

BETA HEALTHCARE GROUP

BETA  **HEART**®

Healing • Empathy • Accountability • Resolution • Trust

Caring for Caregivers: How Empathic Communication can Enhance Team Wellness

California Hospital Association
Disaster Planning Conference

Deanna Tarnow, RN, BA

Timothy McDonald, MD, JD

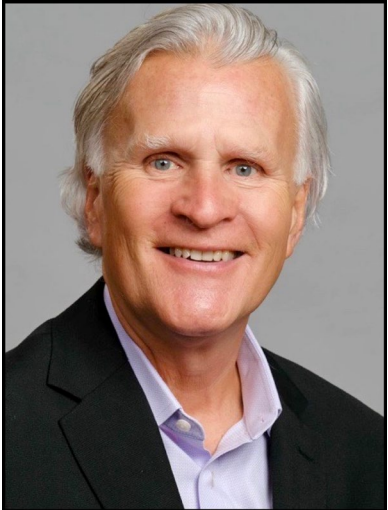
Presenter



Deanna Tarnow, RN, B.A., CPHRM
Senior Director, Risk Management and Patient Safety
BETA Healthcare Group

Ms. Tarnow joined BETA Healthcare Group in 2010, having worked in the health care field for over 30 years, with the last 20 years being dedicated to Patient Safety and Risk Management. In her current role, she leads BETA HEART[®], the organization's comprehensive, principled, and systematic approach to responding to and reducing harm in health care that is currently being implemented in over 90 hospitals and health care organizations throughout California.

Presenter



Timothy McDonald, MD, JD
Chief Patient Safety and Risk Officer
RLDatix

A featured TEDx speaker, Dr. McDonald is a physician-attorney who has assisted more than 800 hospitals and health systems implement a culture of “normalized compassionate honesty” combined with “fair and accountable culture” transformation. His research has focused on conducting patient safety, Just Culture, and high reliability needs assessment/Gap Analysis for organizations along with assisting them in the principled approach to unexpected events with an emphasis on reporting of patient safety events, the use of simulation and human factors analysis, the provision of emotional first aid to affected health care team members and providing open and honest communication following harm events.

Disclosure of Relevant Financial Relationships

Deanna Tarnow, RN, BA reports no relevant financial relationships or relationships she has with ineligible companies of any amount during the past 24 months.

Timothy McDonald, MD, JD reports no relevant financial relationships or relationships he has with ineligible companies of any amount during the past 24 months.



Loss of homes and businesses: Over 17,000 homes and businesses were destroyed or damaged. Many physicians and healthcare employees lost homes or were evacuated and displaced



Over 180,000 people evacuated – including many clinicians and healthcare employees



Disruptions to Work: Physicians and other healthcare workers missed work due to evacuations and lost homes, creating staffing challenges for several hospitals



The wildfires disrupted routine medical care for thousands, affecting appointments, procedures, and access to medications.



Overall Impact: The wildfires disrupted routine medical care for thousands, affecting appointments, procedures, and access to medications. It also disrupted and devastated the lives of many healthcare workers who lived in or near the impacted areas

Hospital beds lie abandoned in the street after patients were evacuated from Two Palms Nursing Center during the Eaton fire on Wednesday in Altadena.

📷(Gina Ferazzi / Los Angeles Times)

Culture and Measurement



- Administer a validated and integrated culture of safety survey to measure staff perceptions of safety and engagement
- Teach to debrief data for improved learning; understanding the drivers
- Adopt Just Culture principles of accountability across the organization
- Broad dissemination of lessons learned

Event Investigation



- Incorporates timeliness feature
- Apply human factors science to event investigation
- Collect information utilizing cognitive interviewing tactics
- Apply Just Culture principles of accountability when evaluating individual behaviors and choices
- Incorporate input from patient and families

Communication & Transparency



- Incorporates timeliness measure
- Utilize Communication Assessment to identify individuals with greater of cognitive complexity who will staff the communication resource team
- Train with standardized persons via simulation-based learning
- Communication begins early and continues through the point at which there is understanding as to what occurred

