Enhancing Caregiver Resilience
The Role of Staff Support

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Burnout

When passionate, committed people become deeply disillusioned with a job from which they have previously derived much of their identity and meaning. It comes at the things that inspire passion and enthusiasm are stripped away and tedious or unpleasant things crowd in.
Emotional exhaustion: loss of enthusiasm for work

Depersonalization: feeling of cynicism, treating people as objects

Low sense of personal accomplishment: feeling ineffective at work

may lead to burnout

Burnout may contribute to:

- Eroded professionalism
- Compromised quality of care
- Increased risk for medical errors
- Early retirement
- Addiction & suicidal ideation
Patient Safety, Satisfaction and Quality of Hospital Care in 12 countries & US

Table 4
Nurse outcomes in 12 European countries and the US. Data are number of nurses reporting outcome/total number of nurses surveyed, and percentage

<table>
<thead>
<tr>
<th>Country</th>
<th>Reported ward to have poor or fair quality of care</th>
<th>Gave ward poor or failing safety grade</th>
<th>Regarded themselves to be burnt out</th>
<th>Dissatisfied with job</th>
<th>Intended to leave their job in the next year</th>
<th>Not confident that patients can manage own care after hospital discharge</th>
<th>Not confident that hospital management would resolve patients' problems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>886/3167</td>
<td>28</td>
<td>199/3150</td>
<td>730/2938</td>
<td>680/2159</td>
<td>934/2059</td>
<td>1921/3153</td>
</tr>
<tr>
<td>England</td>
<td>540/2899</td>
<td>19</td>
<td>191/2895</td>
<td>1138/2699</td>
<td>1136/2904</td>
<td>1261/2896</td>
<td>981/2901</td>
</tr>
<tr>
<td>Finland</td>
<td>141/1099</td>
<td>13</td>
<td>76/1095</td>
<td>232/1047</td>
<td>300/1114</td>
<td>546/1111</td>
<td>441/1098</td>
</tr>
<tr>
<td>Germany</td>
<td>526/1507</td>
<td>35</td>
<td>94/1506</td>
<td>431/1430</td>
<td>161/1505</td>
<td>539/1498</td>
<td>473/1505</td>
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<tr>
<td>Greece</td>
<td>170/361</td>
<td>47</td>
<td>61/358</td>
<td>246/315</td>
<td>199/358</td>
<td>177/358</td>
<td>231/358</td>
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<tr>
<td>Ireland</td>
<td>152/1389</td>
<td>11</td>
<td>117/1385</td>
<td>536/1293</td>
<td>518/1383</td>
<td>612/1380</td>
<td>588/1385</td>
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<tr>
<td>Netherlands</td>
<td>756/2185</td>
<td>35</td>
<td>123/2187</td>
<td>211/2061</td>
<td>240/2188</td>
<td>418/2197</td>
<td>889/2195</td>
</tr>
<tr>
<td>Norway</td>
<td>468/3732</td>
<td>13</td>
<td>199/3712</td>
<td>823/3501</td>
<td>773/3729</td>
<td>942/3712</td>
<td>2097/3710</td>
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<tr>
<td>Poland</td>
<td>683/2581</td>
<td>26</td>
<td>463/2579</td>
<td>929/2321</td>
<td>406/2584</td>
<td>1056/2387</td>
<td>1890/2571</td>
</tr>
<tr>
<td>Spain</td>
<td>897/2794</td>
<td>32</td>
<td>173/2784</td>
<td>787/2670</td>
<td>1053/2786</td>
<td>740/2774</td>
<td>1554/2779</td>
</tr>
<tr>
<td>Sweden</td>
<td>2750/1005</td>
<td>27</td>
<td>1117/1035</td>
<td>2788/9477</td>
<td>2251/1002</td>
<td>3418/1001</td>
<td>2833/9995</td>
</tr>
<tr>
<td>Switzerland</td>
<td>324/1604</td>
<td>20</td>
<td>71/1606</td>
<td>228/1563</td>
<td>338/1610</td>
<td>447/1623</td>
<td>564/1612</td>
</tr>
<tr>
<td>US</td>
<td>4196/26316</td>
<td>16</td>
<td>1628/2672</td>
<td>9122/27163</td>
<td>5692/261</td>
<td>3767/27232</td>
<td>11449/2511</td>
</tr>
</tbody>
</table>

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Nurses who regard themselves to be burnt out
Burnout in European family doctors: the EGPRN study

Jean Karl Soler; Hakan Yaman; Magdalena Esteva; Frank Dobbs; Radost Spiridonova Asenova; Milica Katić; Zlata Ožvačić; Jean Pierre Desgranges; Alain Moreau; Christos Lionis; ... Show more

