



MedStar Georgetown  
University Hospital

Knowledge and Compassion  
**Focused on You**

May 9, 2018

# Care for the Caregiver

*Lisa M Boyle MD FACS*

*Vice President of Medical Affairs and Chief Medical Officer*

# Objectives

- Program background
- Program design
- Implementation strategies
- Data

# BACKGROUND

# To Err is Human...

- While the focus of the patient safety field has mostly been on improving systems of care, such systems include real people, and safety events may take an emotional toll.
- The suffering of caregivers in the face of a serious medical error has been termed the “second victim phenomenon”
- In most health care settings, caregivers have no one they can turn to for support and/or guidance in the face of medical error or unanticipated outcome, often resulting in suffering in silence.

# Events lead to multiple victims...

- 1<sup>st</sup> Victim = Patient & Family
- 2<sup>nd</sup> Victim = Caregiver (directly involved) & Team Member (indirectly involved)
- 3<sup>rd</sup> Victim = Organization & management

# Definition.....

- Scott et al. provided a “consensus definition” of **second victims** of patient safety events as “**health care** providers who are involved in an unanticipated adverse patient event, in a medical error and/or a patient related injury and become victimized in the sense that the provider is traumatized by the event.”

*U of Missouri Aug 1, 2017*

# University of Missouri Health Care System

- 1/7 clinicians reported they had experienced a patient safety event within the past year that caused personal problems such as anxiety, depression, or concerns about the ability to perform one's job.
- 68% of these clinicians reported they didn't receive institutional support.

# Nurse Suicide, Seattle Children's Hospital

- Kimberly Hiatt, 50
- 27 years as a nurse
- Accidentally gave an infant a fatal overdose
- Placed on administrative leave and soon dismissed from the hospital
- Committed suicide shortly afterwards





# Grieving Doctor Over Lost Patient...

"And in the end, when the life went out of him and my hands could work no more, I left from that place into the night and wept—for myself, for life, for the tragedy of death's coming. Then I rose, and walking back to the suffering-house forgot again my own wounds, for the sake of healing theirs."

~ Anonymous ER doctor



*Where did we start.....*

# PROGRAM DESIGN



**It has been a long road.....**

May 9, 2018

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# Comprehensive Patient Safety Program

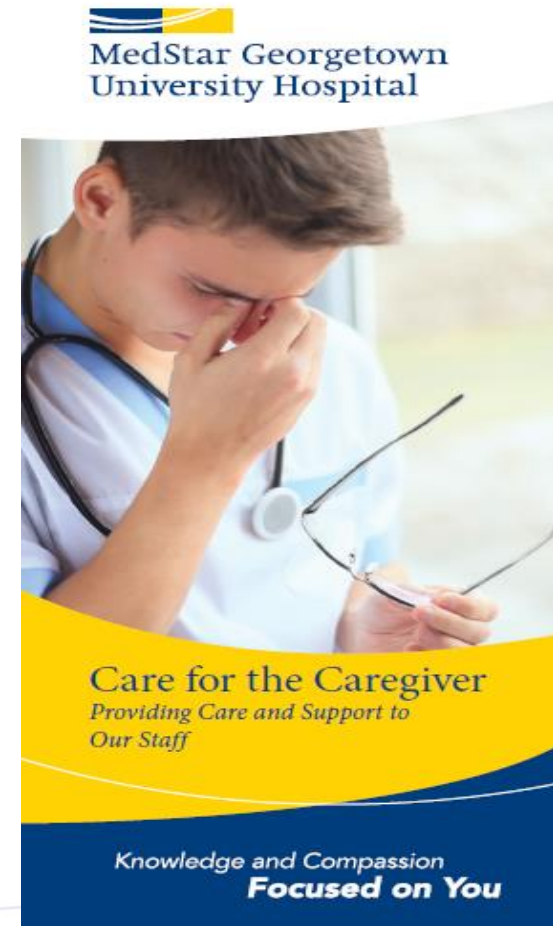
- 2013
  - Implemented the principles of High Reliability “HRO”
  - Event reporting system : RL Solutions
- 2014
  - Adopted the “Seven Pillars” program U of Illinois
  - Just Culture training
- 2015
  - Daily safety huddles
  - Safety stories
  - Safety coach program
- 2016 – 2017
  - HRO 2.0

# MedStar Georgetown: Care for the Caregiver

- The Care for the Caregiver team is comprised of volunteers from a variety of disciplines who have been trained in crisis support and stress management.
- The team includes: physicians, nurses, respiratory therapists, social workers and chaplains.
- Care for the Caregiver is available 24/7 through pager

# Care for the Caregiver has been created to...

- Provide consistent and targeted hospital-wide guidance and support
- Provide additional resources for the management team to effectively support associates





# Care for the Caregiver will...

- Provide caregivers with a “Safe zone” to express thoughts and reactions to enhance coping
- Ensure that information shared is strictly confidential
- Provide one-on-one peer support and explore the associate’s reactions and feelings that often occur after a stressful or traumatic event
- Provide the associate comfort
- Help facilitate if there is a need for an escalation of care ie EAP



*Be proactive.  
Be reliable.  
Be a hero.*

## MedStar Health Weekly Safety Theme: Care for the Caregiver

Most often we adjust to the demands and stress we encounter at work and at home on a daily basis. As human beings we have strong emotional defenses that allow us to get our jobs done everyday however, research suggests that associates go through various stages of grief after a stressful or traumatic event making it difficult to work. If you or someone you know is experiencing a stressful event or outcome during patient care or due to your work environment please contact a member of The Care for the Caregiver team at your site.



