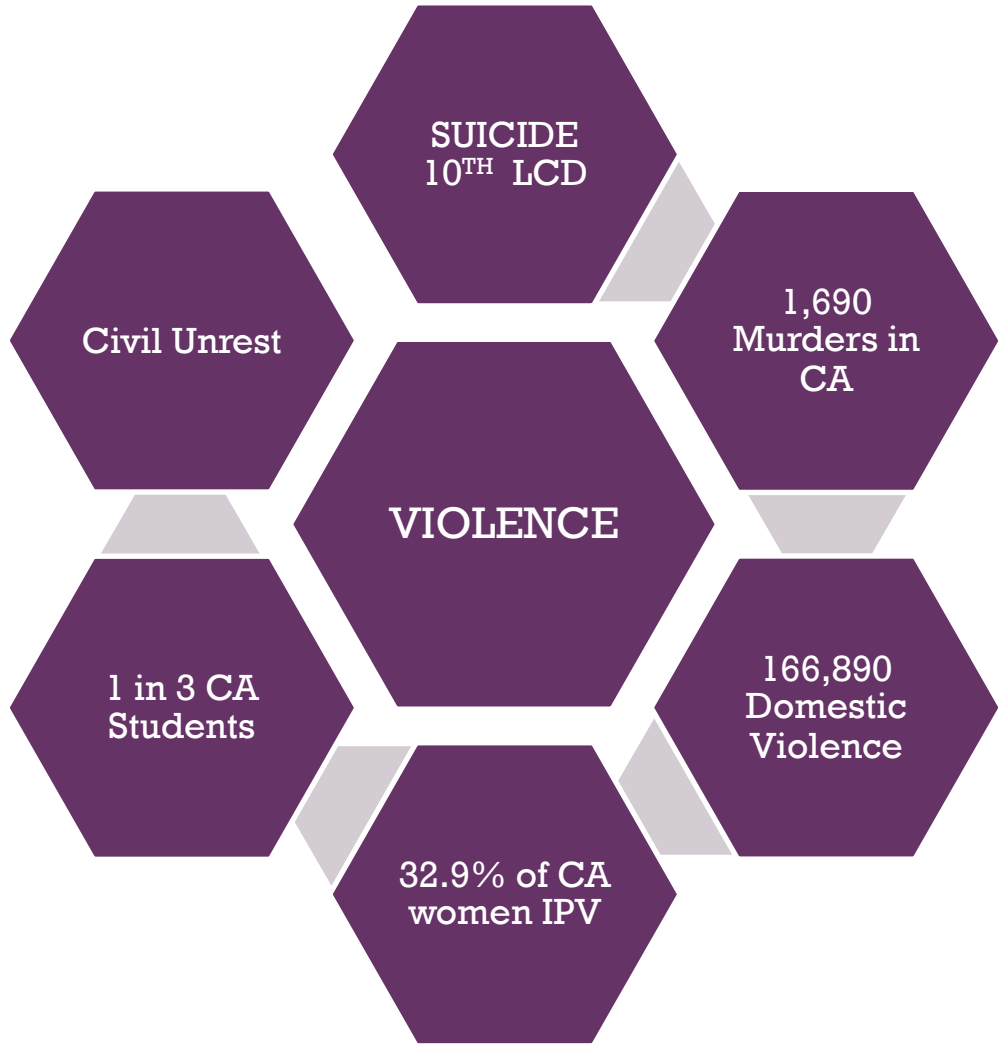


CALIFORNIA STATISTICS





VIOLENCE





BURDEN ON + HEALTHCARE WORKERS



STATISTICS



- Multinational cross-sectional study (United Kingdom, Poland, & Singapore)
- N – 3,537
- 2,364 (67%) screened positive for burnout
- 701 (20%) for anxiety
- 389 (11%) for depression



COMPASSION FATIGUE



- Secondary trauma
 - PTSD symptoms among law enforcement, healthcare providers and fire service personnel

- Burnout
 - Physical, emotional, and mental exhaustion
 - Withdrawal
 - Negatively impact job satisfaction, morale, attendance, and turnover rate
 - Know your own vulnerabilities



SOCIAL DISTANCE



■ Contributing Factors

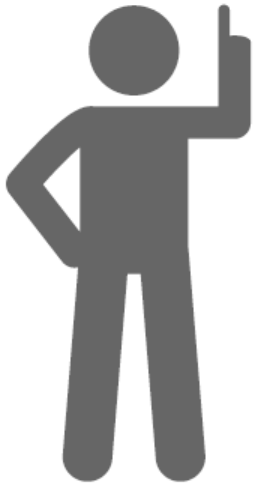
- Fear
- Loss
- Social Distance



+ SIGNS



KNOW THE SIGNS OF BURNOUT



Be mindful of your own experience and notice if you are feeling overwhelmed.

