

The OASIS Project: A 12 Month Resilience Initiative in the MICU

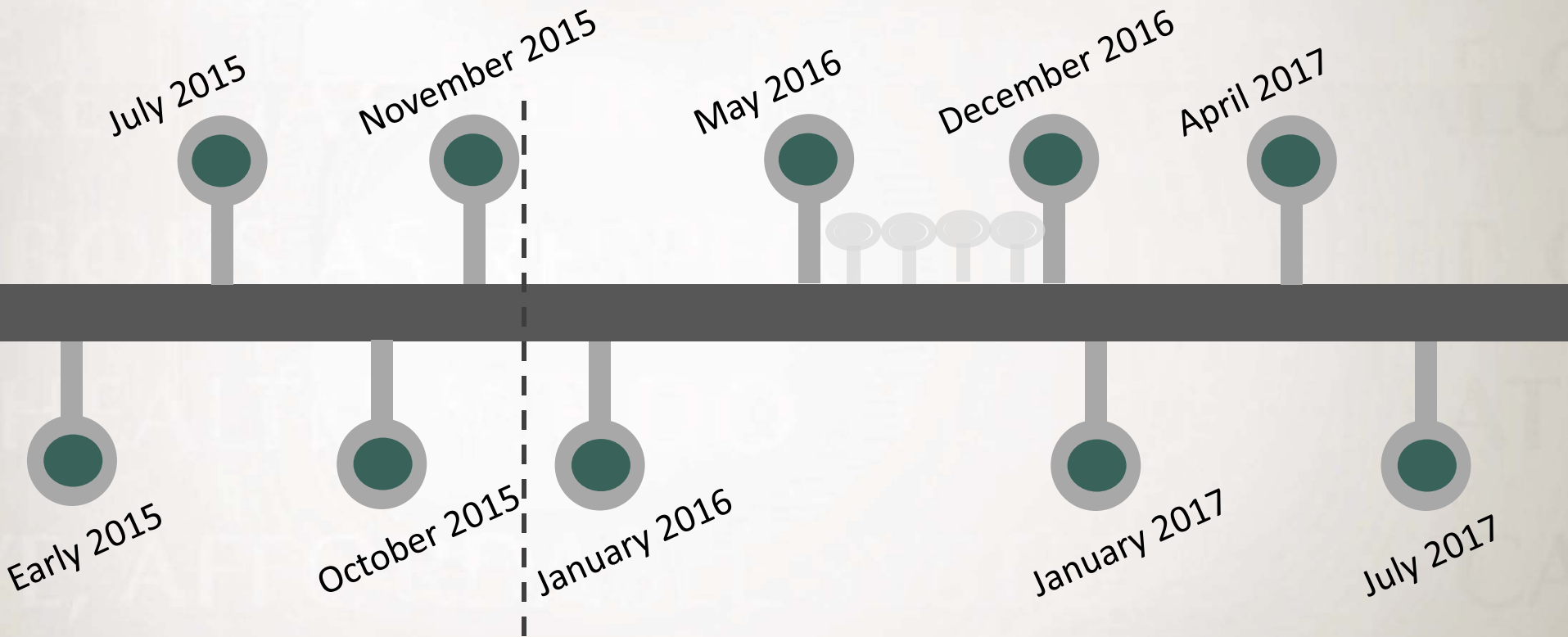
Vanessa Downing, PhD
Heather Farley, MD, FACEP



Our Organizational “Tipping Point”

- **Planting seeds**
 - Growing awareness of importance of resilience, burnout, vicarious trauma, compassion fatigue in front line health care staff
 - Pockets of independent, informal efforts around Quadruple Aim
- **Tipping point**
 - Personal experience
 - Connecting the dots
 - Creation of dedicated position/funding

Groundwork and Implementation



Unit, champions identified

Drinking the Kool-Aid (Duke)

May 2016

December 2016

April 2017

Thought Group

Grant

January 2016

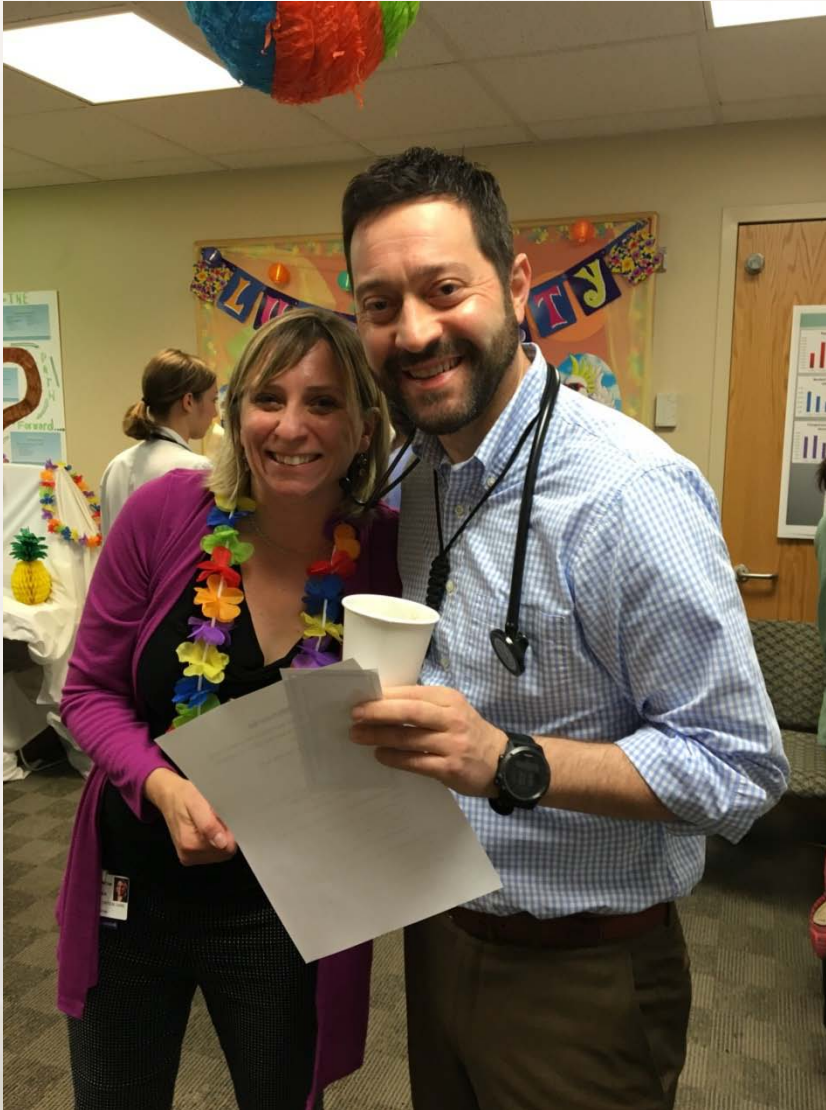
January 2017

July 2017

Laying the Groundwork
(Spring-Fall 2015)

Oppportunity to
Achieve
Staff
Inspiration and
Strength

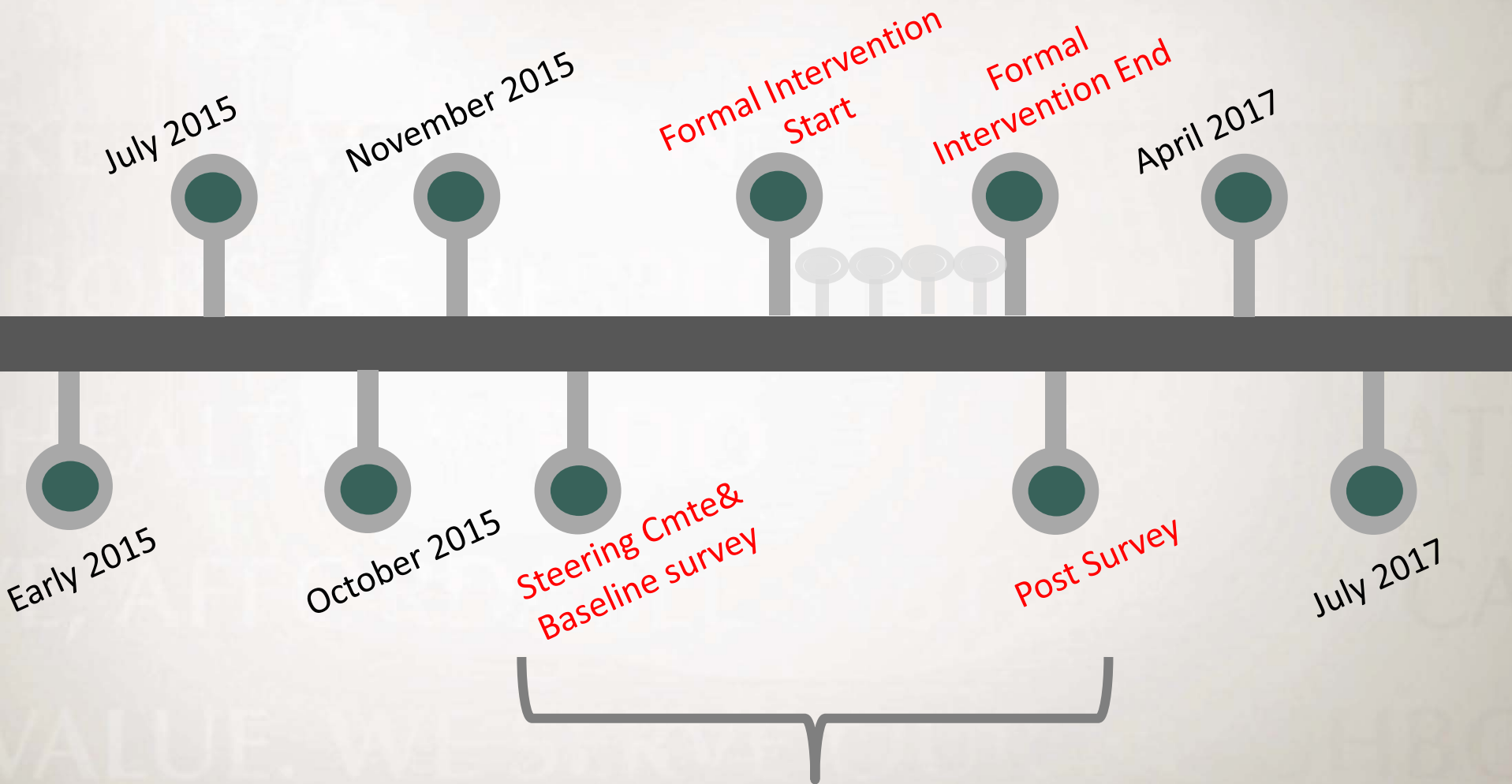
MICU OASIS Pilot Project



Mission:

“Creating the conditions for the MICU staff to find joy and meaning in their work, and in doing so, improving the experience of providing care”

- Truly multidisciplinary team
 - Physicians, PAs, residents
 - Nursing
 - Tech, clerical
 - Resp Therapy



PHASE I
(Jan 2016-Jan 2017)

Baseline Data

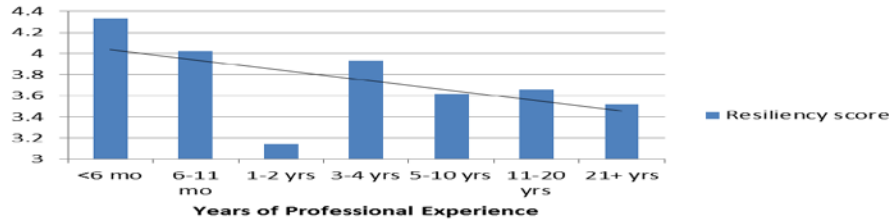
- **Key metrics**
 - Absenteeism
 - Turnover (measured, and intention to leave)
 - Engagement (Press Ganey)
 - Burnout, compassion fatigue scores (Pro-QOL)
 - Depression (CESD-10)
 - Resiliency (BRS)
 - Vigor (Utrecht)
 - Work-life balance

Resiliency, Vigor, Burnout, Compassion, and Vicarious Trauma- Trends over Years of Professional Experience in MICU Staff

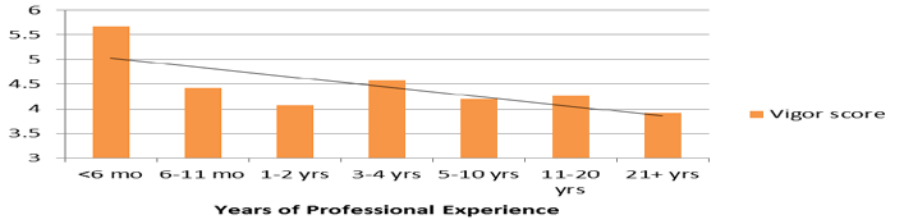
Oasis Project Survey (Jan 2016)

Vigor = high levels of energy and mental resilience while working

Resiliency score

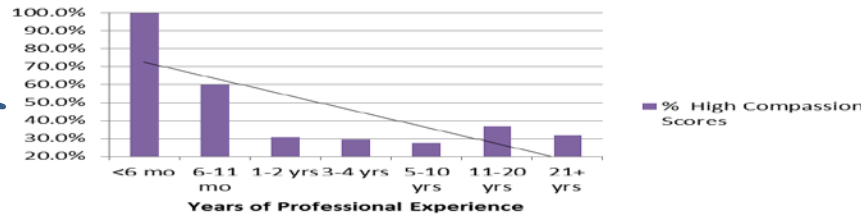


Vigor score



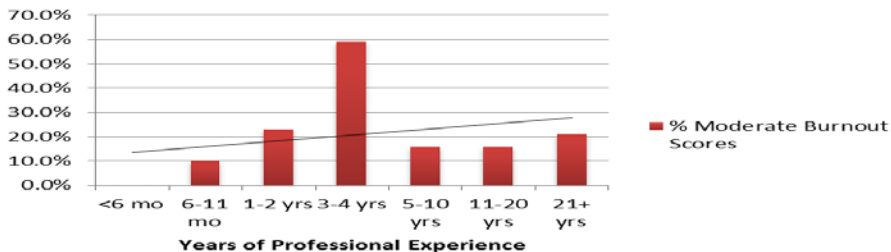
Trend toward higher burnout and vicarious trauma with increasing years of professional experience

% High Compassion Scores

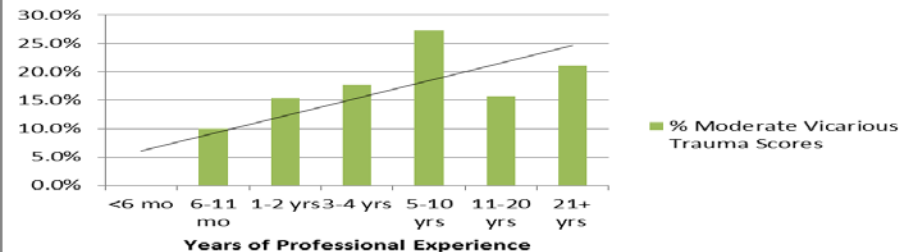


Trend toward lower resiliency, vigor, and compassion with increasing years of professional experience

% Moderate Burnout Scores



% Moderate Vicarious Trauma Scores

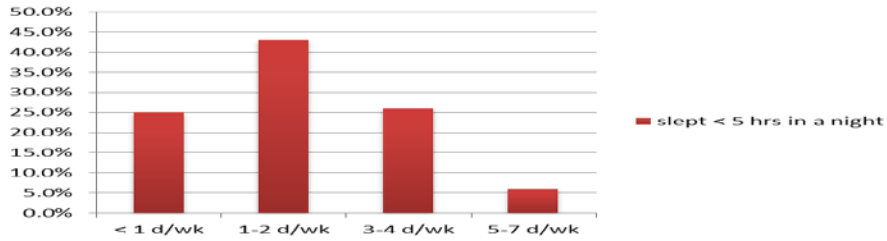


CHRISTIANA CARE HEALTH SYSTEM

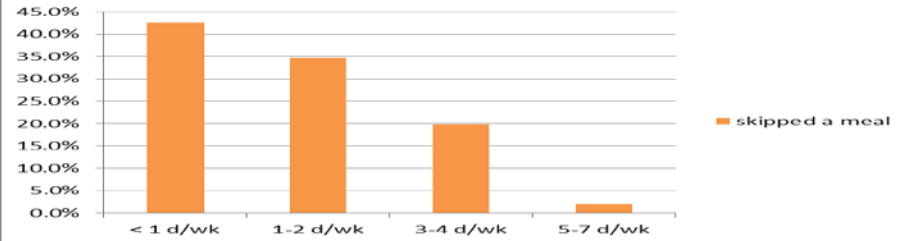
Value Institute

MICU Work-Life Balance

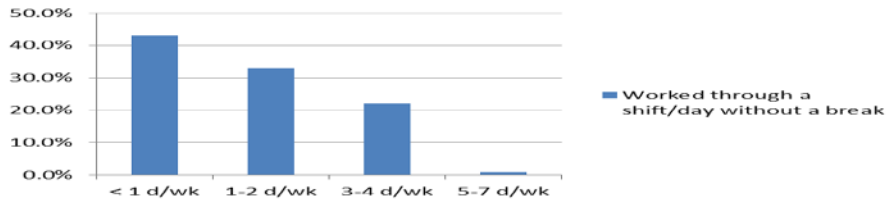
Slept < 5 hrs in a night



Skipped a meal

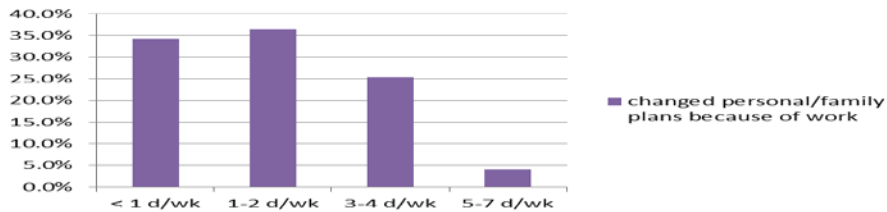


Worked through a shift/day without a break



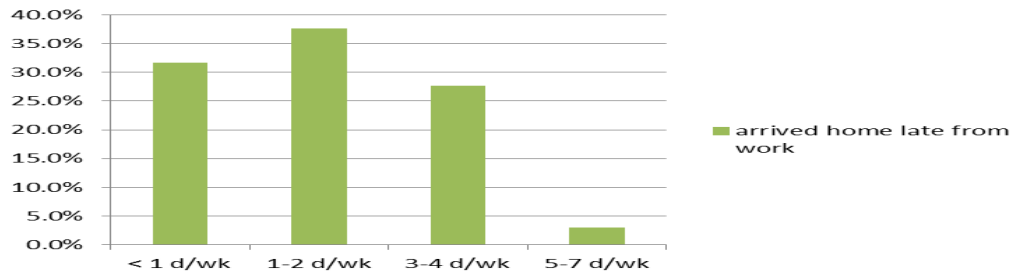
56% worked through a shift/day without a break more than once/wk