Care for the Caregiver



- A proactive response to frontline clinicians and staff
- Train peer supporters to respond to providers and staff involved in harm events (different from Employee Assistance Programs [EAP])
- Measure personal burnout to identify staff resilience utilizing SCORE instrument
- Includes timeliness feature and monitoring for continued follow-up

Early Resolution

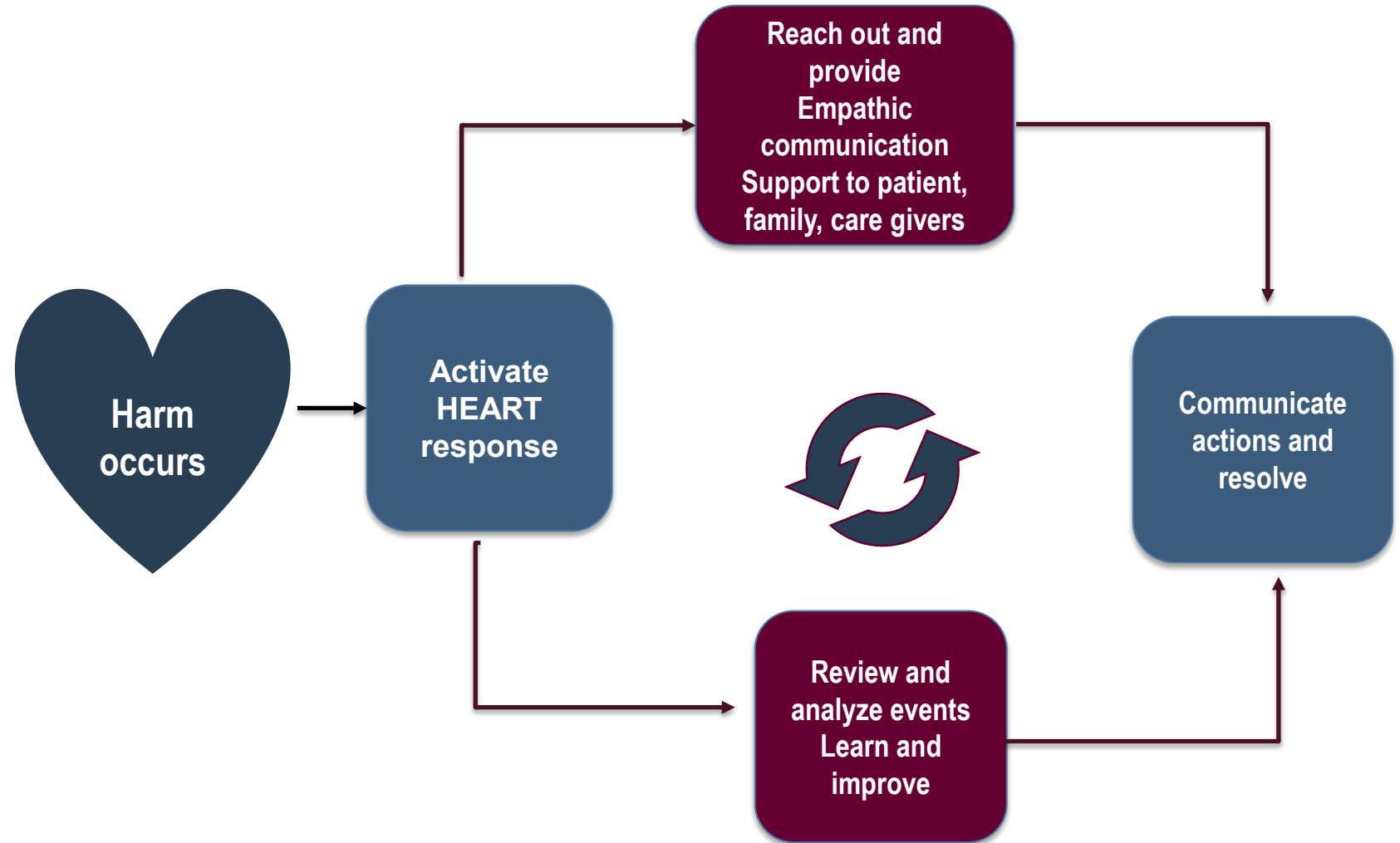


- When care is deemed inappropriate, timely resolution is achieved absent lawsuit avoiding cost of litigation
- May include financial resolution or non-financial resolution such as inclusion in patient safety efforts, providing evidence of process improvements, etc.