- Feeling helpless or hopeless
- Change in sleeping or eating patterns
- Increased emotional isolation
- Feelings of guilt
- Feeling fearful
- Feelings of anger or cynicism
- Extreme exhaustion or fatigue
- Experiencing intense emotions
- Minimizing or dismissing others' concerns
- Difficulty empathizing
- Challenges listening to others
- Increased alcohol, tobacco, or substance use



RESOURCES



Purpose

- The aim is to recognize that self-care is not something for “later” and that addressing emotional needs and immediate reduction of caregiver stress are vital aspects of a healthy work environment



4 A's of Wellbeing

■ Avoid

1. Learn how to say “no”
2. Avoid people who stress you out
3. Take control of your environment
4. Pare down your to-do list

■ Adapt

1. If you can't change the stressor, change you
2. Reframe the problem
3. Look at the bigger
4. Don't major in the minors

■ Alter

1. Change the way you operate in your life
2. Express your feelings vs. bottling them up
3. Learn to compromise

■ Accept

1. Accept the things you can't change
2. Don't try to control the uncontrollable
3. Look for the upside



thank you!

Jeannine Loucks

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cell # 714-335-3831

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V.P., Patient Care Services/CNO

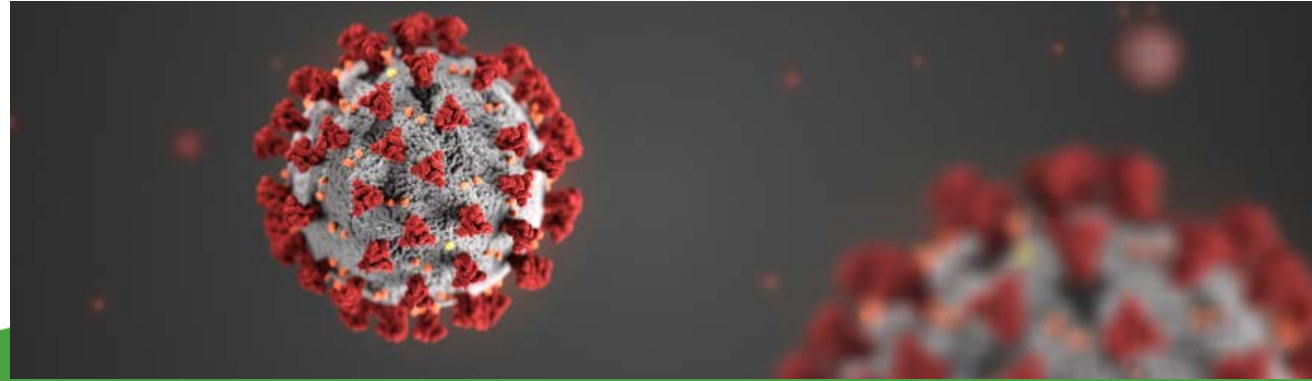
MemorialCare

Orange Coast Medical Center

skaneshiro@memorialcare.org

T: (714) 378-7434





A Workforce Burnout Crisis: Exploring Signs and Solutions

Shela Kaneshiro

CNO

November 9, 2020

MemorialCare Orange Coast Medical Center (OCMC)

- 222-bed community hospital in Fountain Valley
- 100,000 patients yearly
- 1,500 hospital staff, including 600+ RNs and 800 medical staff
- Magnet designation in 2016, awaiting re-designation survey 2020
- Leapfrog grade of "A" consistently
- Top Workplace 2019 by the *OC Register*
- *Best of Orange County* 2020 Hospital, 4 consecutive years



MemorialCare Orange Coast Memorial Medical Center
Fountain Valley, CA 92708-5115

#10 in Los Angeles, CA #5 in Orange county

High Performing in 6 Adult Specialties & 4 Procedures/Conditions



MemorialCare – Integrated Healthcare Delivery System



MemorialCare is an integrated healthcare delivery system with 4 hospitals (total over 1,200 beds)

- Orange Coast
- Saddleback
- Long Beach
- Miller Children's & Women's Hospital

Other advice for community leaders



Anticipating the economic slowdown of a public health crisis and media attention

- Protecting the health of your staff
- Economic sustainability of your business
- Impact on the community at large

TIPS:

Overall, stay calm and steady. Certainty comes from proactively and strategically planning for the unknown. This can also be a defining leadership moment – leading well through uncertain times.