Changed personal/family plans because of work



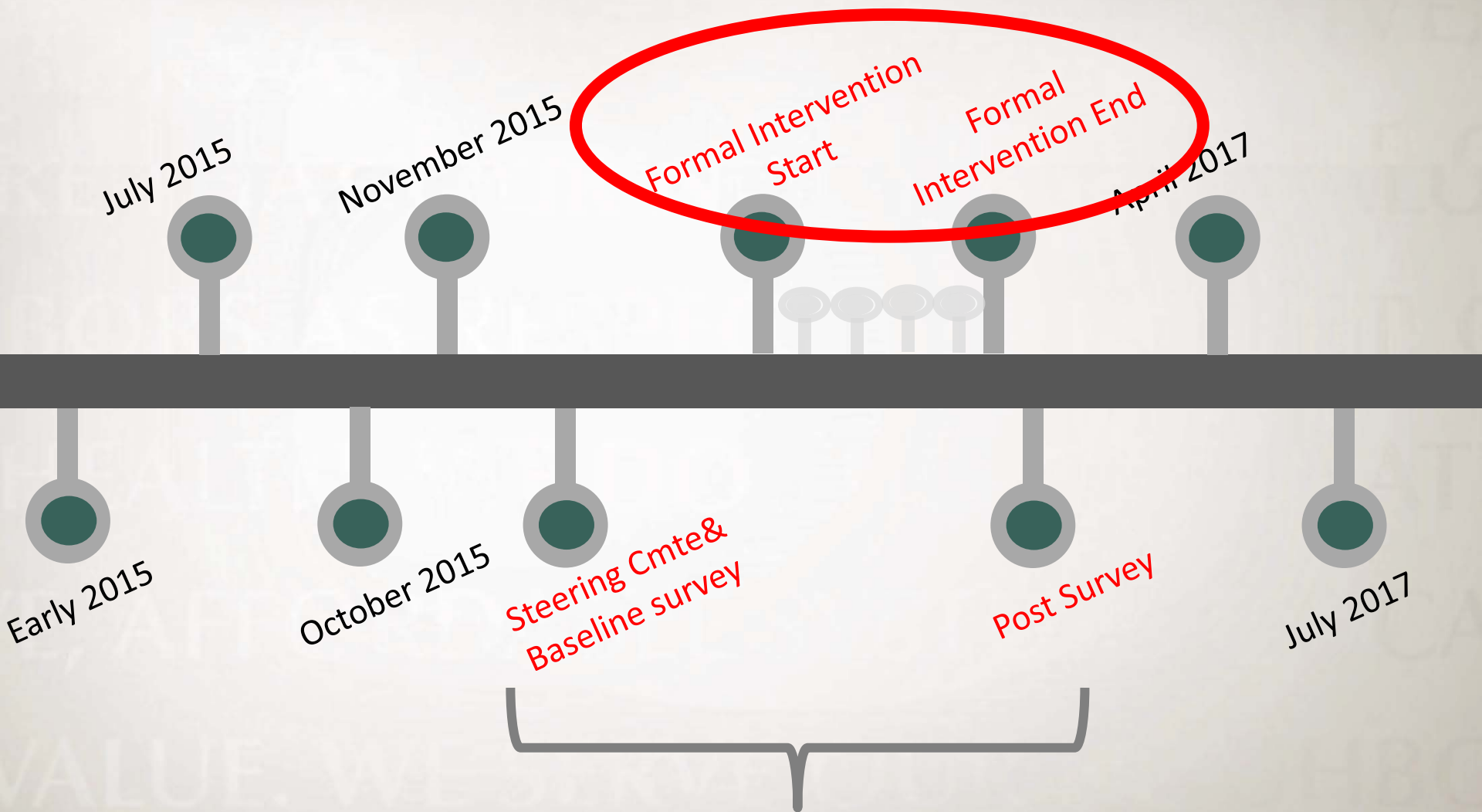
66% changed plans because of work more than once/wk

Arrived home late from work



OASIS: A Multipronged Approach

- **Monthly interventions with interactive educational content**
- **Recognition efforts**
- **Fostering camaraderie and social connection**
- **Operational workgroups, “stones in shoes”**
- **(Peer support)**



PHASE I
(Jan 2016-Jan 2017)

RESILIENCE

Resilience combats and protects against the effects of compassion fatigue and burnout in trauma-rich environments like the MICU.

Resilience is not simply an inborn trait, but a collection of skills to be cultivated and intentionally applied to help people in high stress roles thrive over time.

Making it Real

Assessment

Knowledge: Cognitive Biases

Knowledge: Defining Terms

Building a Common Language

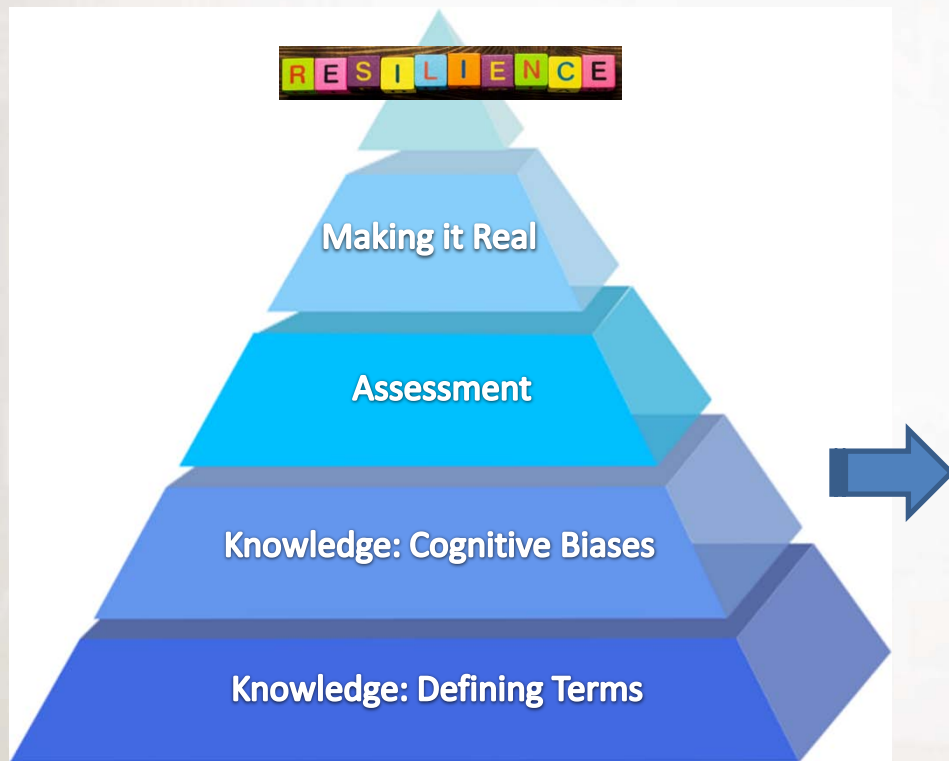


- **Developing a Shared Language**
 - Compassion Fatigue
 - Vicarious Trauma
 - Burnout
- **All are *system issues* and *inescapable effects* of working in trauma-rich environments.**
- **CF and VT put one at greater risk of burnout.**
- **People who are more empathic are at greater risk of CF, VT, and eventual burnout.**
- **Consequences of burnout**

How We Did It: Introducing New Ideas

- **Day-long (12 hours) kick-off event May 2016**
- **“All hands on deck” approach**
 - Entire MICU multidisciplinary steering committee covered shifts
 - Exposure to Quadruple Aim and results of baseline data
- **Brief education about terminology via discussion and rolling PowerPoint**

Brain Education: Cognitive Biases, Automatic Processes



- **SNS Response (fight, flight, flee)**
- **Negativity Bias**
- **Loss Aversion**
- **Law of Closure**
- **Self-Silencing**
- **“Monkey mind”**

How We Did It: Introducing New Ideas

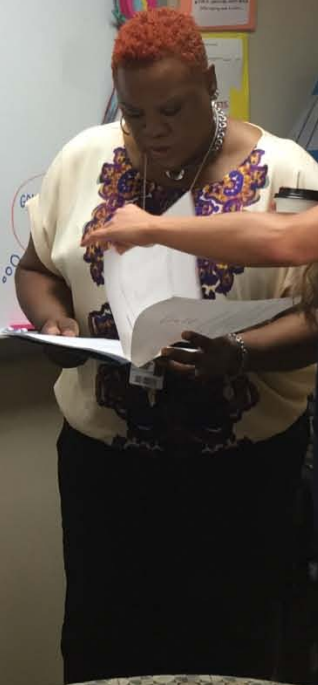
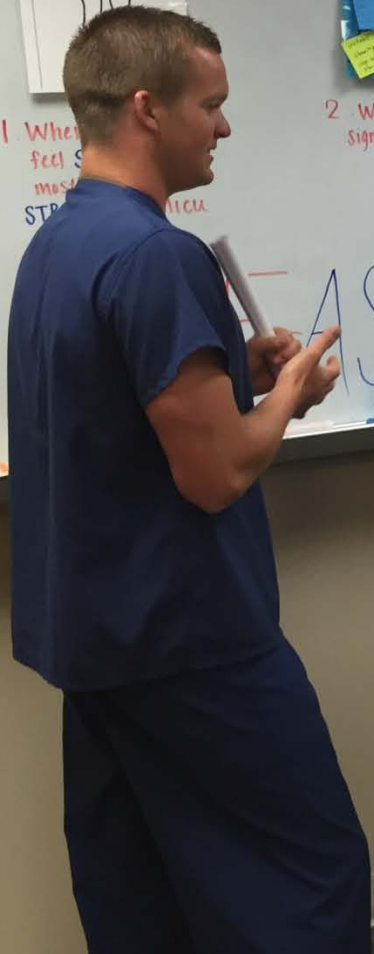
- **Cognitive concepts paired with**
 - Concrete in-the-moment group exercises to disarm and normalize (“It’s about your brain, not YOU”)
 - Create community by creating some voluntary vulnerability (to deepen trust and social support)
 - Homework
 - Very brief, one page activities
 - 10 minutes or less