# IMPLEMENTATION STRATEGIES

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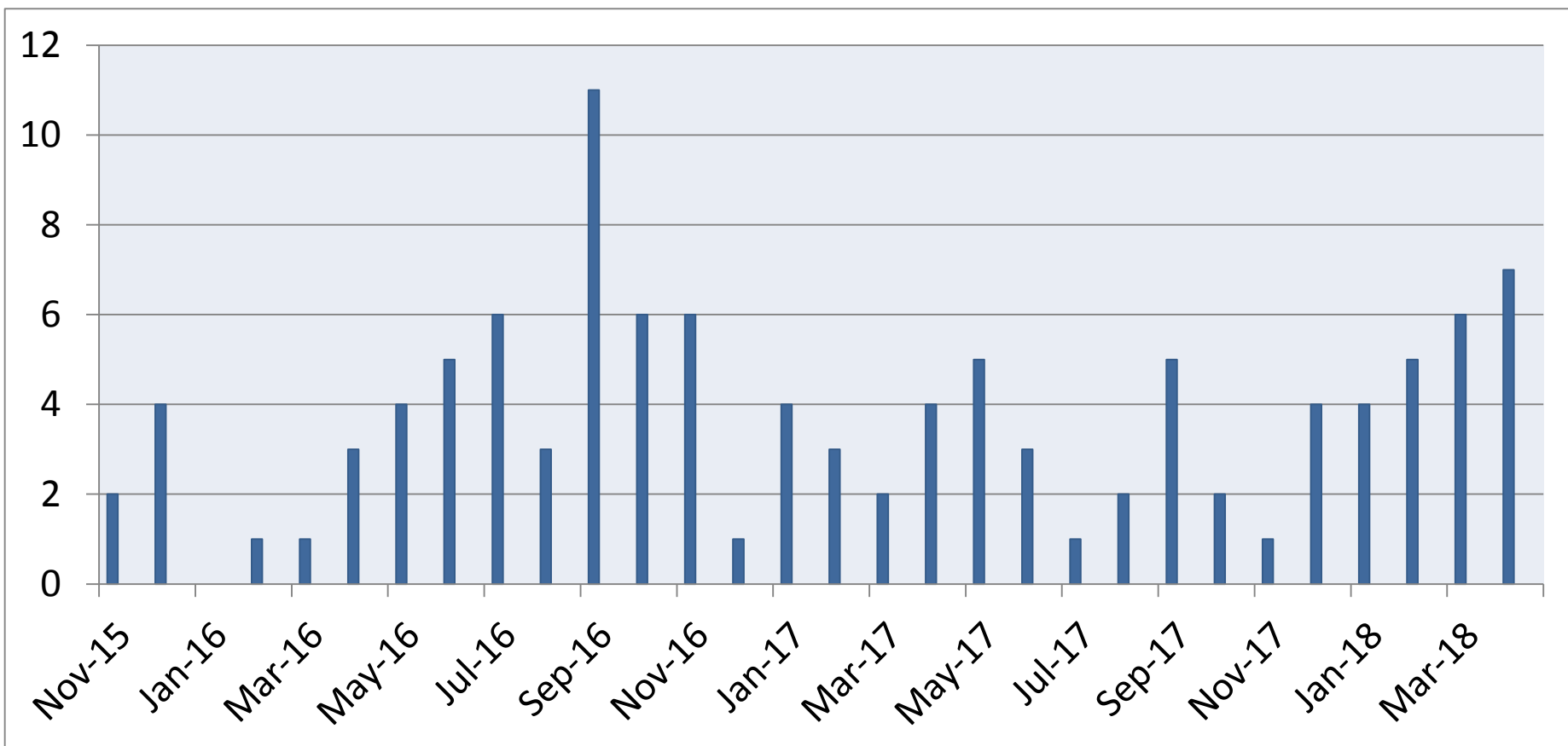
# Essential Elements.....

- Committed and compassionate leadership
- Multidisciplinary
- Identify team members that have high EI and empathy
- Training, training and more training.....
- Get the word out
- Trigger team early and often
- Track results

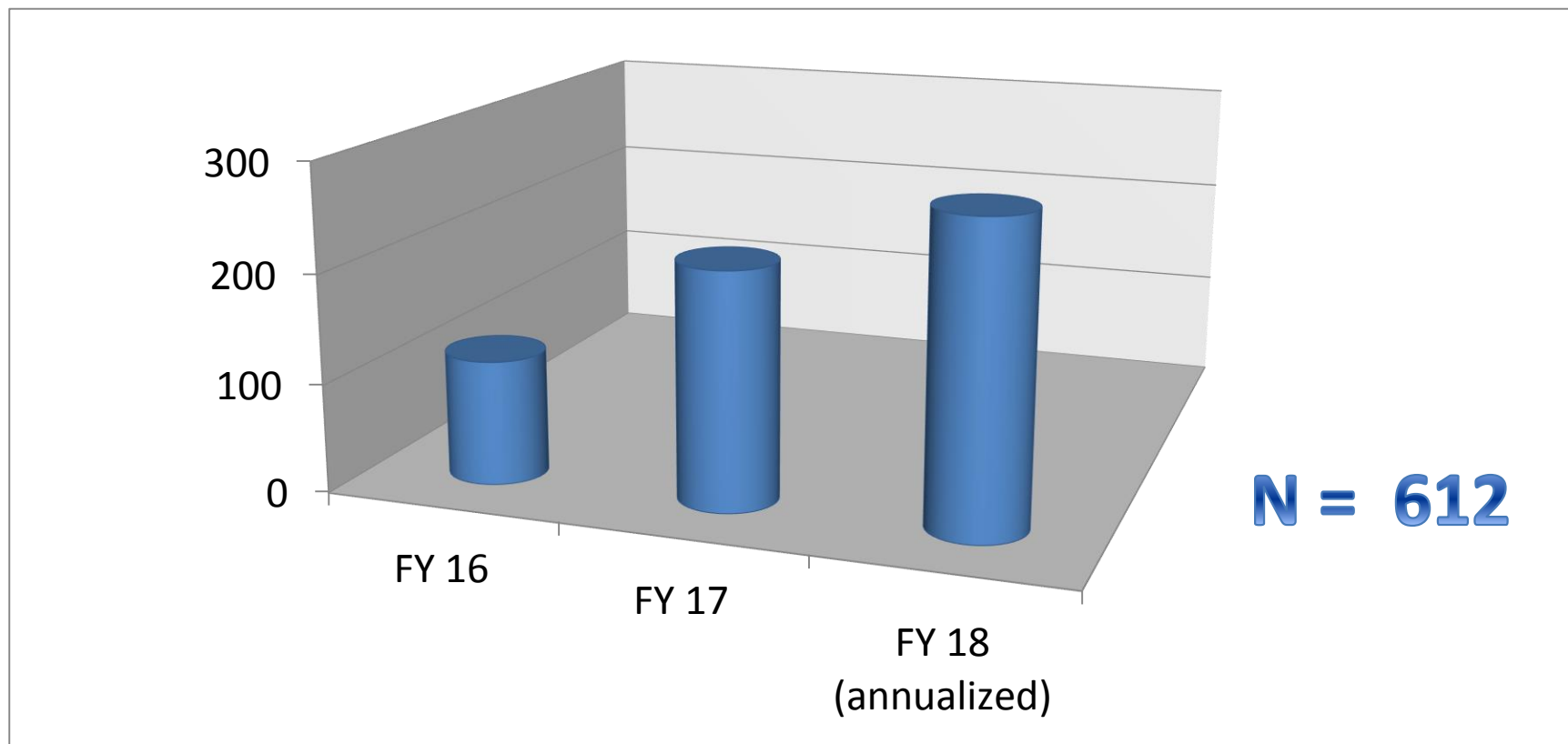
FY 16 – FY 18 YTD

**DATA**

# CCG Deployment



# Total # associates impacted by program



Month	Date	Unit	Members that received CFCG	Patient or Associate related event
July	7/1/2016	4 East	3	Patient
	7/20/2016	C52	2	Patient
	7/29/2016	Plastics	1	Associate
August	8/4/2016	C42	3	Patient
	8/5/2016	C51	5	Patient
	8/11/2016	PACU	30	Associate
	8/11/2016	Cath Lab	1	Patient
	8/12/2016	7 Bles	1	Patient
	8/15/2016	ED	15	Patient
	8/16/2016	Lombardi- Hem/Onc	5	Patient
	8/18/2016	Pharmacy	9	Patient
	8/23/2016	Same Day Surgery	2	Patient
	8/26/2016	MICU	15	Patient
	8/31/2016	C42	6	Patient
September	9/1/2016	3 Bles	1	Patient
	9/20/2016	PACU	15	Patient
October	10/5/2016	2 Bles	2	Patient
	10/6/2016	C51	10	Patient
	10/10/2016	ESD	15	Associate
	10/17/2016	C51	3	Patient
	10/25/2016	Patient Advocacy	2	Associate
	10/28/2016	Finance	6	Associate
	11/8/2016	2 Bles	5	Patient
November	11/8/2016	2 Bles	3	Patient
	11/15/2016	C41	4	Patient
	11/16/2016	Anesthesia	3	Patient
	11/21/2016	4 East	7	Patient
	11/28/2016	Pharmacy	2	Patient
December	12/16/2016	C51	6	Patient
January	1/6/2017	C52	8	Patient
	1/10/2017	Psychiatry	1	Patient
	1/17/2017	OBGYN	1	Patient
	1/17/2017	Orthopaedics	2	Patient
February	2/6/2017	C52	4	Patient
	2/6/2017	Pharmacy	2	Patient
	2/27/2017	C51	6	Patient
March	3/1/2017	C41	8	Patient
	3/2/2017	C51	3	Patient
<b>Total # of associates that received CFCG</b>			<b>217</b>	

# Mr G

- Monday 8 am daily huddle in the Environmental Services Department
- 65 yr old ESD associate was giving an update
- Colleagues noticed him slurring speech and upper extremity weakness
- Called a stroke code but were concerned about remote location of the department delaying care
- Formed a “human stretcher” and carried him to the ED

## Mr G *(continued)*

- Had emergency intervention by the Stroke Team
- Discharged from hospital on day 5 with full recovery.
- Care for the Caregiver Team was deployed in two sessions for staff to talk about the impact that the event had on them.