Peer Support Process

Care for the Caregiver

- A proactive response to frontline clinicians and staff
- Train peer supporters to respond to providers and staff involved in harm (different from Employee Assistance Programs [EAP])
- Measure personal burnout to identify staff resilience utilizing SCORE instrument
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Ten Years
Strong –
Consistent
Ongoing
Adoption

63 BETA Member
Participating
Facilities



25 validated in
Care for the
Caregiver

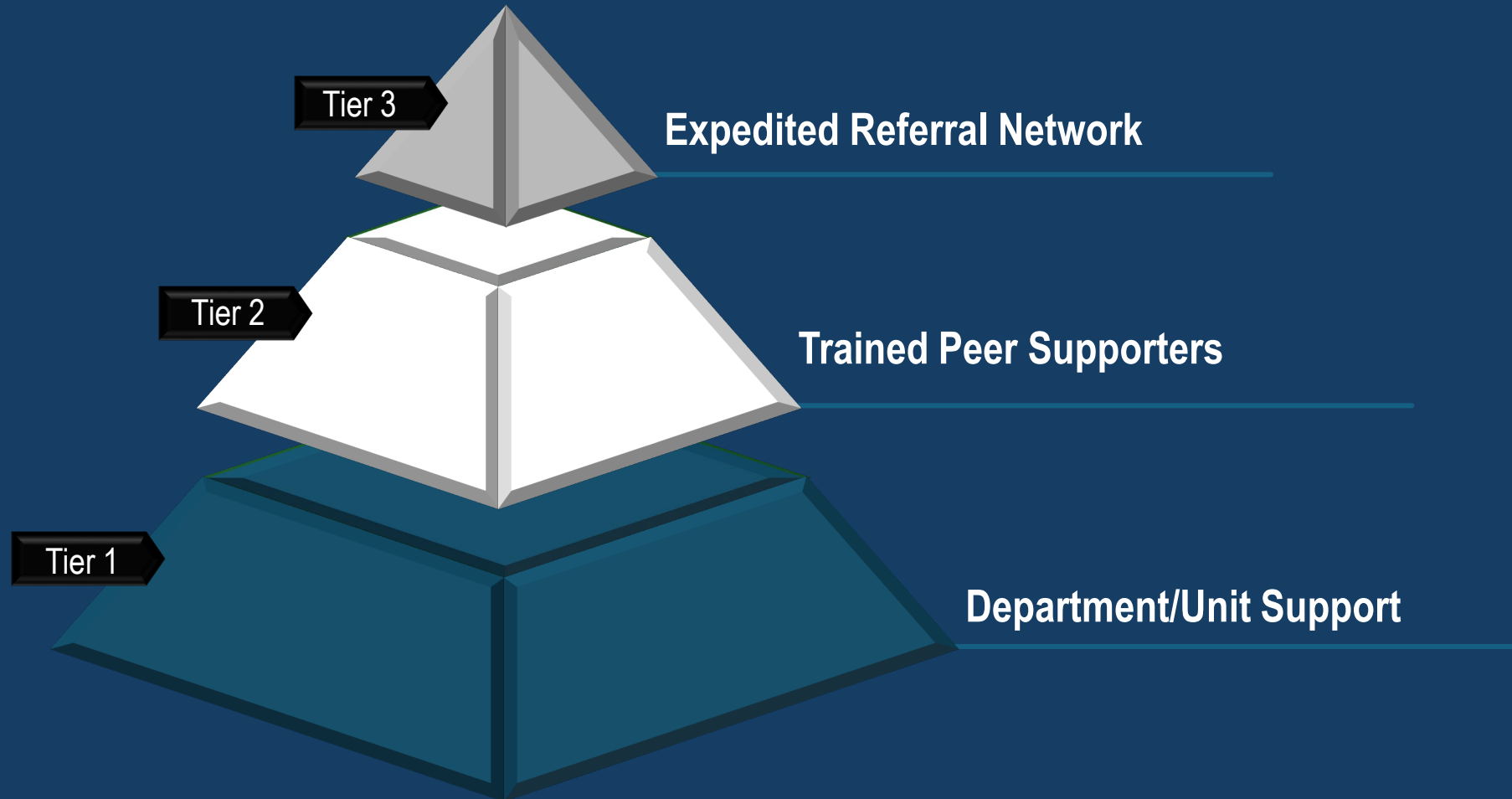
33 HQI Cares
Participating
Facilities



22 validated or
seeking validation in
Care for Caregiver

Peer Support Interventions

The Scott Three-Tiered Interventional Model of Second Victim Support



When Disaster Hits: Anticipating needs

Setting up hotlines

- Which department will oversee and manage?

Triaging calls

- Managing call coverage
- Number of staff answering calls

Identifying impacted staff

- Individual outreach
