Crossing the Threshold: Seeking Organizational Resilience

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Objectives

- Define the term resilience as it applies to healthcare
- Define trust in the context of healthcare workplace relationships
- List three components of mattering
- Describe three actions that either build a sense of trust or mattering

Resilience Refresh

Resilience - Inherent in the System

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Dependent on design and structure – how the elements that make up the system function together
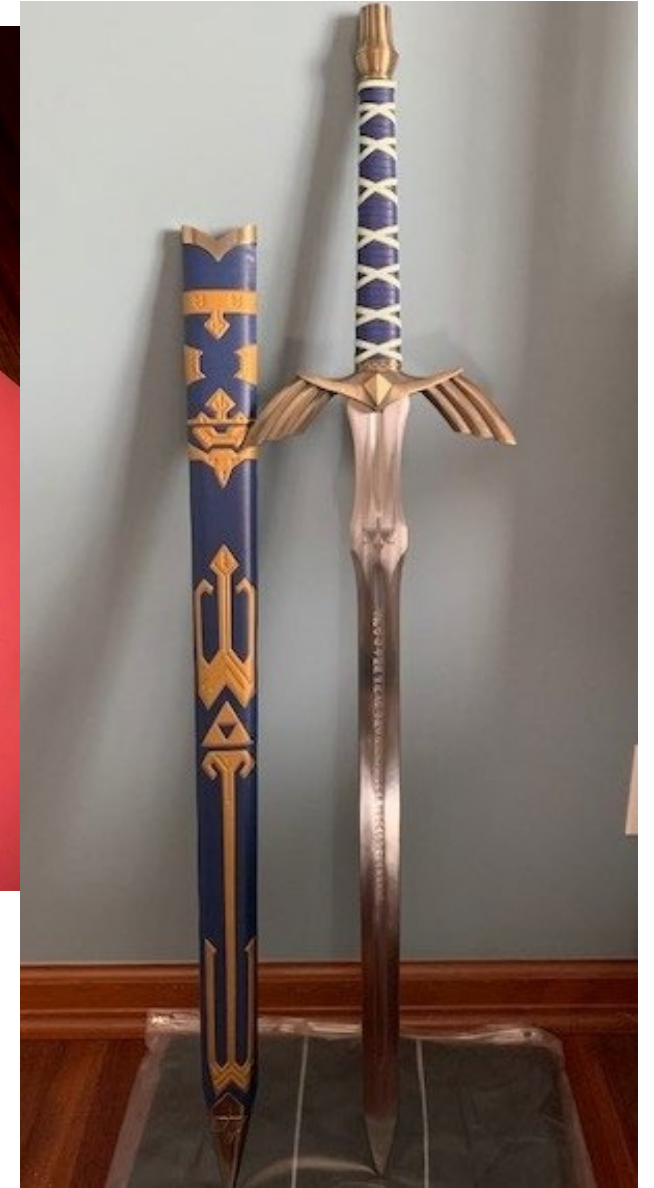
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Can't rely on….

More yoga

Stronger weapons

Thicker armor

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COVID gave us an opportunity reflect and look forward

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Standing on the Threshold

- Hanging in the balance
- How do we prepare?

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Individual Factors

- High team orientation
- Value placed on combined knowledge
- Confidence in using skills and knowledge

Team Factors

- Quality of relationships
- Shared mental model
- Adversity management skills and processes
- Adaptability

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Leadership Factors

- Design operational supports to enable flexibility
- Create the culture
- Value the staff with experience

Role of Resources

- Availability for the unexpected or emergent situations
  - Need for some "slush"
- What brings value in the day-to-day work, but also what is highly valuable in times of disruption

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Supporting vs. Hindering Resilience

Audit and Train	Quality Improvement	LEAN
Adverse Event Reporting	Implementation Science	High Reliability

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Fresh vs. Dried

- Which can you relate to the best?

- Story of a mechanic at a retirement party
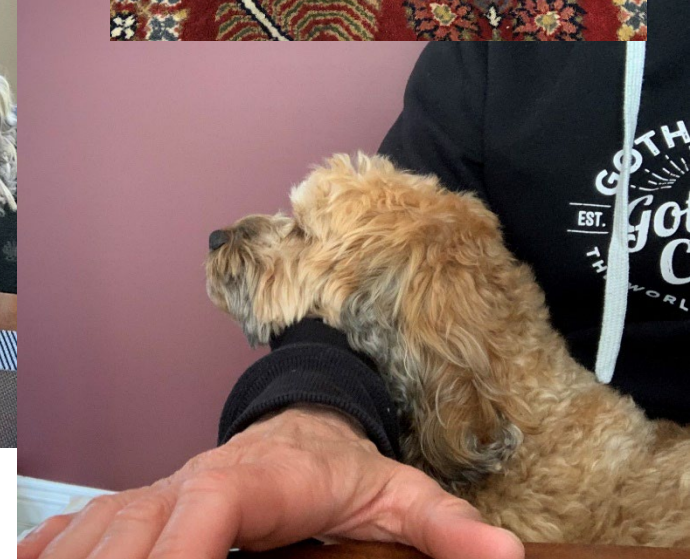
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Do I Matter?

Basic human desire - to Matter

- Attention
  - Someone noticed me

- Importance
  - Someone cares about me

- Dependence
  - Someone relies on me

People around you know they matter because of you

Impact of Mattering

- The Happiness Trifecta
  - Serotonin
  - Dopamine
  - Oxytocin

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Why is this important?