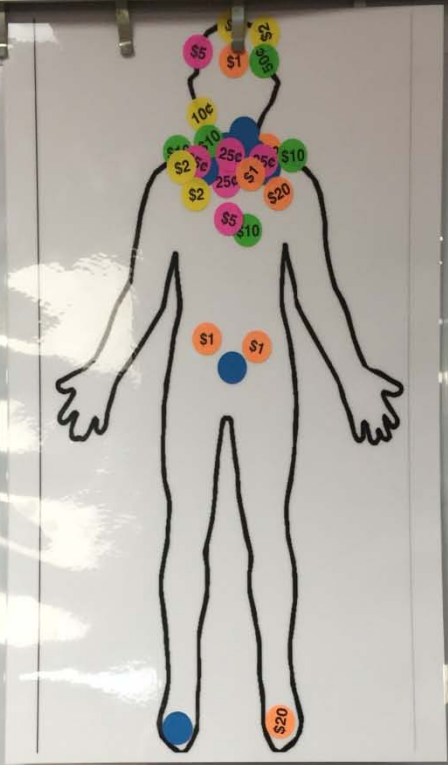
1. When do you feel the most STRESS?

2. What are your signs of emotional STRESS?

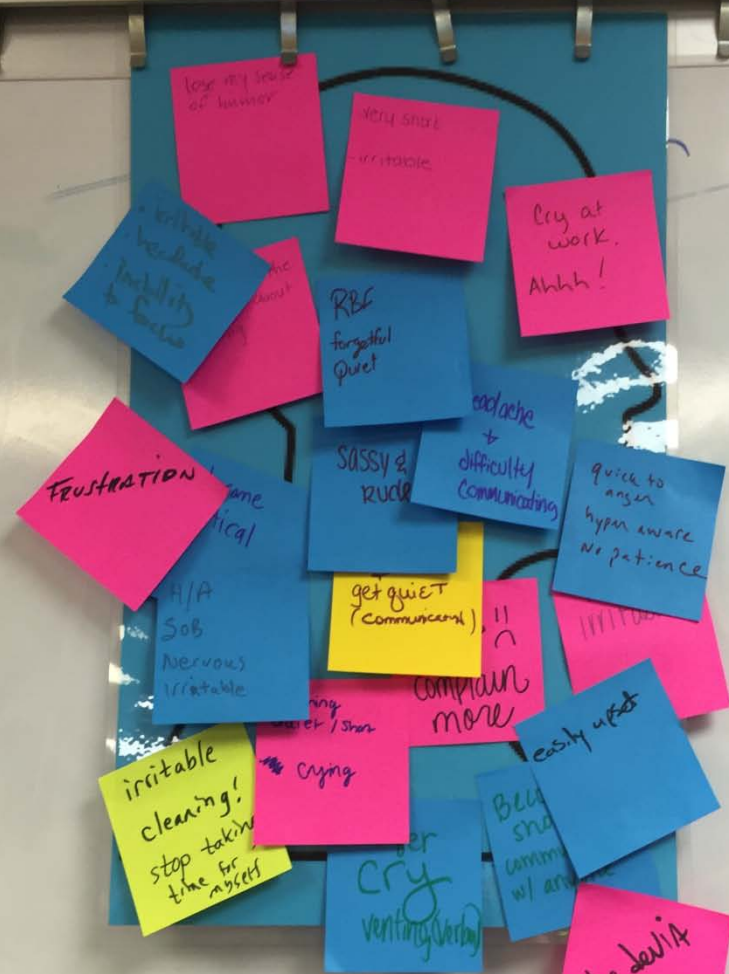
3. What relieves your STRESS?

ASSESSMENT





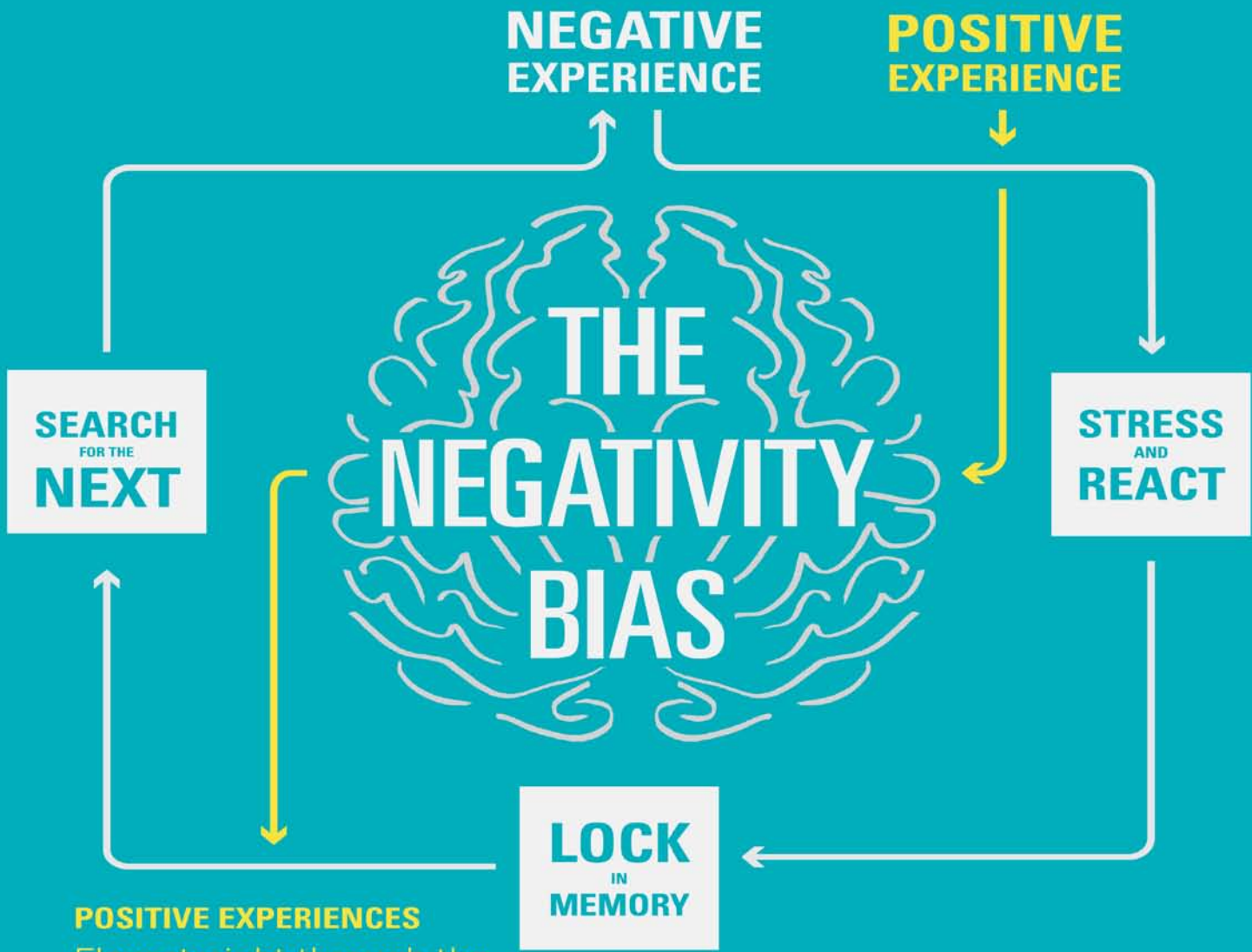
1. Where do you feel **STRESS** the most? Pin the **STRESS** on the MICU staff!



2. What are your signs of emotional **STRESS**?

How We Did It: Thinking About Thinking

- **Developing meta-cognition (observing ego)**
 - Making automatic processes visible
 - Building in pauses to allow for “noticing” and “intention”
 - Getting off automatic pilot
 - Mindfulness interwoven throughout but not mentioned explicitly until the end

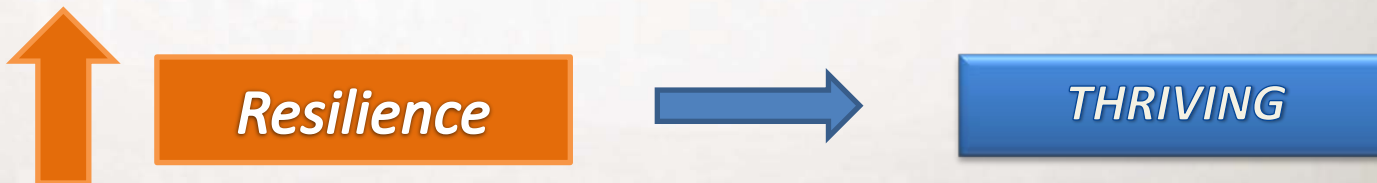


POSITIVE EXPERIENCES
Flow straight through the brain without recognition.