# In Summary.....

- This program is truly transformational
- It is now completely embedded within the fabric of our culture of safety
- Must be viewed in the context of a broad comprehensive program for associate and patient safety



**Thank You!!!**

# Optimizing the Health & Well-being of Clinicians: Evidence-based Strategies for Success

Bernadette Mazurek Melnyk, PhD, RN, APRN-CNP, FNAAP, FNAP, FAAN  
Vice President for Health Promotion  
University Chief Wellness Officer  
Dean and Professor, College of Nursing  
Professor of Pediatrics and Psychiatry, College of Medicine  
Executive Director, Helene Fuld Health Trust National Institute for EBP



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# Evidence-based Practice + Clinician Well-being = The Quadruple Aim in Healthcare

- Enhance the patient experience (includes quality)
- Improve population health
- Decrease costs
- Improve the work life of healthcare providers



**400**

physicians commit  
suicide each year, a rate  
more than

**2X**

that of the general  
population

Andrew & Brenner, 2015



Physician rates of  
depression  
remain alarmingly  
high at

**39%**

Shanafelt, 2015

**23–31%**

Prevalence of emotional  
exhaustion among  
primary care nurses

Gomez-Urquiza et al, 2016



**24%**

of ICU nurses tested positive  
for symptoms of post-traumatic  
stress disorder

Mealer et al., 2007

# How can we protect the health of the people who protect our own?



**National Academy of Medicine**

Action Collaborative on  
Clinician Well-Being and Resilience

Learn more at [nam.edu/ClinicianWellBeing](https://nam.edu/ClinicianWellBeing)

 @theNAMedicine



Clinician Well-Being  
Knowledge Hub

About

Causes

Effects

Solutions

Resource Center

# Sharing Knowledge to Combat Clinician Burnout

Find articles, research studies, and other resources

Search Resources

<http://nam.edu/clinicianwellbeing/>



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# From a Small Coal Mining Town to Buckeye Nation: My Story

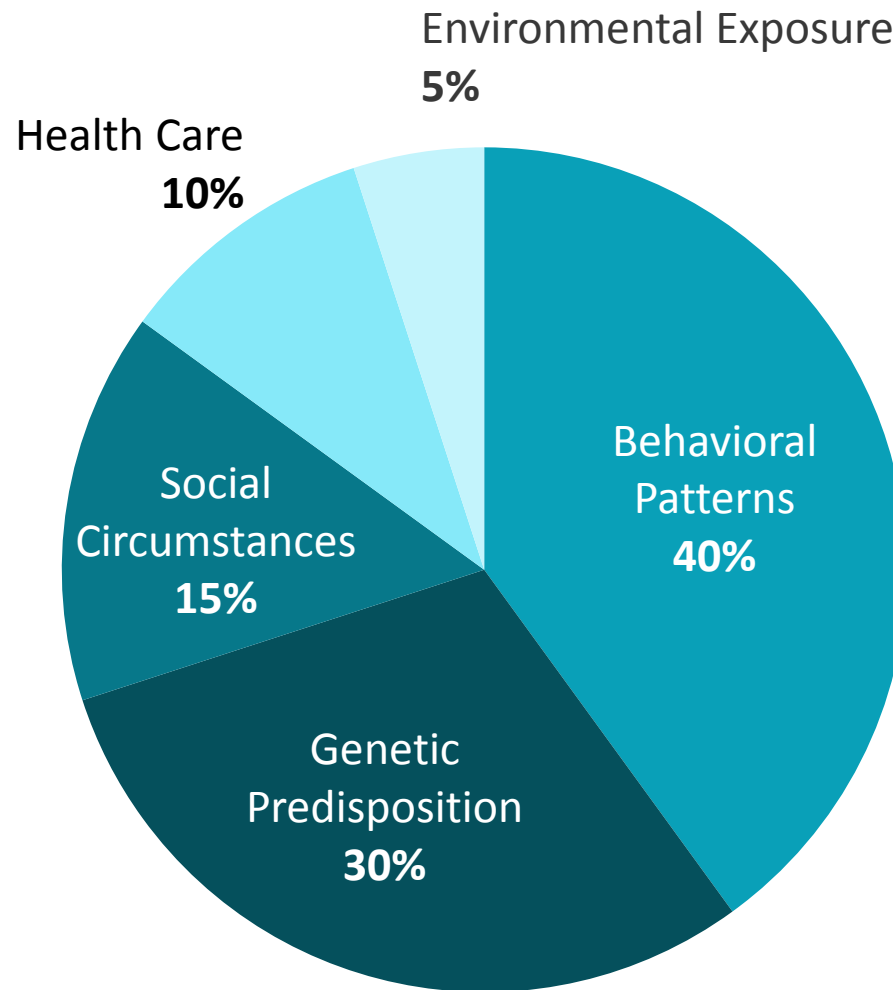


# Considering all Causes of Morbidity and Mortality, Behaviors are the #1 Killer of Americans





# Contributors to Premature Death



**Every day, we make behavioral choices that influence our health and wellness outcomes**



# New Year's Resolutions for ~~2009~~ ~~2011~~ ~~2012~~ ~~2013~~ ~~2014~~ 2015

1. Lose <sup>more</sup> weight again
2. Get fit next year
3. Give up ~~alcohol~~ <sup>and cigarettes!</sup> drink less
4. <sup>find job</sup> Stand up to boss
5. <sup>Try to</sup> Be nicer to my wife <sup>ex-</sup>
6. Sort out junk in shed <sup>life</sup>



# What Does The Evidence Tell Us?

## Stress and Depression are Prevalent



One out of 4 individuals have a mental health problem. Depression and stress are poor predictors of health and wellness outcomes



# **State of Nurses' Healthy Lifestyle Behaviors and Health in 2012**

## **U.S. Physicians Set Good Health Example Physicians in better health than nurses and employed adult population**

Katie Bass and Kyley McGeeney (October 3, 2012)

<http://www.gallup.com/poll/157859/physicians-set-good-health-example.aspx>

Data based on 1,984 physicians and 7,166 nurses, conducted Jan. 2, 2011 to Aug. 31, 2012.