- Improves self-esteem
- Reduces risk of depression and anxiety
- Improves health

Care for the Caregivers

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The Enemy - Cortisol

Acute Stress

Chronic Stress

Traumatic Stress

Not a good basis for organizational resilience

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How can we foster a sense of Mattering in our organizations?

ITL

Individual

Team

Leadership

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Individual Factors (cont.)

- High team orientation
  - Belonging on the team, not just being assigned
- Value placed on combined knowledge
  - Talk about the unique role of each person
- Confidence in using skills and knowledge
  - Reward questions and discussion

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Team Factors (cont.)

- Quality of relationships
  - Encourage personal connection
- Shared mental model
  - Pause to talk about what we are trying to accomplish
- Adversity management skills and processes
  - Train and reward on emotional intelligence
- Adaptability
  - The "process" is not always right

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Leadership Factors (cont.)

- Design operational supports to enable flexibility
  - Do your operations support staff or do staff work to align with operations?

- Create the culture
  - No one feels disposable

- Value the staff with experience
  - Ask staff what should be done and act on their recommendation

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Combination of ingredients

- Mattering is just one ingredient
- Just like poutine, it is the combination of multiple ingredients that makes it work

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Answer: it is something that takes time to develop, is easy to lose, and is difficult to rebuild once lost

Question: What is trust

A fundamental building block for any relationship

- Future oriented
- Reliability oriented
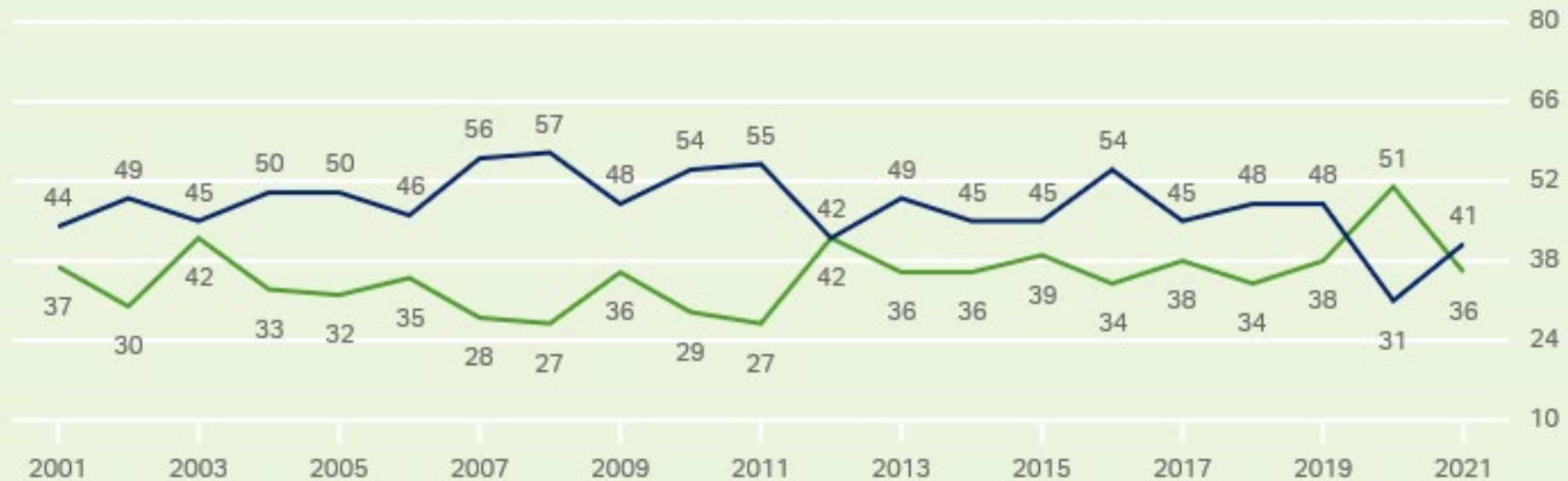- Ensures ability to act in difficult situations

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View of Healthcare Industry

You know it when you feel it

- Reliability
- Vulnerability
- Respecting
- Allowing benefit of the doubt
- Sharing risk
- Giving (not just receiving)

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Crossing the threshold is an opportunity to change the story

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Discussion: What needs to change for healthcare workers to trust that they matter?

*no alcohol was consumed

If we feel we matter, are we better caregivers for our patients? Does it impact quality and safety of the care that is provided?

How will we know if these changes are making a difference?

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Resources

- [Healthcare System | Gallup Historical Trends](#)
- [The Neuroscience of Giving | Psychology Today](#)
- [Cortisol: What It Is, Function, Symptoms & Levels (clevelandclinic.org)](#)
- [Morning Cortisol Levels and Perceived Stress in Irregular Shift Workers Compared with Regular Daytime Workers - PMC (nih.gov)](#)
- [Hair cortisol change at COVID-19 pandemic onset predicts burnout among health personnel. - Abstract - Europe PMC](#)
- [7 Ways to Build Trust in a Relationship | Psychology Today](#)
- Mattering: Applying a Social-psychological Construct to Citizen Engagement, Ben Chambers, Thesis - University of North Carolina at Chapel Hill
- Mattering: How Organizations, Patients, and Peers Can Affect Nurse Burnout and Engagement JONA Volume 50, Number 5, pp 267-273
- [The Neuroscience of Giving | Psychology Today](#)

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