On automatic pilot:



Living with intention:



Meaningful Self-Assessment



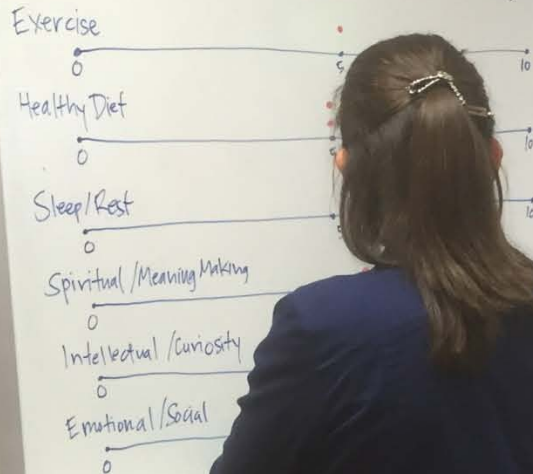
- **Assessment via normed inventories and self-scored tests**
- **Assessment of *how well you are meeting your own basic needs?***
- **Assessment of relationships, current support: *how well are needs being met by others?***
 - “Don’t try to get bread from a hardware store!”
 - Identifying multiple sources of support for multiple needs

How We Did It: Making it Real

- **Engaging, self-scored assessments**
- **Use of Values “card sorts” and art supplies (how time is spent)**
- **Using accessible language**
 - Taking one’s “temperature,” assessing “symptoms,” understanding “contagious” nature of trauma
 - Framing burnout as a job risk to defend against rather than a unique personal vulnerability related to character or fitness for job

OASIS: Self-Care in Depth

How well do you currently meet the following needs?
0=terribly! 10=great!

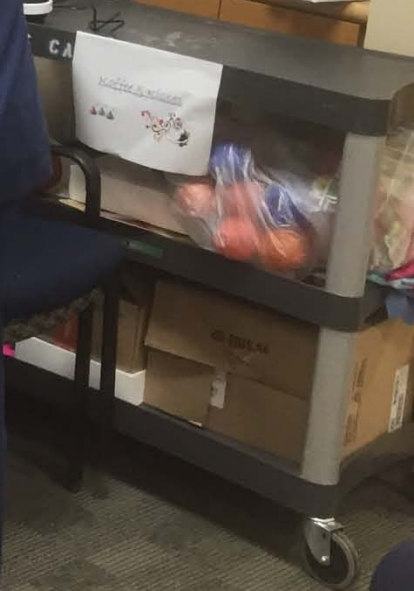
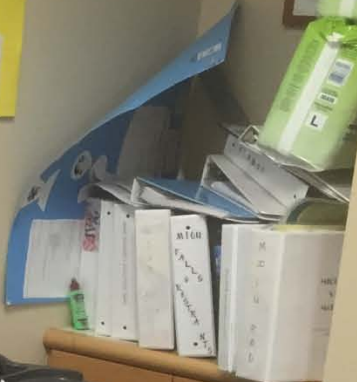


Social/Interpersonal Support

Who is your "go-to" person? (write name or nickname)

Listening/Emotional Needs	Help with practical stuff
Source of humor/laughter and laughs	Challenges you (makes you grow)

MAKING
CONSERVANCE
SIGN IN SHEETS

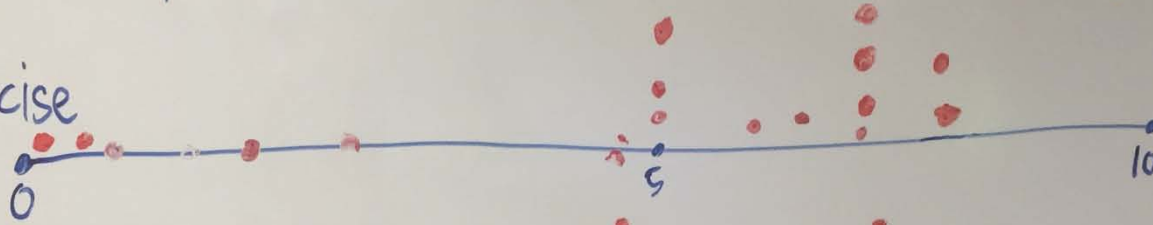


How well do you currently meet the following needs?

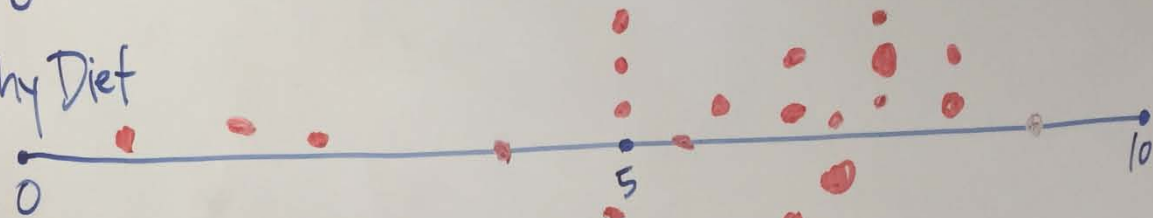
0 = terribly!

10 = great!

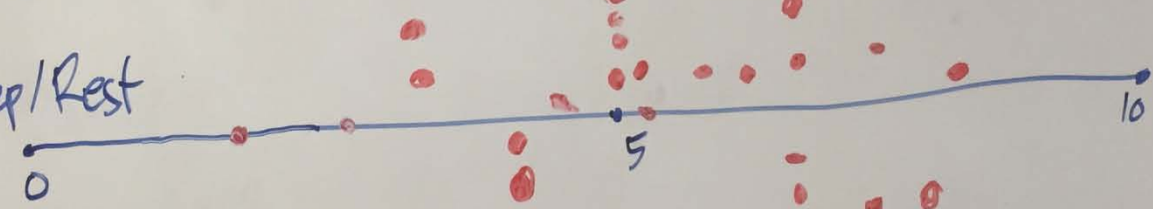
Exercise



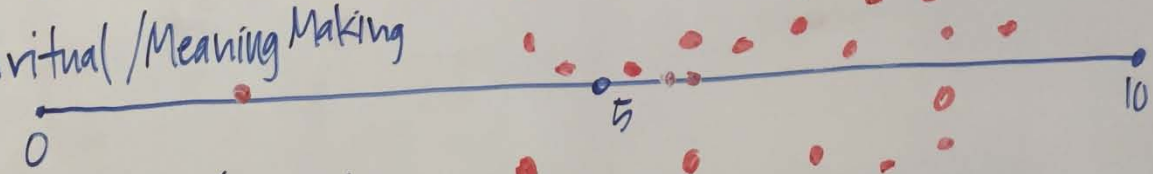
Healthy Diet



Sleep/Rest



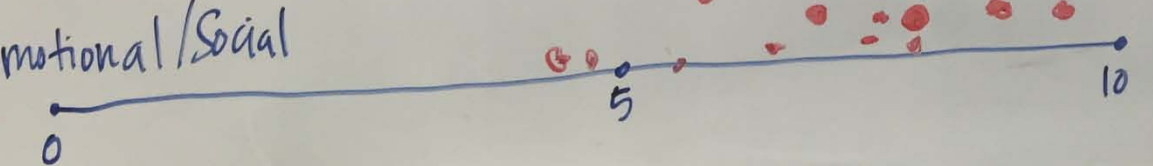
Spiritual / Meaning Making



Intellectual / Curiosity



Emotional / Social



OASIS: TOOL OF THE MONTH

SIGNATURE STRENGTHS

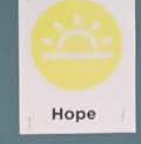
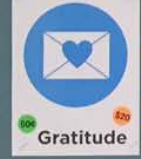
Step 1. **Take** the free, validated signature strength survey at www.viacharacter.org

Step 2. **Place** a sticker next to your top strength on the board.
(Stickers in green bag below we're going to create something based on your answers, to be revealed at the 2017 wrap up party)

Step 3. **Use** your top strength to make a challenging situation easier & more enjoyable.



What's your Signature Strength?



THE VIA CLASSIFICATION OF CHARACTER STRENGTHS

The VIA Classification of Strengths is the "backbone" of the science of positive psychology.

- CREATIVITY** Original, inventive, ingenious.
- CURIOSITY** General, specific, intellectual, aesthetic, or scientific.
- ACCOUNTABILITY** Holding things through, open-minded.
- GRATITUDE** Noticing and appreciating good things.
- PERSEVERANCE** Enduring, persisting, sticking with the long-term goal.