# State of Nurses' Healthy Lifestyle Behaviors in 2012

*Health Habits of Physicians, Nurses, and Other Workers*

	Physicians	Nurses	Other workers
% Smoke	4	15	20
% Exercise at least 30 mins., 3+ days a week	58	55	54
% Eat 5 servings of fruits & vegetables, 4+ days a week	60	64	55
% Ate healthy all day yesterday	66	59	62

Jan. 2, 2011-Aug. 31, 2012

Gallup-Healthways Well-Being Index

GALLUP®



# State of Health in Nurses in 2012

*Chronic Health Problems Among Physicians, Nurses, and Other Workers*

	Physicians	Nurses	Other workers
% Obesity	13	25	25
% High Blood Pressure	16	22	22
% High Cholesterol	21	20	20
% Diabetes	4	7	7
% Depression	7	14	13
% Heart Attack	2	1	2
% Asthma	9	11	10
% Cancer	6	5	4

Jan. 2, 2011 to Aug. 31, 2012

Gallup-Healthways Well-Being Index

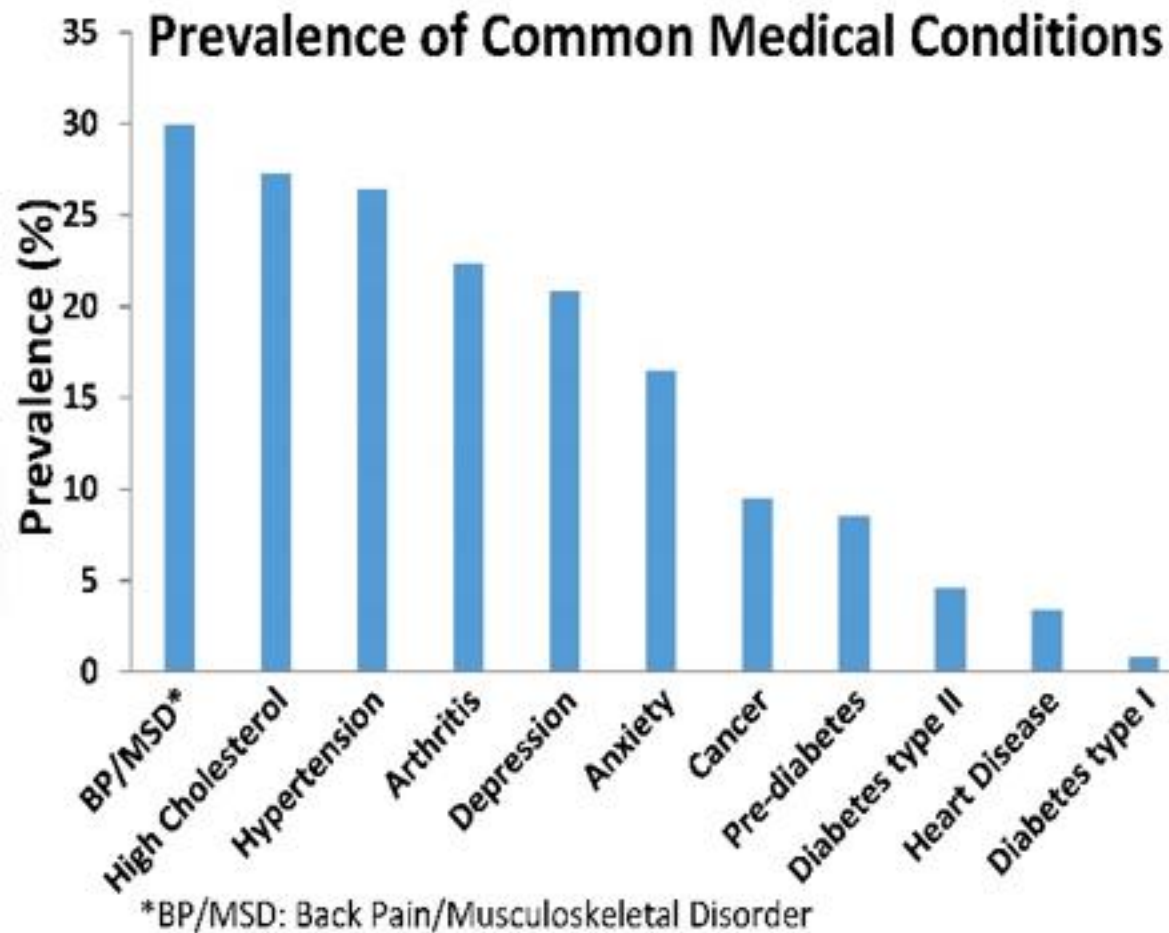
GALLUP®



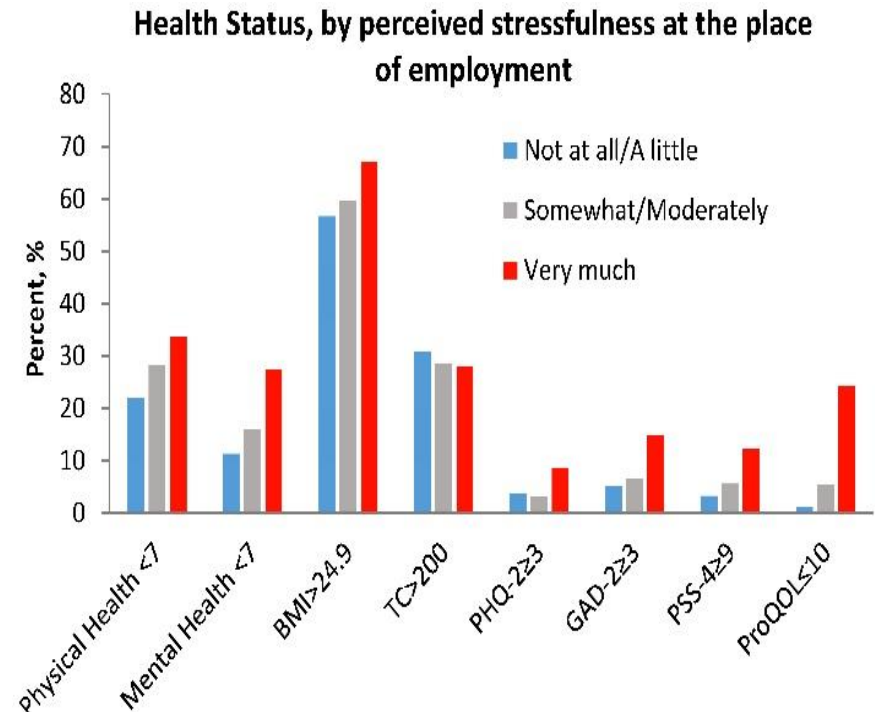
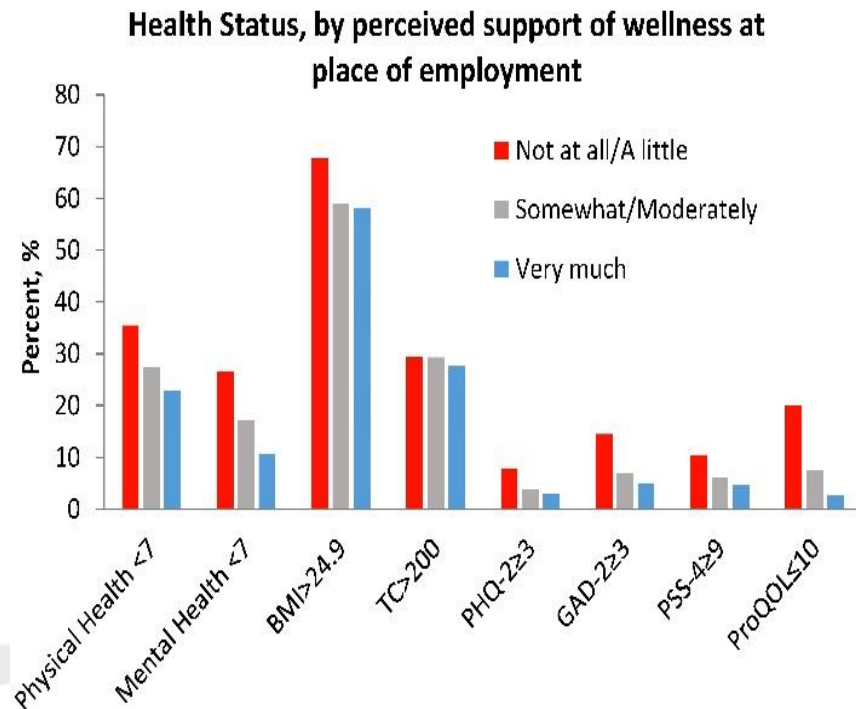