- Researching zip codes and other identifiers

Anticipating needs

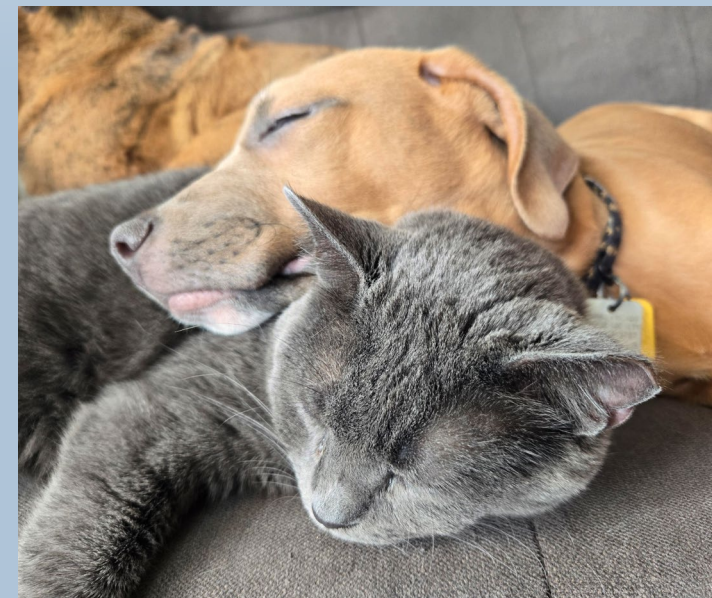
- Housing
- Clothing
- Childcare
- Pet care
- General information and support

What Prompts a Peer Support Deployment – Harm





**In the case of a disaster,
how do you define “peer”?**



A blue-tinted photograph showing two hands being held together in a supportive grip. The hands are the central focus, with one hand resting on top of the other. The background is blurred, suggesting an indoor setting with some furniture or equipment. The overall mood is calm and supportive.

Role of a Peer Supporter

Preparing for the conversation: HEART Care For Caregiver Huddle Questions

What are the goals of the interaction?

When should you respond to the affected team member?

Who should respond to the team member?

What questions do you anticipate?

What emotions do you anticipate, how will you name and validate them?

What are you going to say?