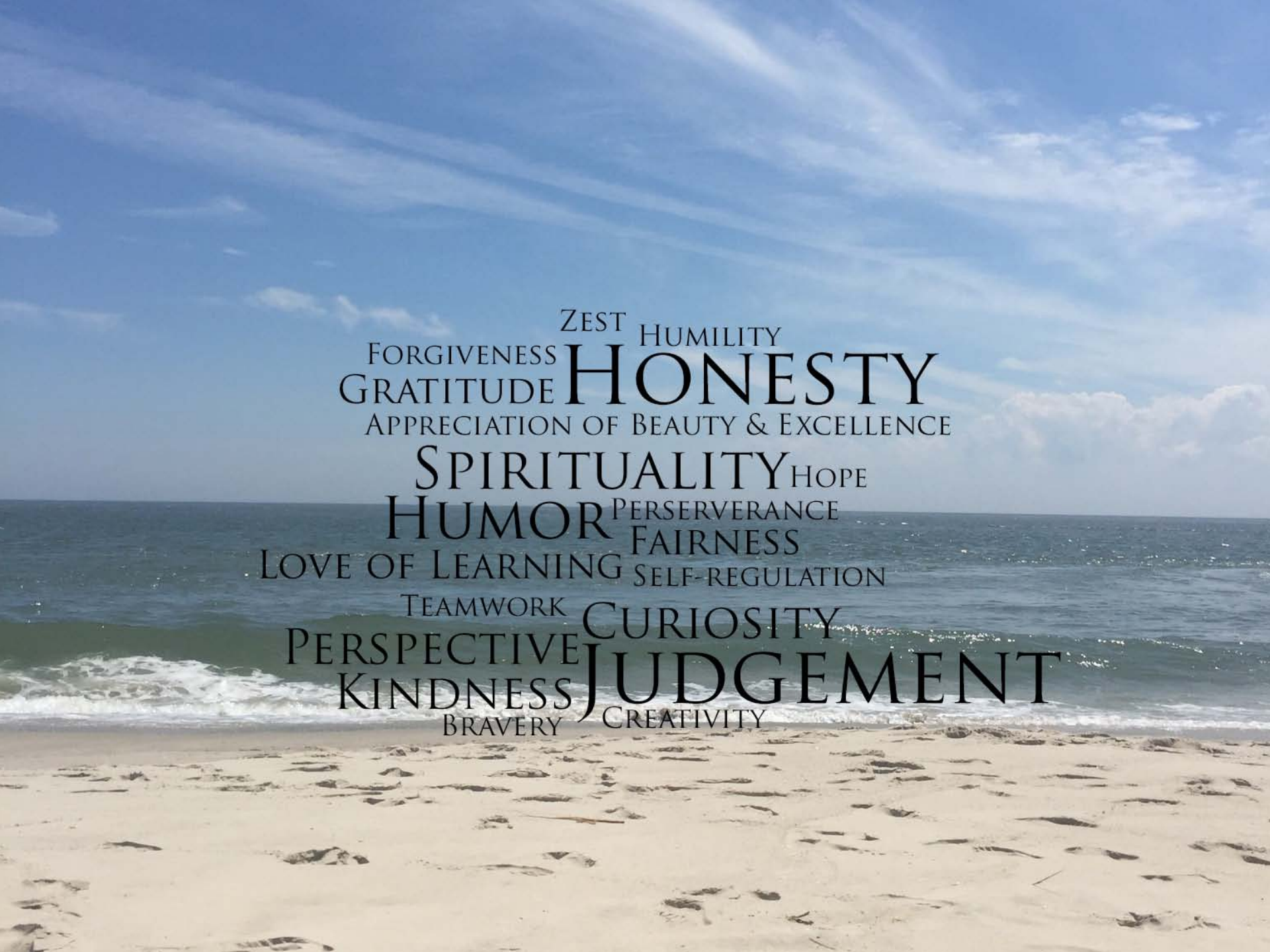
- ZEST** Enjoying and loving what you do; identifying up for the challenge.
- HONESTY** Fairness, integrity, truthfulness, not over-promising.
- SOCIAL INTELLIGENCE** Understanding other people's feelings, needs, and concerns.
- KINDNESS** Being nice to others; helping them.
- LOVE** Being loving and being loved; valuing close relationships.
- LEADERSHIP** Encouraging, motivating, inspiring, influencing others.
- TEAMWORK** Working together with others to achieve a common goal.
- FAIRNESS** Being fair to others; treating others justly.
- FORGIVENESS** Letting go of negative feelings about someone or something.
- GRATITUDE** Noticing and appreciating good things.
- SPIRITUALITY** Having a sense of awe and wonder; feeling connected to something greater than oneself.
- JUSTICE** Being fair to others; treating others justly.
- HUMOR** Finding something funny or amusing; laughing.
- APPRECIATION OF BEAUTY AND EXCELLENCE** Noticing and appreciating good things.
- PRUDENCE** Being sensible; thinking about the consequences of one's actions.
- HUMILITY** Being open to learning from others; recognizing one's limitations.
- HOPE** Expecting good things to happen; believing in a better future.
- SELF-REGULATION** Controlling one's emotions, thoughts, and actions.
- HUMOR** Finding something funny or amusing; laughing.



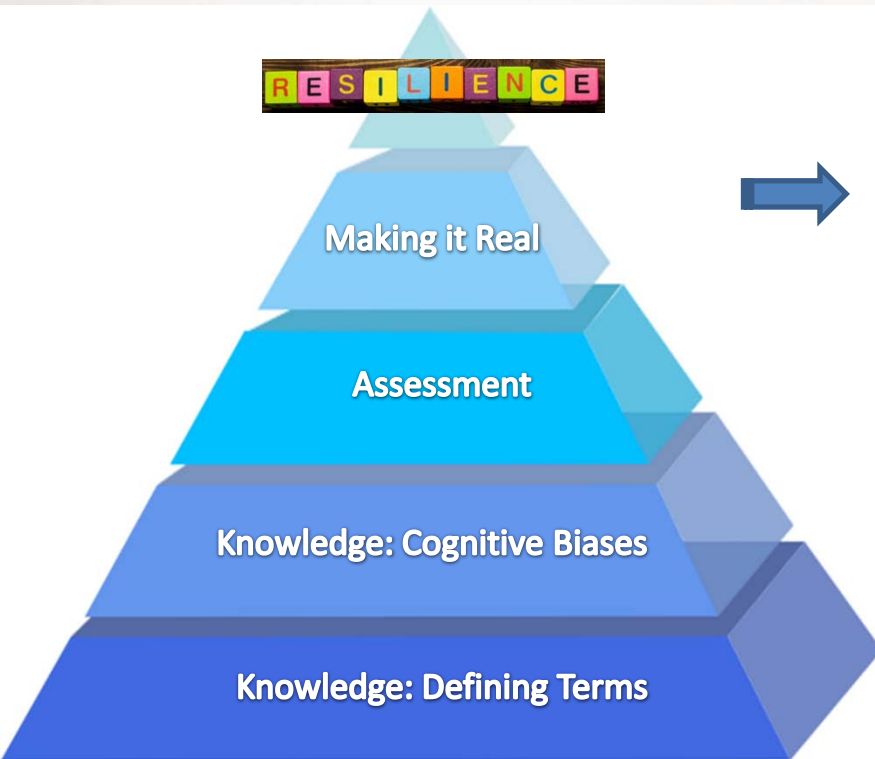
ZEST HUMILITY
FORGIVENESS
GRATITUDE **HONESTY**
APPRECIATION OF BEAUTY & EXCELLENCE

SPIRITUALITY HOPE
HUMOR PERSISTENCE
FAIRNESS
LOVE OF LEARNING SELF-REGULATION

TEAMWORK
PERSPECTIVE
KINDNESS **JUDGEMENT**
BRAVERY CREATIVITY



Translating Understanding to Behavior



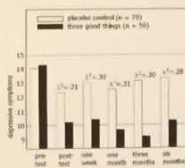
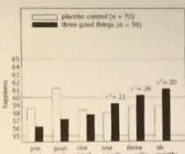
- **Importance of ongoing assessment and access to resources**
 - The OASIS Room
- **“Dig where the ground is soft.”**
- **S.M.A.R.T. goals**
- **High value activities**
 - Gratitude (journal or letter)
 - Moments of Awe
 - Random Acts of Kindness
 - Moments of Mindfulness

OASIS: TOOL OF THE MONTH

THREE GOOD THINGS

"Trends better than Prozac"

Bryan Sexton, PhD



My patient told me, "You smell so good!"

COOKIES

NOOKED WITH AWESOME PEOPLE

I PLAYED WITH THE DOGS

COOKIES

COOKIES

My verbal answer patient made up me and what it was

Got to sing happy birthday to my nephew while I was at work

COOKIES

I counted up my good things and found I had 30 good things in my life

Had a great weekend with my baby and husband

I got a Great dog

Spangled with my kids and my dog

Had a yummy dinner w/ my friends

Found out my son doesn't have cancer whoopee

went to lunch with my favorite boy

I wasn't a patient + was thanked by a patient's family

Got a new puppy

Got thru a difficult moment bc of my amazing co-workers

and something with my grandson

WHAT'S ONE GOOD THING THAT HAPPENED TO YOU IN THE LAST 24 HOURS?


At-Home Instructions


- How? Write down 3 good things that went well each day and their causes (ie. Did it cause you to feel joy, loved, humor, etc?)
- When? Every night before bed (enhanced recall during the last 2 waking hours)
- How long? 1 week





For more information:

• www.dukepatientsafetycenter.com



My cardiac arrest
patient woke
up and
winked at
me 

Got thru a
difficult
weekend b/c
of my Amazing
Co-workers 

 Found 
Out my 
Son doesn't
have Cancer
Whoopie 

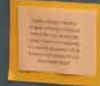
I
PLAYED
WITH THE
Doggies
Before
WORK

The Gratitude Letter

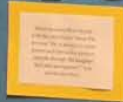
PAY IT FORWARD



HOOST



RICH



DEVON



ERIN



Social Connection

- **MICU staff steering committee members took the lead on organizing a number of social events**
 - Baseball game
 - Escape room
 - Potluck meals
 - Habitat for Humanity
 - Adopt a Family