# A National Study Links Nurses' Physical and Mental Health to Medical Errors and Perceived Worksite Wellness (N=1790)

Melnyk, Orsolini, Tan et al., 2018, *Journal of Occupational and Environmental Medicine*



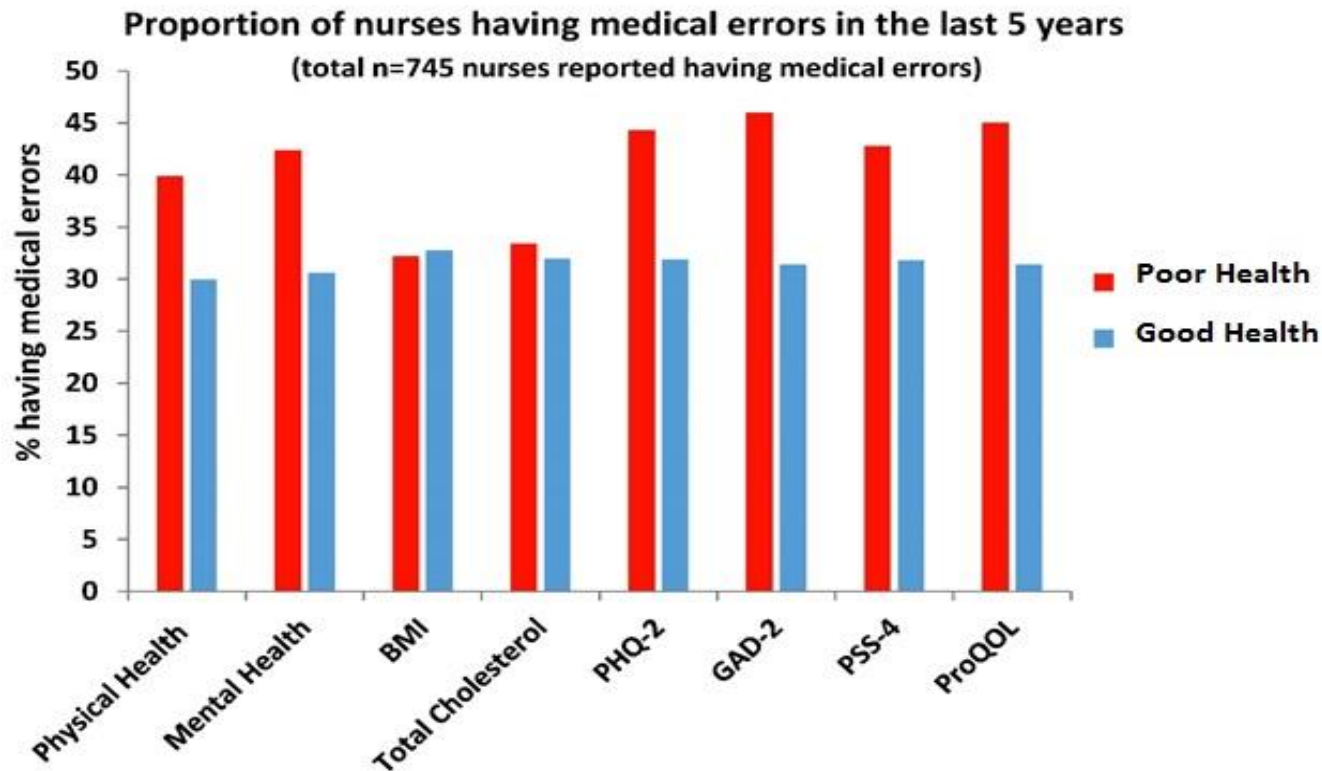
# Health Status by Perceived Wellness Support & Stress at Workplace



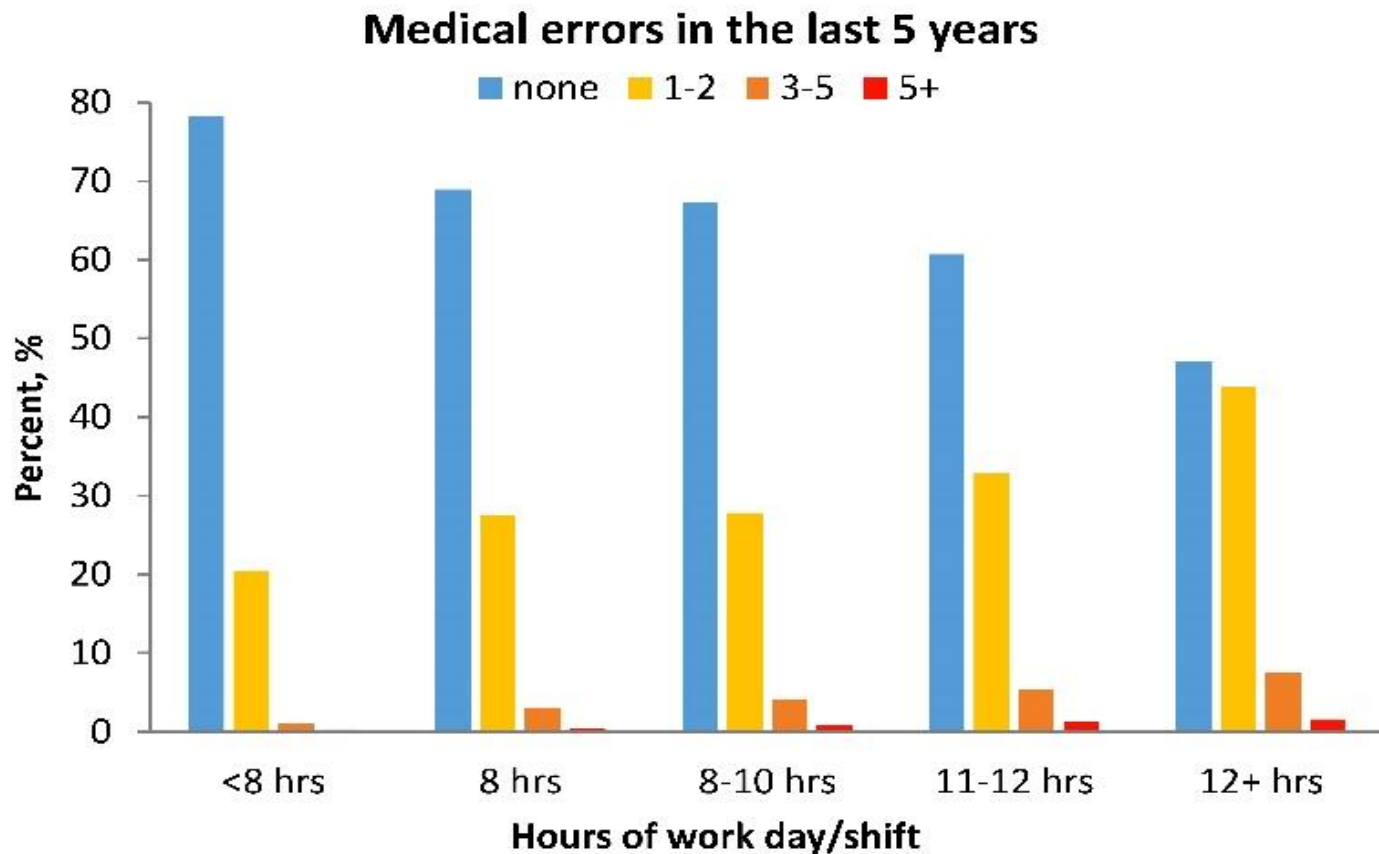
# Percent of Nurses with Poor and Good Health with Medical Errors