1. Keep staff informed by committing to weekly communication
2. Heighten the level of workplace safety and cleanliness
3. Update travel, work-from-home and LOA policies
4. Secure cash flow
5. Extend support to staff, customers and community



HOW PANDEMIC CRISIS IMPACTS NURSE TURNOVER



RN Reasons for Leaving from Exit Interviews

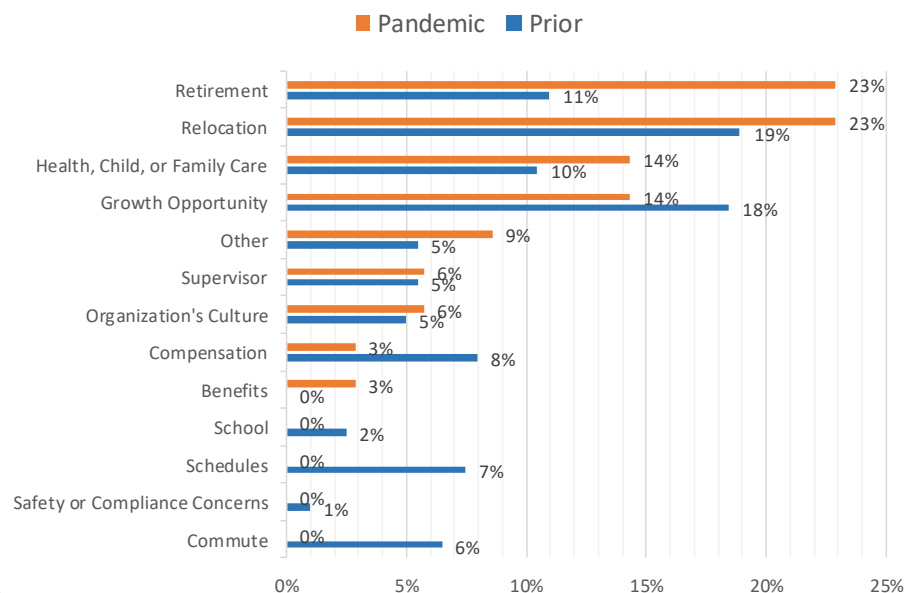
Top 3 reasons for leaving prior to and during the pandemic:

Prior	Pandemic Period
Relocation, 19%	Retirement, 23%
Growth Opp., 18%	Relocation, 23%
Retirement, 11%	Health/Family Care, 14%
Total: 48%	Total: 60%

During the pandemic, more nurses left for retirement and relocation, total 46%.

It appears that the pandemic might have created opportunities for relocation or had an impact on major life decisions such as re-location, retirement and health/family care.