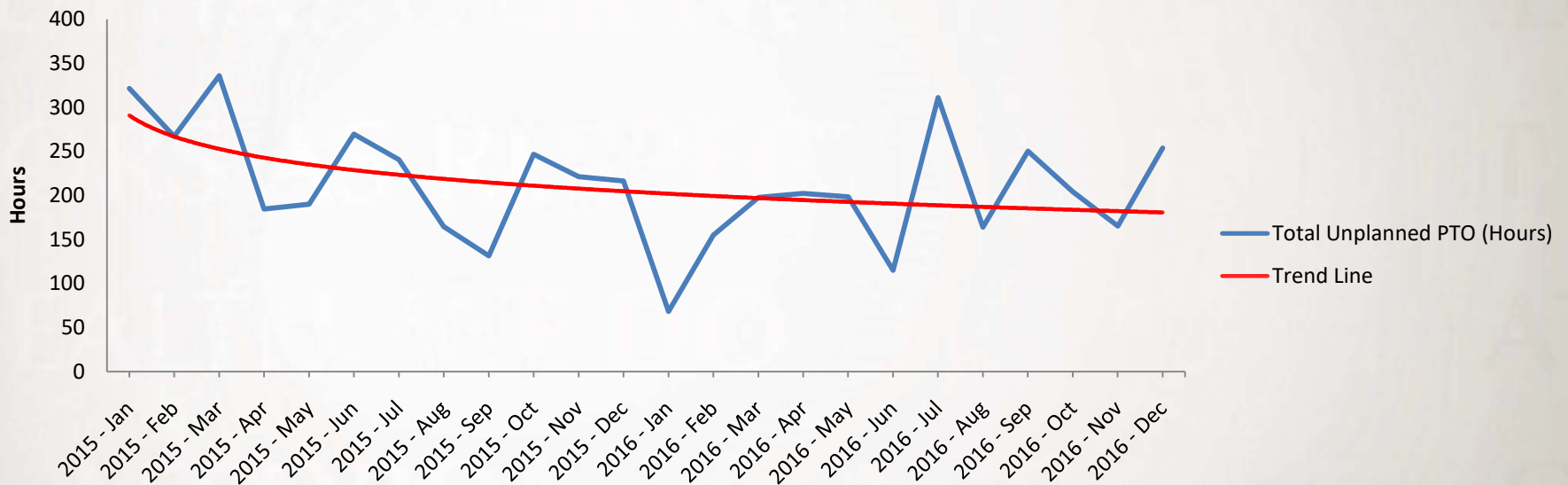


How did we do?

- **A total of 25 hours of content presented**
- **>330 attendees**
- **Session content**
 - Self-assessment
 - Self-care, getting needs met
 - Gratitude
 - Awe
 - Random acts of kindness
 - Mindfulness
 - Signature strengths
 - Conflict management
 - Changing your relationship with change

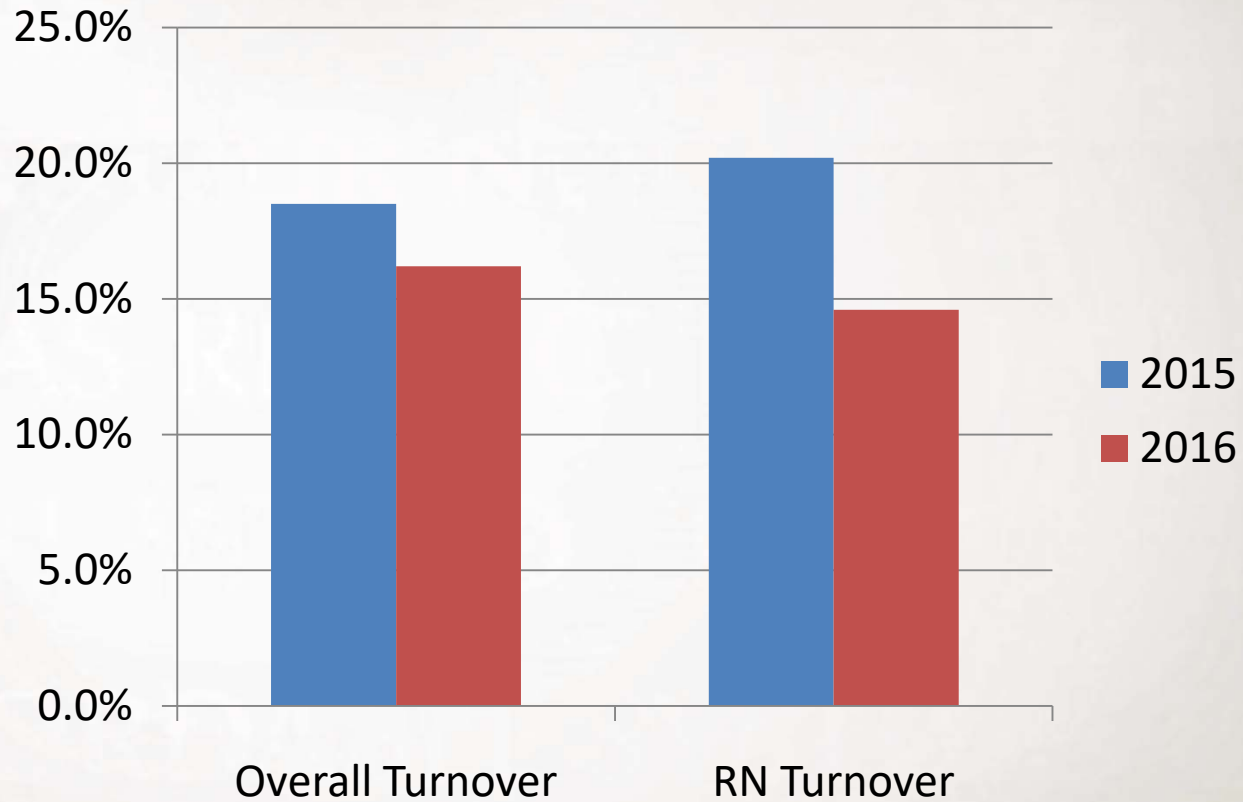
Un-Planned Paid Time Off (PTO)

MICU Total Unplanned PTO Hours (2015 -2016)