Those nurses in poorer health had a  
26 to 71% higher likelihood of errors

*Depression was the leading predictor of errors*



# Errors and Shift Work



# Nurses' Lifestyle Behaviors



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# Nurses' Healthy Lifestyle Behaviors

Indicator	N	%
<i>Average Fruits/Vegetables Intake per Day</i>		
0 servings	63	1.7%
1-2 servings	1,466	38.4%
3-4 servings	1,627	42.6%
5+ servings	659	17.3%
<i>n</i>	<b>3,815</b>	



Indicator	N	%
<i>Hours of Sleep per Night</i>		
<4 hours	13	0.3%
4 hours	66	1.7%
5 hours	373	9.8%
6 hours	1375	36.0%
≥7 hours	1988	52.1%
<i>n</i>	<b>3,815</b>	





# Nurses' Healthy Lifestyle Behaviors



Indicator	N	%
<b><i>Daily Aspirin</i></b>		
No	1077	67.3%
Yes	524	32.7%
<i>n</i> (women ages 55-79 or men ages 45-70)	<b>1601</b>	

Indicator	N	%
<b><i>Minutes of Moderate Physical Activity per Week</i></b>		
<30 minutes	528	13.8%
30-60 minutes	748	19.6%
61-90 minutes	751	19.7%
91-149 minutes	732	19.2%
≥150 minutes	1055	27.6%
<i>n</i>	<b>3,815</b>	





# Nurses' Healthy Lifestyle Behaviors

Indicator	<i>N</i>	%
<b><i>Tobacco Smoking</i></b>		
Current smoker	125	3.3%
Past smoker	802	21.0%
Non-smoker	2890	75.7%
<i>n</i>	<b>3,815</b>	

Indicator	<i>N</i>	%
<b><i>How Often- Tobacco Smoking</i></b>		
Daily	81	64.8%
< Daily	19	15.2%
Socially	25	20.0%
<i>n</i>	<b>125</b>	

Indicator	<i>N</i>	%
<b><i>Use of an e-cigarette</i></b>		
No	3565	93.4%
Yes	252	6.6%
<i>n</i>	<b>3,815</b>	



# Nurses' Healthy Lifestyle Behaviors

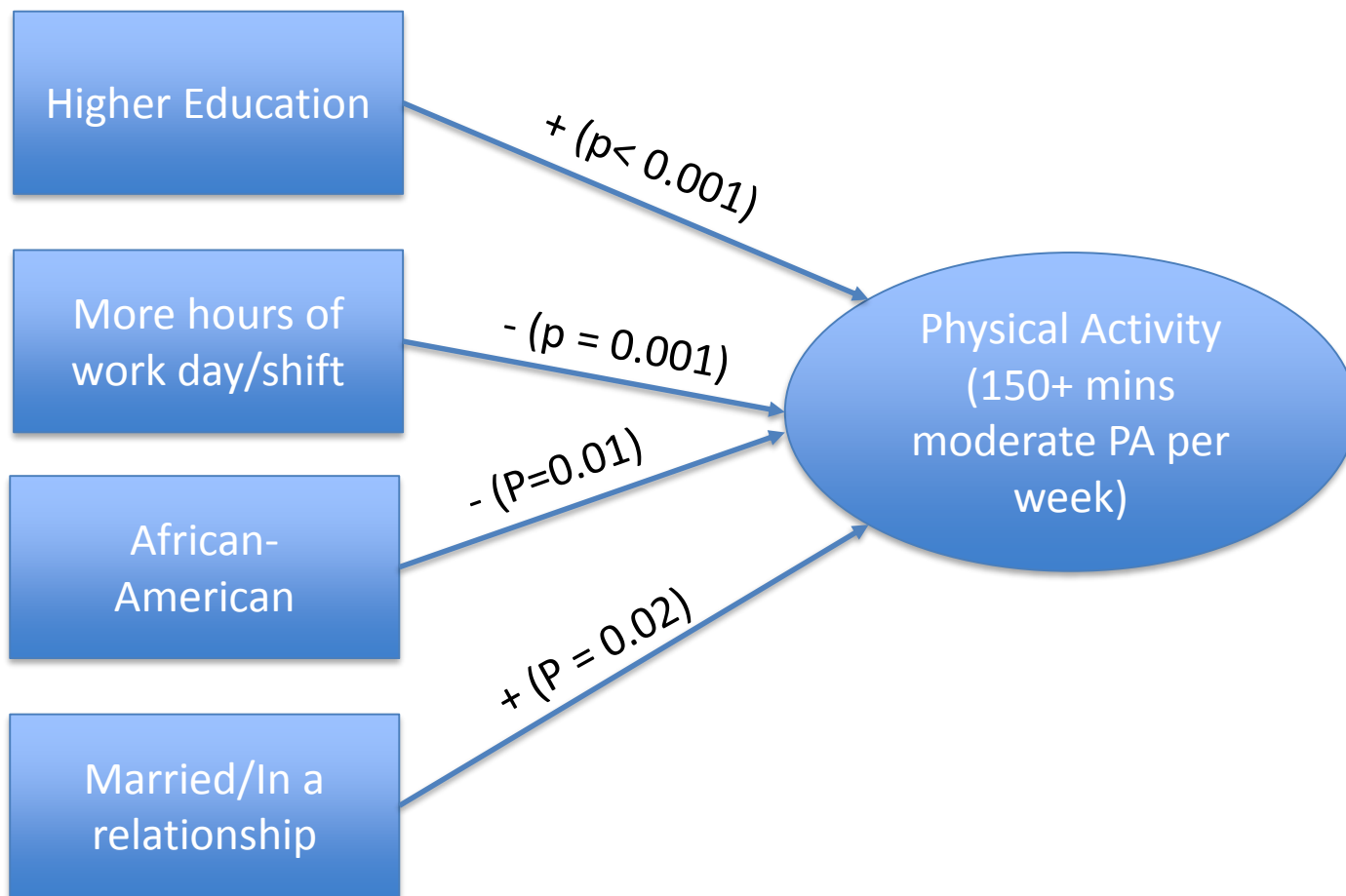
Indicator	<i>N</i>	%
<i>How often do you have a drink containing alcohol</i>		
Never	554	14.5%
Monthly or less	1047	27.4%
Two to four times per month	952	24.9%
Two to three times per week	747	19.6%
Four or more times per week	517	13.5%
<i>n</i>	<b>3,815</b>	