RN PRIMARY REASONS FOR LEAVING



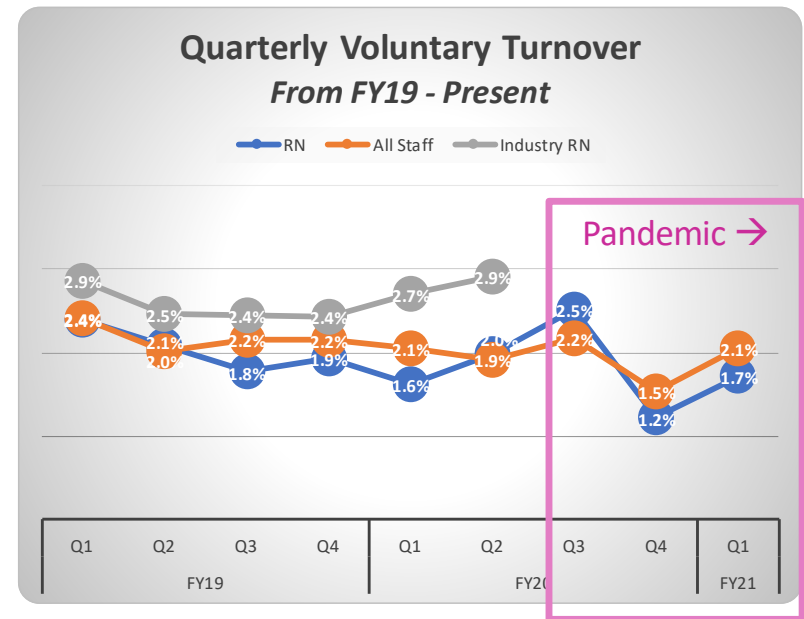
Turnover Comparison

MemorialCare's turnover has been lower than the industry's trend.

It appears that the pandemic has created a zigzagging/uncertain trend in turnover.

The increase in FY21 Q1 may suggest some recovery underway as companies begin to reopen.

*FY starts July and ends June



Industry source: HASC for SoCal region

OCMC Resources – Intranet

OCMC

No urgent announcements...

DEPARTMENTS

All Departments

OCMC Departments

INITIATIVES & CAMPAIGNS



COVID-19
Daily COVID-19 Numbers:
October 23, 2020 ... [READ MORE](#)



Diversity, Equity
and Inclusion

[Click Here to Visit DEI Re...](#)
[Click here to visit DEI Resource
Page ...](#) [READ MORE](#)



RISE
Caring with
Compassion

Caring with Compassion
Caring with Compassion brings



Orange Coast Medical Center

18111 Brookhurst Street, Fountain Valley, CA 92708

[+ BOOKMARK!](#)

FEATURED ANNOUNCEMENTS

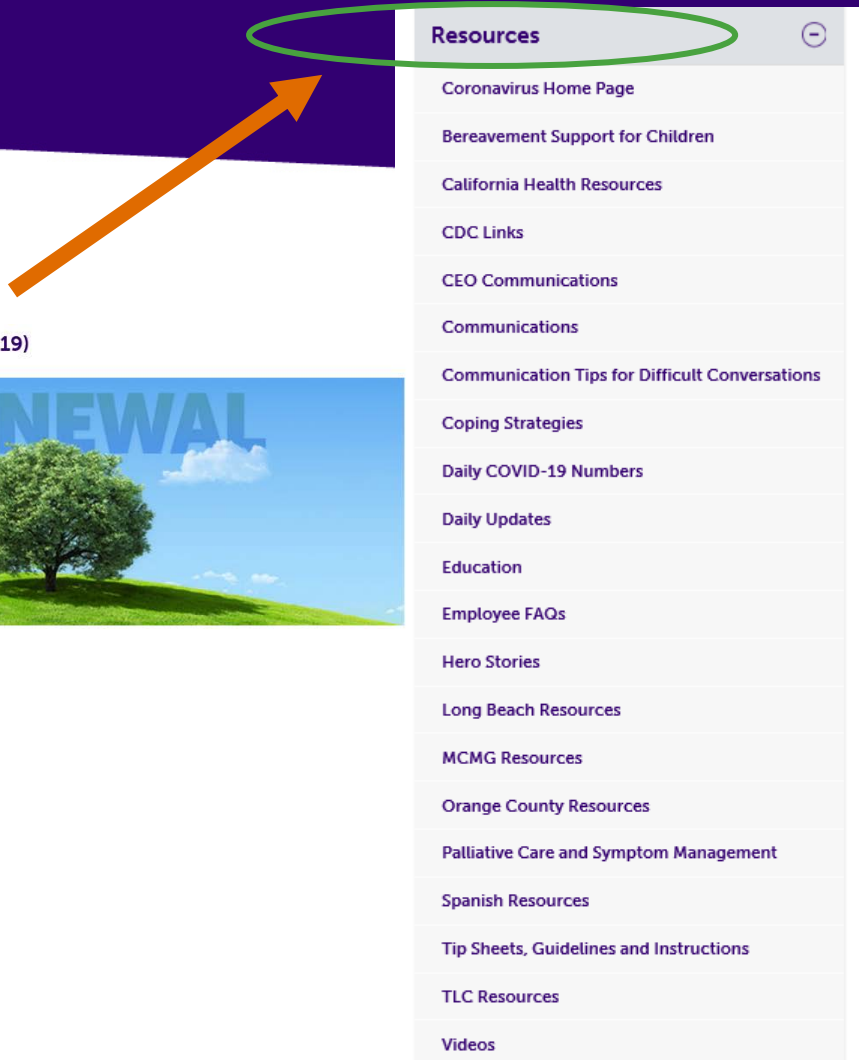


Diversity, Equity and Inclusion

[Click Here to Visit DEI Resource Page](#)