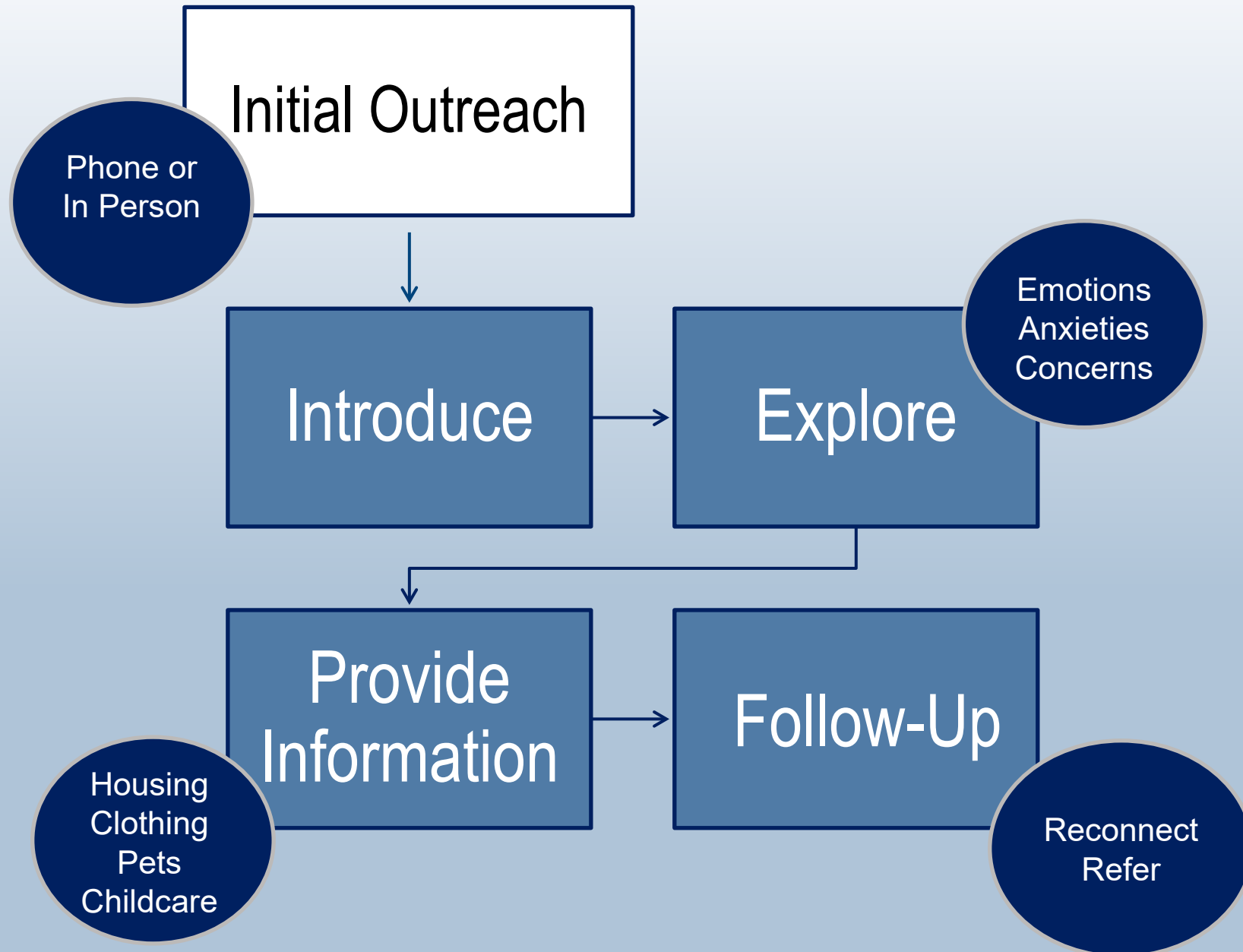
What will you recommend for follow-up or what resources will you provide?