Indicator	<i>N</i>	%
<i>How many drinks containing alcohol per day</i>		
Never	582	15.2%
1-2 drinks	2752	72.1%
3-4 drinks	382	10.0%
5-6 drinks	80	2.1%
7-9 drinks	15	0.4%
10+ drinks	3	0.1%
<i>n</i>	<b>3,815</b>	



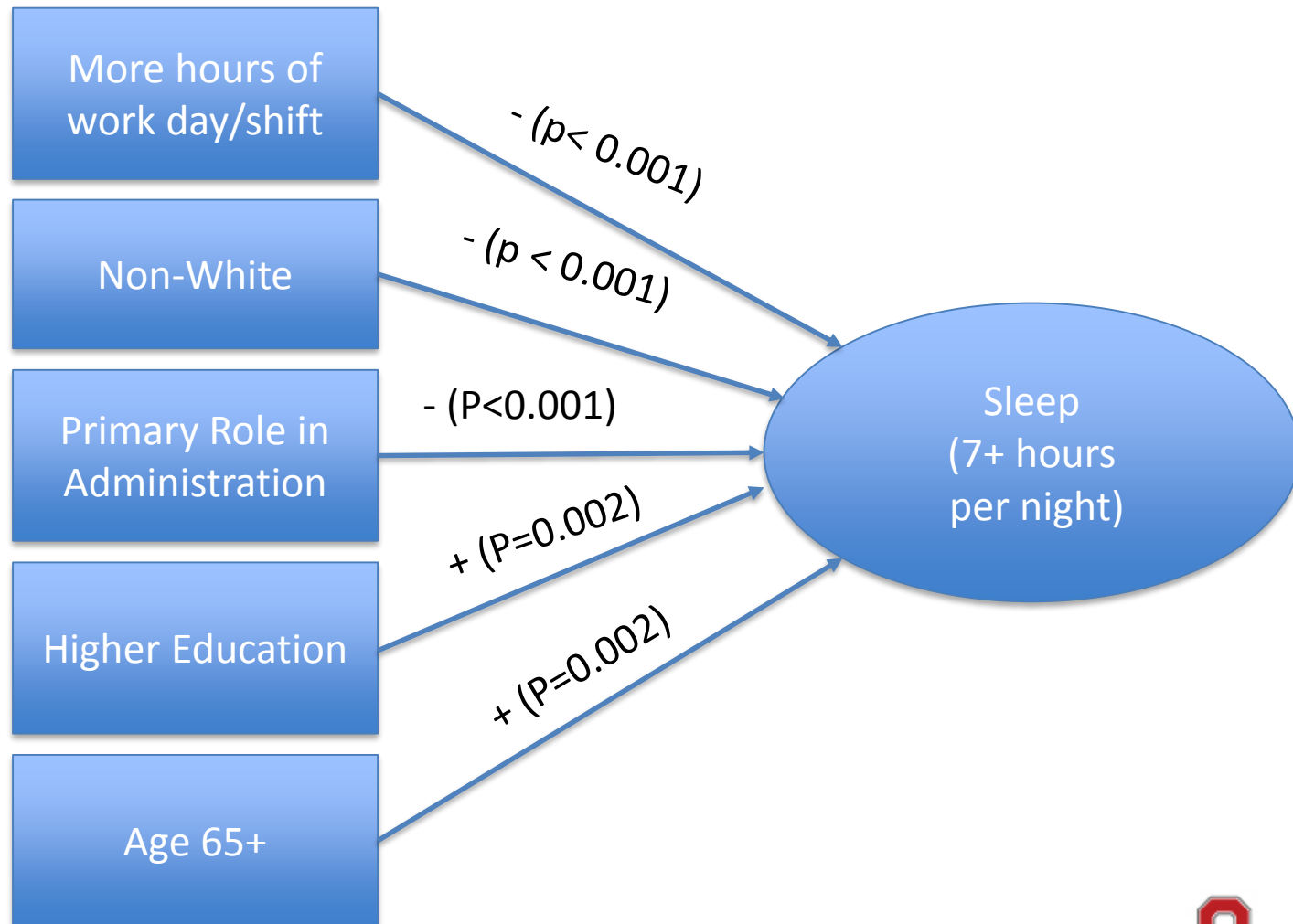
# Predictors of Physical Activity



§Adjusted for age, gender, and primary role



# Predictors of Sleep



<sup>§</sup>Adjusted for gender and marital status



# What Works Based on the Best Evidence

- Comprehensive well designed health promotion programs that are built on a **culture and environment of health and wellness** that support individual efforts at changing lifelong health habits by putting in place policies, programs, benefits, management, and environmental practices that intentionally motivate and sustain health improvement
- Leader and middle manager role modeling and support
- Grass roots wellness initiatives that build a culture of wellness (e.g., wellness innovators)
- Visual communication triggers at decision points
- Cultures that make healthy choices the default choices
- Incentives can stimulate short-term positive outcomes, but not long-term behavior change

In one minute,  
a 150 pound  
person burns  
approximately  
10 calories  
walking up stairs,  
and only 1.5  
calories riding  
an elevator.



# Implementation Tactics of the Most Successful Organizations

- Foster senior leaders' commitment
- Develop a comprehensive strategy
- Engage managers as role models
- Reduce employees' stress
- Establish metrics
- Communicate frequently and implement tactics to engage employees





# Ohio State's Wellness Vision & Mission

The Healthiest University & Community in the World

We exist to optimize the highest levels of wellness for faculty, staff and students across the university and global community



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# Fast Facts about Ohio State

- Over 65,000 students
- 46,242 faculty and staff
- 18 colleges & schools, including 7 health sciences colleges
- 5 regional campuses
- 7 hospitals
- 14 primary care practices
- Extension offices in all 88 counties in Ohio
- CEO Cancer Gold Standard
- Silver in HealthLead Accreditation