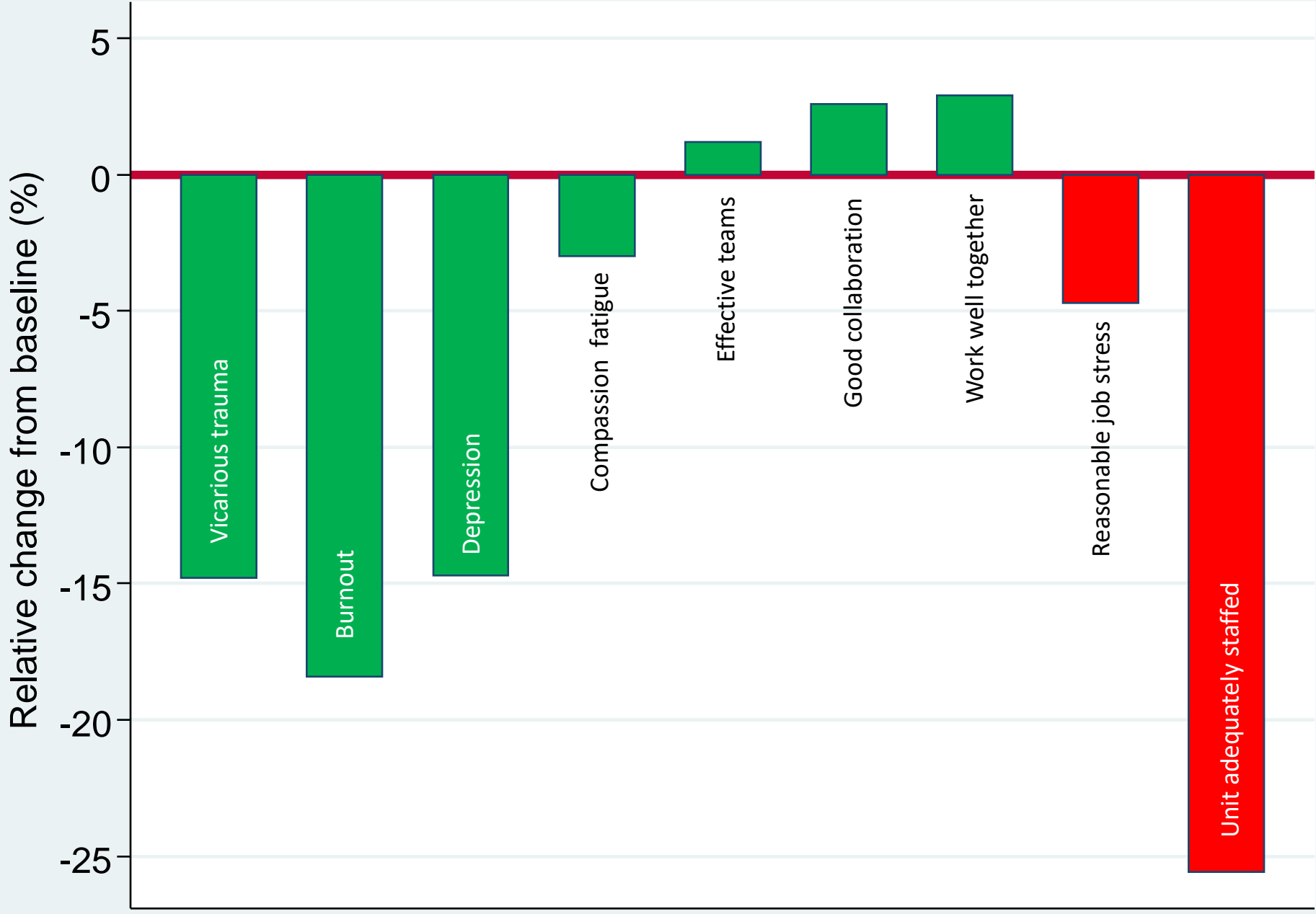


- **18% decrease in mean monthly unplanned PTO (232 hrs/mo → 190 hrs/mo)**

Turnover



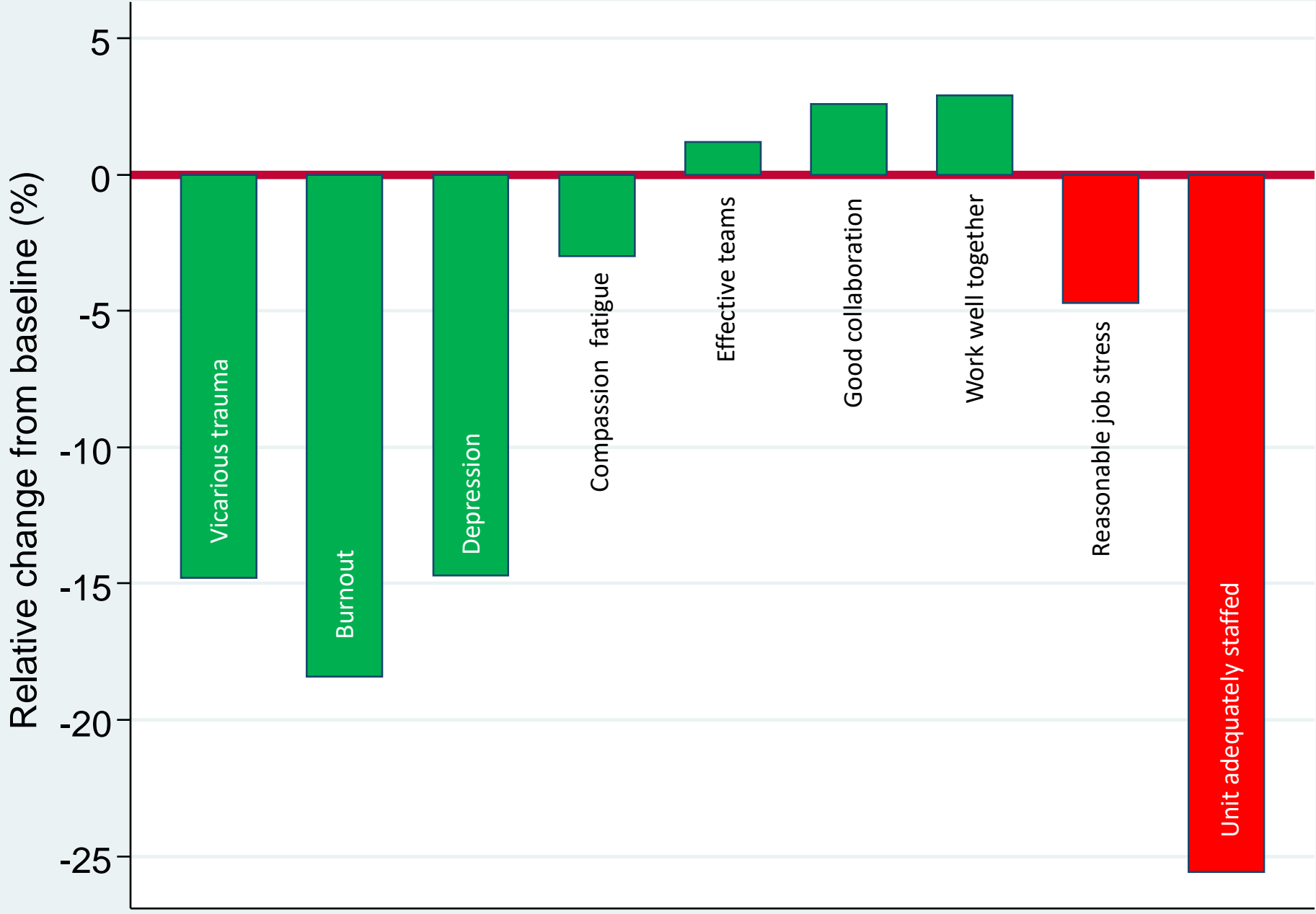
- **12% decrease in unit turnover (18.5% → 16.2%)**
- **28% decrease in nursing turnover (20.2% → 14.6%)**



Data Analysis

- **Absolute changes:**
 - Vicarious trauma- 3.5% decrease
 - Burnout- 3.5% decrease
 - Depression - 3% decrease

- **No significant change:**
 - Vigor
 - Resilience
 - Compassion fatigue
 - Self-care measures



Engagement Survey Data: The Bad News

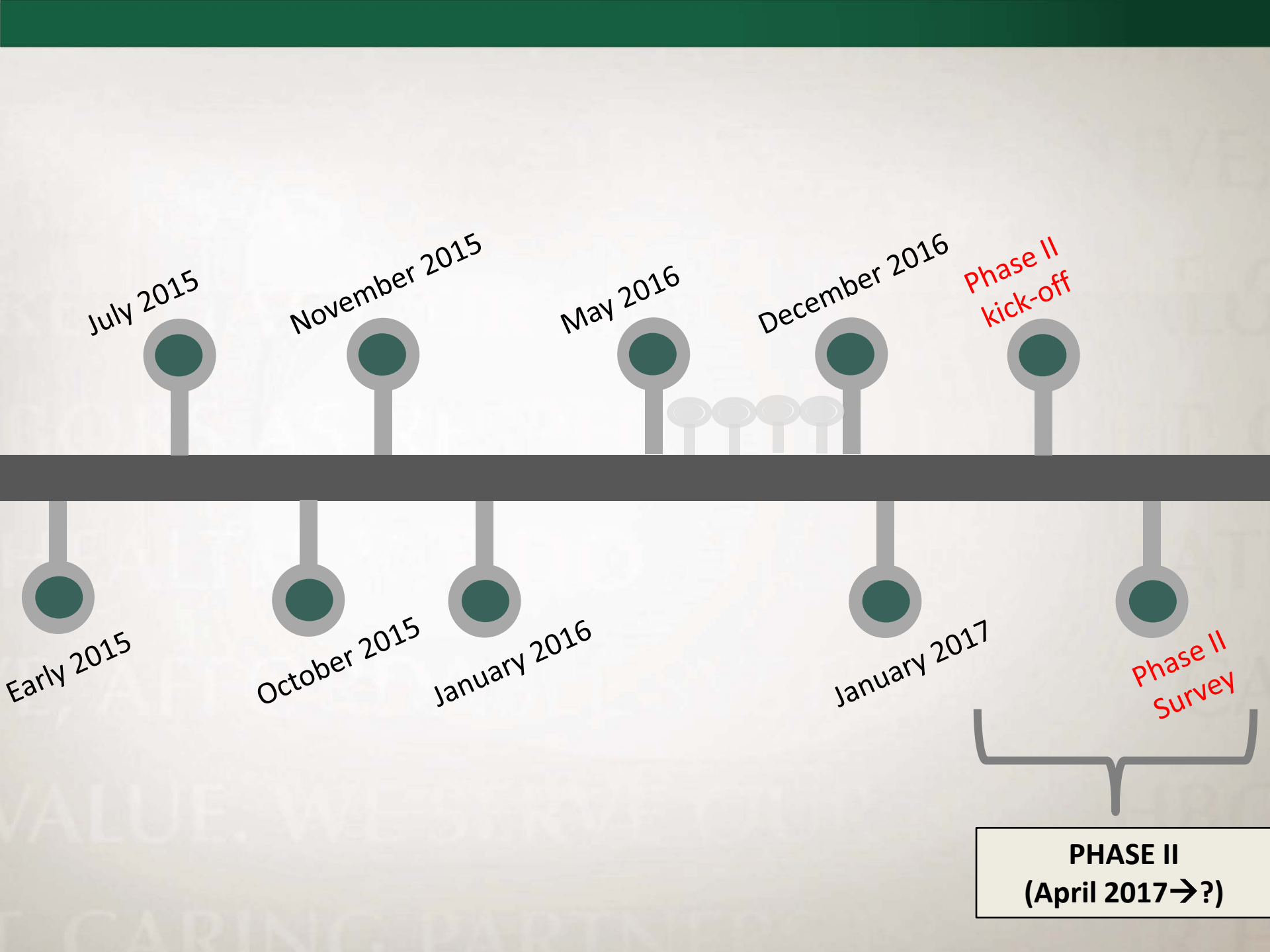
- **Decline in “The amount of job stress I feel is reasonable” (3.56->3.4). There are several potential explanations for this:**
 - The decrease mirrors the overall decrease in this measure throughout the organization
 - Increased awareness of stress symptoms as a result of the educational components of the OASIS project
- **May also reflect high workload, as evidenced by the large decline in response to item: “My work unit is adequately staffed”(3.05-> 2.27)**

Engagement Survey Data: The Good News

- **Improvements in teamwork and collaboration**
 - We effectively use cross functional teams in this organization (4.03-> 4.08)
 - There is good collaboration between nursing and the different ancillary services (3.88-> 3.98)
 - Physicians and staff work well together (4.11-> 4.23)

Lessons Learned/Limitations

- **Methodological limitations**
 - No controls
 - Survey responses could not be matched
 - Self- selection bias
 - “Dose” uncertainty
- **Operations (“Stones in shoes”)**
 - Moving cups – a win!
 - Injurious hand soap – a loss..?
- **Attendance variable**
 - Morning and midday sessions most well-attended
 - Food, massages help
 - Build booster sessions into standing meetings



July 2015

November 2015

May 2016

December 2016

Phase II
kick-off

Early 2015

October 2015

January 2016

January 2017

Phase II
Survey

PHASE II
(April 2017 → ?)

Path Forward: Hard Wiring

- **Local OASIS champion appointed, with protected hours**
- **Funds ear-marked for on-going OASIS efforts**
- **Approval to convert patient care room to dedicated staff wellness space- “MICU OASIS Room”**
- **Phase II- MICU staff-led educational, social, recognition efforts**
- **Assessment of sustainability with repeat survey in 6 mo**
- **Determination of generalizability of the OASIS project to additional clinical areas**