ANNOUNCEMENTS NEWS UPCOMING EVENTS

COVID-19 Resources



Resources

- Coronavirus Home Page
- Bereavement Support for Children
- California Health Resources
- CDC Links
- CEO Communications
- Communications
- Communication Tips for Difficult Conversations
- Coping Strategies
- Daily COVID-19 Numbers
- Daily Updates
- Education
- Employee FAQs
- Hero Stories
- Long Beach Resources
- MCMG Resources
- Orange County Resources
- Palliative Care and Symptom Management
- Spanish Resources
- Tip Sheets, Guidelines and Instructions
- TLC Resources
- Videos

Novel Coronavirus (COVID-19)



Daily COVID-19 Numbers

OCMC Resources – Resiliency and Wellness

Directory/Roster



Caring with Compassion Home

RISE

Spiritual Care

Tea for the Soul

Code Lavender & Code Pause

Education

iCare About You Fund

The Good Life

Reach

SilverCloud

Caring with Compassion

VISION STATEMENT

ANNOUNCEMENTS

TEAM ROSTER

Caring with Compassion brings together all the tools and resources you need to support your resilience and maintain joy at work.

RISE

Resilience in Stressful Events



When caring for others affects you, RISE is here.

RISE stands for Resilience in Stressful Events. It's confidential peer support that provides timely support to staff, physicians, and volunteers in response to stressful, work-related events.

The Rise Team is here for you!

Call the RISE Confidential Hotline Number: (844) 901-PEER (7337) and select your campus in the voicemail options.

The RISE program is offered Monday-Friday 8:00-16:30.



Tea for the Soul – Roving



TODAY



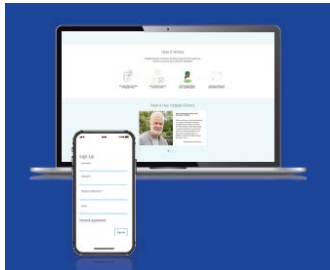
PRE-
COVID



SilverCloud



- **digital platform for patients and staff – an online educational and therapeutic program**
- **interactive tools and tactics with help of a human coach**
- ***free, self-paced and can be used anytime on any device (smartphone, tablet, computer)***



Helps manage mild to moderate issues of the following:

- Anxiety
- Depression
- Anxiety & Depression
- Stress
- Resilience
- Insomnia & Sleep Issues

Recommended use:

40 minutes per week, 3-4 times/week, over 6-8 weeks

The Good Life

The Good Life

ACTION CALENDAR: OPTIMISTIC OCTOBER 2020

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
"Choose to be optimistic. It feels better" - Dalai Lama			1 Write down your most important goals for this month.	2 Look for reasons to be hopeful even in difficult times.	3 Take the first step towards a goal that really matters to you.	4 Be a realistic optimist. See life as it is, but focus on what's good.
5 Start your day with the most important thing on your list.	6 Do something constructive to improve a difficult situation.	7 Remember that things can change for the better.	8 Make progress on a project or task you have been avoiding.	9 Avoid blaming yourself or others. Just find the best way forward.	10 Take time to reflect on what you have achieved this week.	11 Focus on a positive change that you want to see in society.
12 Look for the good intentions in people around you today.	13 Put down your To-Do list and let yourself be spontaneous.	14 Do something to overcome an obstacle you are facing.	15 Look out for positive news and reasons to be cheerful today.	16 Thank yourself for achieving the things you often take for granted.	17 Share your most important goals with people you trust.	18 Make a list of things that you are looking forward to.
19 Set hopeful but realistic goals for the week ahead.	20 Find the joy in completing a task you've put off for some time.	21 Let go of the expectations of others and focus on what matters.	22 Share an inspiring idea with a loved one or colleague.	23 Write down 3 specific things that have gone well recently.	24 Recognise that you have a choice about what to prioritise.	25 Plan a fun or exciting activity to look forward to.
26 Start the week by writing down your top priorities & plans.	27 Be kind to yourself today. Remember, progress takes time.	28 Ask yourself, will this still matter a year from now?	29 Find a new perspective on a problem you face.	30 Set a goal that links to your sense of purpose in life.	31 Think of 3 things that give you hope for the future.	