# The OSU Wellness TEAM

Together, **Everyone Achieves More**

HR/Your Plan for Health

The OSU Health Plan

Buckeye Wellness and Buckeye Wellness Innovators

Student Life

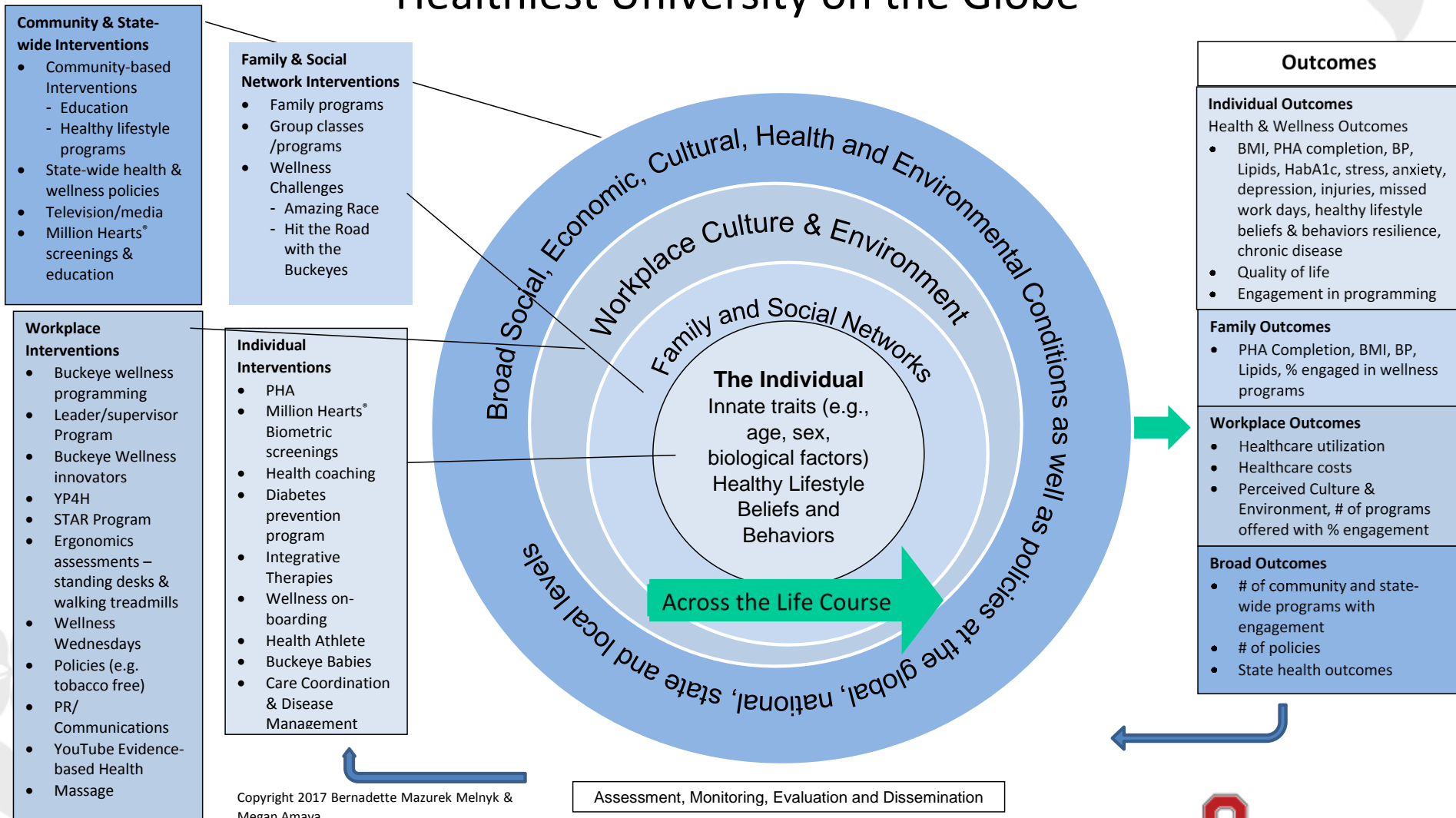
One University Health & Wellness Council and Sub-Councils



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# The Social-Ecological Framework and Life-Course Perspective Guide

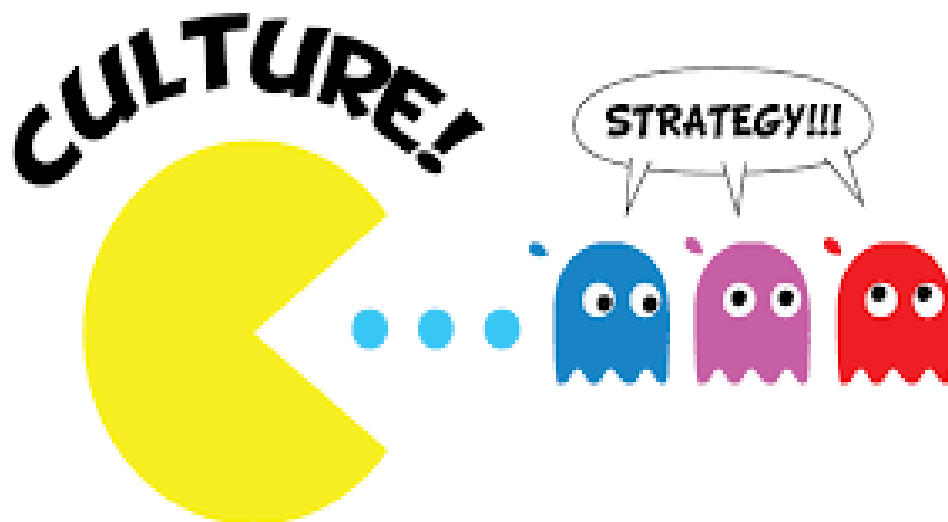
## Evidence-based Interventions to Achieve the Vision of Ohio State as the Healthiest University on the Globe



Adapted from: Model to Achieve Healthy People 2020 overarching goals  
 Source: Secretary's Advisory Committee on Health Promotion and Disease Prevention Objectives for 2020 (2008, p. 7)

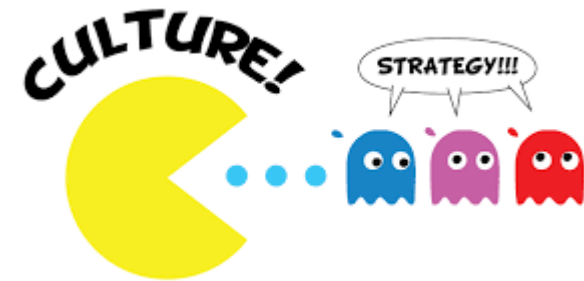
# A Sustainable Culture of Well-being is a Must for Improved Outcomes

We must make it easy and fun to engage in physical activity, healthy eating and stress reduction tactics



# Examples of Culture & Environmental Supports

- PHA completion assistance
- Health coaches
- Faculty & Staff Fitness Program
- RPAC & Rec Sports
- Healthy vending options
- Healthy food options in the dining halls
- Tobacco-free university
- Lactation rooms
- Bike racks & bike rental program
- Wellness Innovators
- On-site Weight Watchers
- Webinar educational programming
- Treadmills & standing desks
- Competitions, such as Amazing Races, dodgeball
- Chair messages
- Wellness walks
- STAR and Mindfulness in Motion



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# Buckeye Wellness Innovators

## A Force in the Grass Roots

- Total Number:
  - 279 University
  - 210 Medical Center
- Units Represented
  - 52 Academic
  - 100 Medical Center
  - 5 Regional
  - 11 Extension





# The Health Athlete Course for OSU Leaders, Faculty, Staff and Students

- Expands capacity for peak performance under stress without compromising health and happiness
- Expands capacity to make personal change
- Findings from a pilot study with 61 new graduate nurses indicated increases in healthy lifestyle behaviors and decreases in BMI, depressive and anxiety symptoms 12 months later (Hrabe, Melnyk, Buck et al., *NAQ*, 2017)





# The OSU Wellness Onboarding Program for Health Sciences Students Incorporating an Evidence-based CBT Intervention



# OSU's Healthcare Spend and Return on Investment

- -1.4% compared to +4.3% in other organizations
- \$3.65 ROI for every dollar invested
- Cumulative productivity savings: \$15,424,829



# The Inaugural National Summit on Promoting Well-being and Resilience in Healthcare Providers

Sept. 26-28, 2018



About the Summit

The Ohio State University's seven health sciences colleges and the College of Social Work are proud to present the first national summit series to address the state of mental and physical well-being among healthcare providers and health professions students.



Participating colleges: College of Dentistry, College of Medicine, College of Nursing, College of Optometry, College of Pharmacy, College of Public Health, College of Social Work, and College of Veterinary Medicine

The Inaugural National Summit on Promoting Well-being and Resilience in Healthcare Providers



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# **The 4th National Summit on Building Healthy Academic Communities**

**April 30/May 1, 2019 at The Ohio State University**

**See [www.healthyacademics.org](http://www.healthyacademics.org)**



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# Today, Make a Commitment to Making One Healthy Behavior Change for You and Your Family's Well-being



# Contact Information

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