Published: 11 July 2008 Article history ▼

**Figure 2** Distribution of the proportions of respondents by high burnout score in each of the three dimensions and in all three dimensions in one respondent, by country and for all countries together (with error bars representing 95% CIs for proportions)

Burnout associated with: Job satisfaction // Intention to change job // (Ab)use of alcohol, tobacco, psychotropic medication // European region // younger age // male sex
Kimberly Hiatt

Nurse
Seattle, 2010

Medication error
5 yr old patient dies
Dismissed from job
Commits suicide

Medical error: the second victim

The doctor who makes the mistake needs help too

When I was a house officer another resident failed to identify the electrocardiographic signs of the pericardial tamponade that would rush the patient to the operating room late that night. The news spread rapidly, the case tried repeatedly before an incredulous jury of peers, who returned a summary judgment of incompetence. I was dismayed by the lack of sympathy and wondered secretly if I could have made the same mistake—and, like the hapless resident, become the second victim of the error.

Improvements that could decrease errors. Many errors are built into existing routines and devices, setting up the unwitting physician and patient for disaster. And, although patients are the first and obvious victims of medical mistakes, doctors are wounded by the same errors: they are the second victims.

Virtually every practitioner knows the sickening realisation of making a bad mistake. You feel singled out and exposed—seized by the instinct to see if anyone has noticed. You agonise about what to do, whether to
Second Victim

A health care provider involved in an unanticipated adverse patient event and/or medical error who is traumatized by the event
Short Term Symptom (Days-Weeks)

Numbness, Confusion
Detachment / Depersonalization
Grief, depression, anxiety
Withdrawal, agitation, sleep disturbance
Re-experiencing of the event
Physical symptoms
Shame / guilt / self doubt
Impairment in functioning

Can lead to Post Traumatic Stress Disorder (PTSD)
75% wanted prompt debriefing for individual or group/team

The second victims
Helping caregivers through the trauma of medical errors

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“Provide timely support to employees who encounter stressful, patient-related events”

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RISE

“Safe” and Confidential – no report back, notification, investigation

24/7 on call support (online or page)
Call back within 30 minutes
One to one or group support by peers
Psychological First Aid
Cost Benefit Analysis of RISE

- **Objective**: To evaluate the impact of RISE program
  - **Comparators**
    - Large hospital (i.e. 1,000 bed) facility with RISE
    - Hospital without RISE
- **Approach**: Markov Model
- **Time Horizon**: 1-year
- **Perspective**: U.S. Provider (hospital)
- **Main Outcome Measure**: Costs (2015 USD) and Monetized Benefits (e.g. reduced hospital turnover or days of work missed)
- **Sensitivity Analyses**: Univariate and Multivariate Probabilistic
- **Data Source**: Johns Hopkins Human Resources and RISE data

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Expected Results

• RISE costs money up-front to implement

• Cost of Nurse
  • Time off = $211 per day
  • Quitting = $100,000

• The cost-benefit of RISE suggests savings within 1-year
• i.e. a positive “net monetary benefit (NMB)” of
• $22,576 per call

Caring for the Caregiver

Implementing RISE

Presented by Maryland Patient Safety Center in collaboration with The Johns Hopkins Hospital RISE Program
<table>
<thead>
<tr>
<th>Things to say</th>
</tr>
</thead>
<tbody>
<tr>
<td>emotional support</td>
</tr>
<tr>
<td>Are you ok?</td>
</tr>
<tr>
<td>You’ve had a tough break.</td>
</tr>
<tr>
<td>Thank you for sharing with me.</td>
</tr>
<tr>
<td>What are you doing to cope?</td>
</tr>
<tr>
<td>Are you going to be ok?</td>
</tr>
<tr>
<td>informational support</td>
</tr>
<tr>
<td>These things happen to all of us.</td>
</tr>
<tr>
<td>You did everything you could.</td>
</tr>
<tr>
<td>Let me tell you about something that happened to me.</td>
</tr>
</tbody>
</table>
“If I told you we had a system issue that affected quality of care, limited access to care, and eroded patient satisfaction, that affected up to half of patient encounters, you would immediately assign a team of systems engineers, physicians, administrators at your center to fix that problem rapidly.”

- Tait Shanfelt MD, Mayo Clinic
The Fourth Aim?

- Enhance patient experience of care
- Improve the health of populations
- Reducing the per capita cost of health care
- Well being of the health care team


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Health care depends on healthy doctors and nurses.

Care of the patient requires care of the provider.
www.josieking.org
References