

# Resilience: Springing Back to Move Forward

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# Objectives

- Define the term resilience as it applies to healthcare
- State an example of resilience in a healthcare setting
- List two or more supports of resilience within an organization
- List two or more detractors of resilience within an organization
- Describe the relationship between factors that support resilience and common approaches to supporting quality and safety in healthcare

**And the 2021 Winner is.....Resilience!**

# Definition - Resilience



- 1) the capacity to recover quickly from difficulties; toughness.
- 2) the ability of a substance or object to spring back into shape; elasticity.

# Is yoga the answer?

Health and wellness can  
support personal resilience -  
helpful but not sufficient



**ITLR**

Individual

Team

Leadership

Resources

# 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



# 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

# When and where does resilience occur?

Framework by Carl Macrae:

- Situated resilience
  - Seconds to weeks
- Structural resilience
  - Weeks to years
- Systemic resilience
  - Months to decades



# Supporting vs. Hindering Resilience

Audit and Train

Quality  
Improvement

LEAN

Adverse Event  
Reporting

Implementation  
Science

High Reliability

# Resilience and trade-offs



- Conflicting goals must resolve for resilience to occur
- How to manage trade-offs must be known before resilience is called upon

# Measuring Resilience

- Hard to convert into numbers



# Questions for Discussion

**In quality improvement we put the focus on the process, however resilience seems to require adaptation in real-time.**

**Does engineering (designing) for resilience cause us to re-think our approach to quality?**



**Is it possible to train for resilience?  
How might resilience at the team,  
leadership and organization levels be  
assessed?**

# Resources

- Springer Briefs in Applied Sciences and Technology: Exploring Resilience, a Scientific Journey from Theory to Practice
- [Resilience and Resilience Engineering in Health Care - Joint Commission Journal on Quality and Patient Safety](#)
- [Workplace team resilience: A systematic review and conceptual development - Angelique Hartwig, Sharon Clarke, Sheena Johnson, Sara Willis, 2020 \(sagepub.com\)](#)
- [Minding the Gaps: Creating Resilience in Health Care](#)

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