ACTION FOR HAPPINESS

www.actionforhappiness.org

Keep Calm · Stay Wise · Be Kind



The Good Life

GET READY FOR THE NEXT TEAM CHALLENGE

FOOD AROUND THE GLOBE

Oct. 1 - Nov. 1, 2020

GET YOUR TASTE BUDS READY!

You'll channel your inner globetrotter in this challenge. Along the way, try new, international recipes, and earn up to 500 points towards a Good Life virtual trophy!

Visit the mobile app or member.virginpulse.com

the good life

App Store | Google Play

vir pulse



Resources

- Champion Network
- Counseling & Stress Management Support
- Ergonomic Assessment
- Financial Wellness
- Healthy Eating
- Inspiration Nomination
- Quit Smoking
- SilverCloud
- Stretch Break
- Walking Trails
- Working Remotely

Let's remember our staff working remotely!

More on this later

Code Pause & Lavender



Code Pause

- Called internally immediately after a difficult code or distressing event occurs
- Any interdisciplinary team member can call to provide a brief debrief/check-in
- **Gather – Pause**
- What did the team do well?
- What could we do better for next time?
- What do you need to be able to be successful in returning to work right now?

Code Lavender

- Is coordinated response by trained, interdisciplinary team to traumatic or stressful events
- Team provides emotional and administrative support – **critical incident stress debriefing**
- Goal is to provide support/crisis intervention so team can process event, address their response and coping after the event = **combat compassion fatigue and burnout**
- Utilize toolkit for immediate support
- Consult team for additional support

iCare About You

The iCare About You fund gives employees an opportunity to provide support and encouragement to co-workers to proactively prevent compassion fatigue or burnout due to challenging work-related circumstances:

- *difficult or demanding patient situations*
- *unexpected patient death*
- *difficult interactions*



The image shows the iCare About You Fund logo on the left, which features a stylized star with a person icon inside, and the text "iCare About You Fund" and "Providing compassion and support to fellow employees". To the right is a "Tracking and Reimbursement Form" with the following sections:

Tracking and Reimbursement Form
COMPLETION INSTRUCTIONS:
1. Fill out completed form, attach receipts, photos, and send as attachment.
2. Email form to your campus Human Resources Department.
3. Save a copy of the form for your records by using the Save to option only.

Employee(s) Information

EMPLOYEE NAME	EMPLOYEE NUMBER
LOCATION	DEPARTMENT
CO-WORKER'S NAME	DEPARTMENT

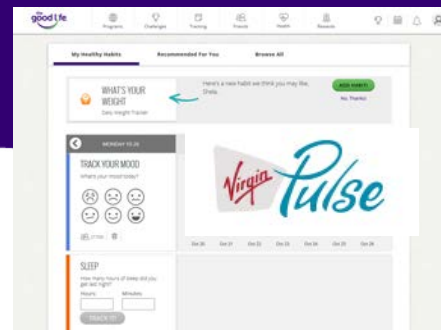
REFERENCE
DESCRIPTION OF OPPORTUNITY/PHOTO (if any), if applicable, why, how, when, etc.

Tool Kit Items:

- Meal or coffee gift certificates from the various MemorialCare locations
- Tea
- Hand lotion
- Lip balm
- Popcorn
- Dark Chocolate
- Other hospital gift shop items under \$10.00

Wait ... we have more

- Leadership Rounding
- Town Halls – in-person & virtual
- Systemwide Resilience Committee
- Wellist
- **VirginPulse app**
- Overhead mindful moment readings 3x/day
- Orange Coaster of the Week
- Virtual Encouragement Wall for staff
- REACH (EAP)



New Hope Grief Support Community

- Confidential Zoom support for nurses

Treat your staff – literally

- every week we provide a treat such as Fruit Friday, spa (fruit infused) water, baked good or something similar for the entire hospital
- hospital leaders rotate to carry this out for day and night shifts

Ongoing ...

Check out our Night Shift Council!

CONNECT!

- *Utilize data, data, data*
- *Plan, plan, plan*
- *Communicate, communicate, communicate*



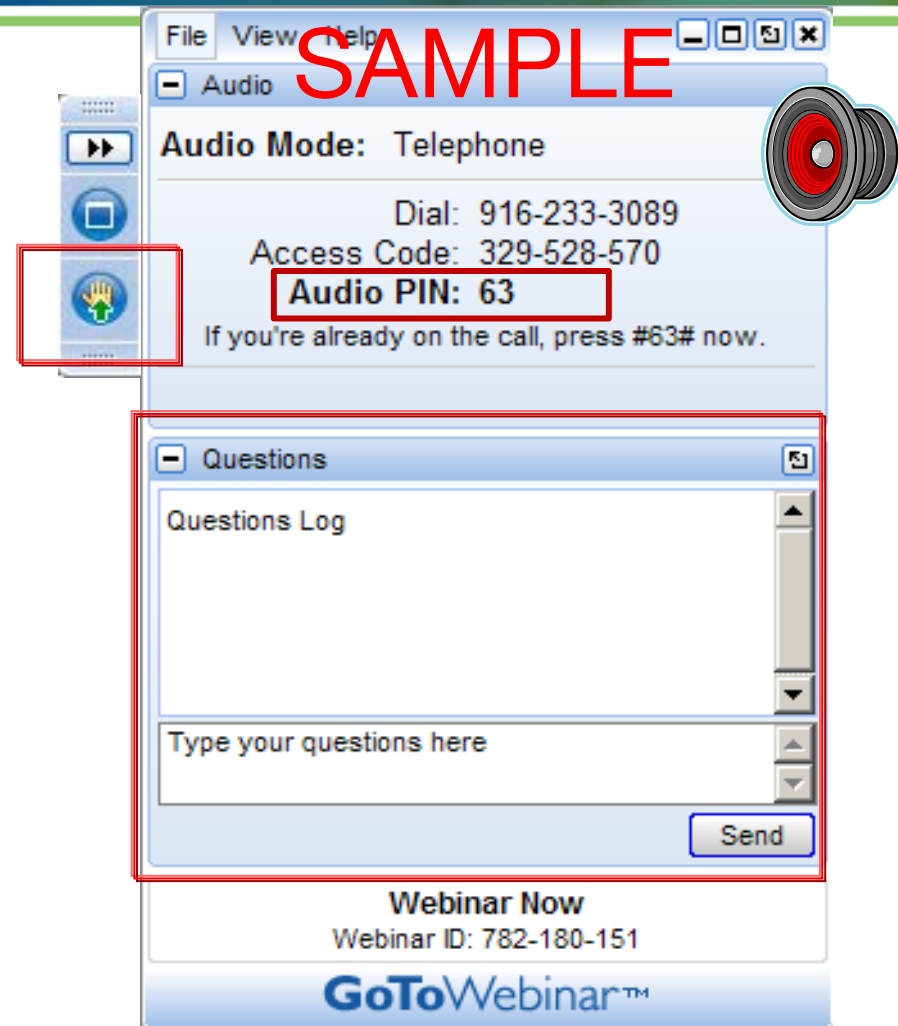
Thank you



Questions?

How to Participate in Q&A

- Enter your unique audio pin located in your Webinar audio pane.
- We will have time for Q&A at the end of the presentation.
- Submit your text question using the Questions pane.
- Questions will be answered after panel presentations.



The screenshot displays the GoToWebinar interface. At the top, a menu bar includes 'File', 'View', and 'Help'. A large red 'SAMPLE' watermark is overlaid on the top right. Below the menu is the 'Audio' pane, which shows 'Audio Mode: Telephone', 'Dial: 916-233-3089', 'Access Code: 329-528-570', and 'Audio PIN: 63'. A red box highlights the 'Audio PIN: 63' text. To the left of the audio pane is a vertical toolbar with icons for play, stop, and a hand icon, with the hand icon highlighted by a red box. Below the audio pane is the 'Questions' pane, which contains a 'Questions Log' area and a text input field labeled 'Type your questions here' with a 'Send' button. At the bottom of the interface, it says 'Webinar Now' and 'Webinar ID: 782-180-151'. The GoToWebinar logo is at the bottom right.

Roundtable Discussion

Discussion Questions

- What does worker fatigue and burnout look like in your organization?
- What strategies has your organization implemented to overcome worker fatigue and burnout?
- How can the association help?

Thank you!