The Peer Support Commandments

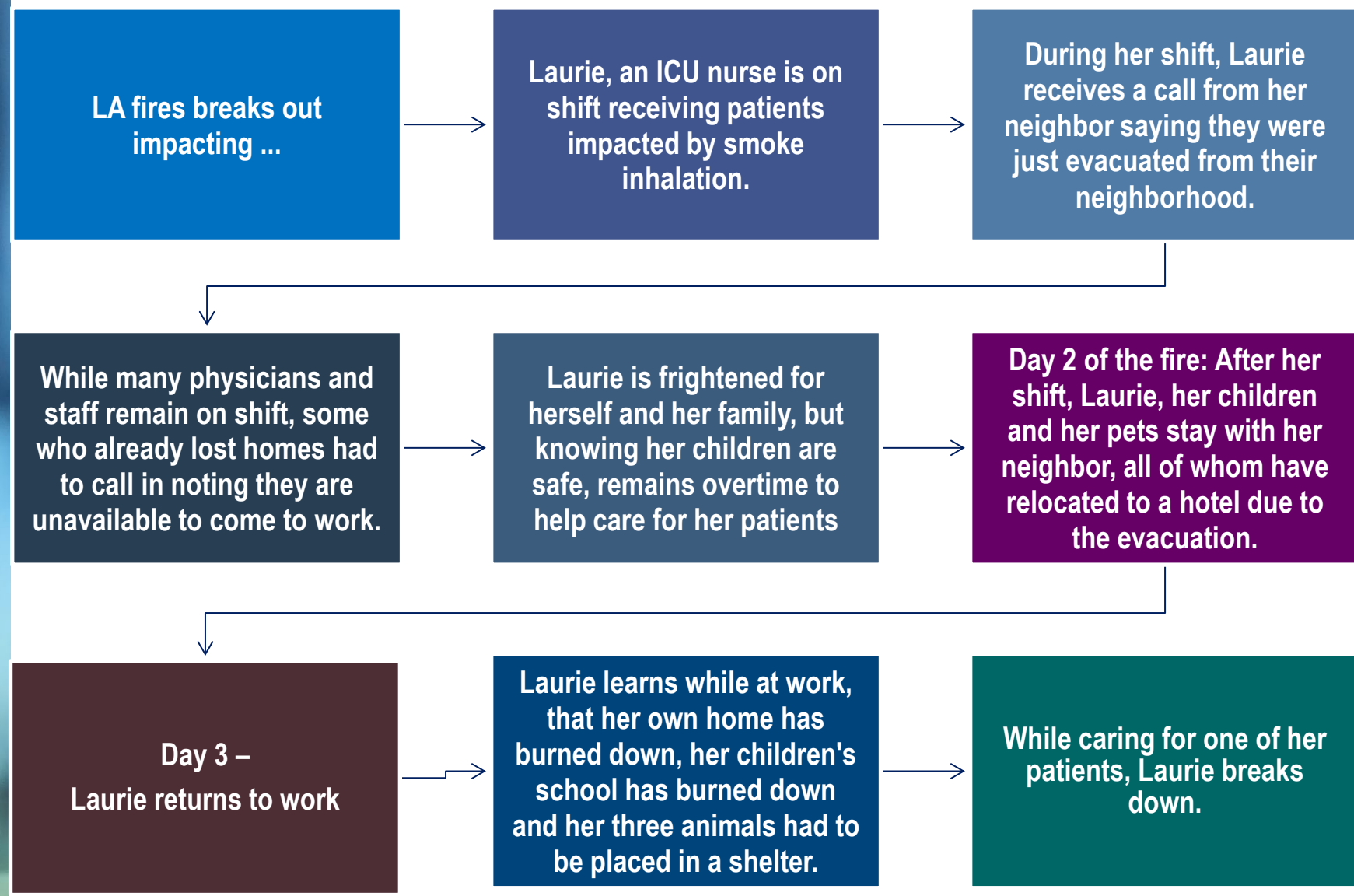
- ❑ Be proactive
- ❑ Be nonjudgmental and empathic (lead with your heart)
- ❑ Keep personal advice to a minimum
- ❑ Don't interpret (when a paraphrase will do)
- ❑ Stick with the here and now

- ❑ Deal with feelings first (theirs)
- ❑ Be present, vulnerable, and courageous; let them know you care
- ❑ Silence is golden
- ❑ It's okay to ask about self-harm thoughts
- ❑ Although you cannot "fix" the problem, consider what resources you can provide

Connecting



Experiential Learning: Peer Support



Peer Support Scenario and Setting



The Care for the Caregiver team received a referral from one of Laurie's teammates



A member of the CFC team has reached out to Laurie, and they have agreed to meet



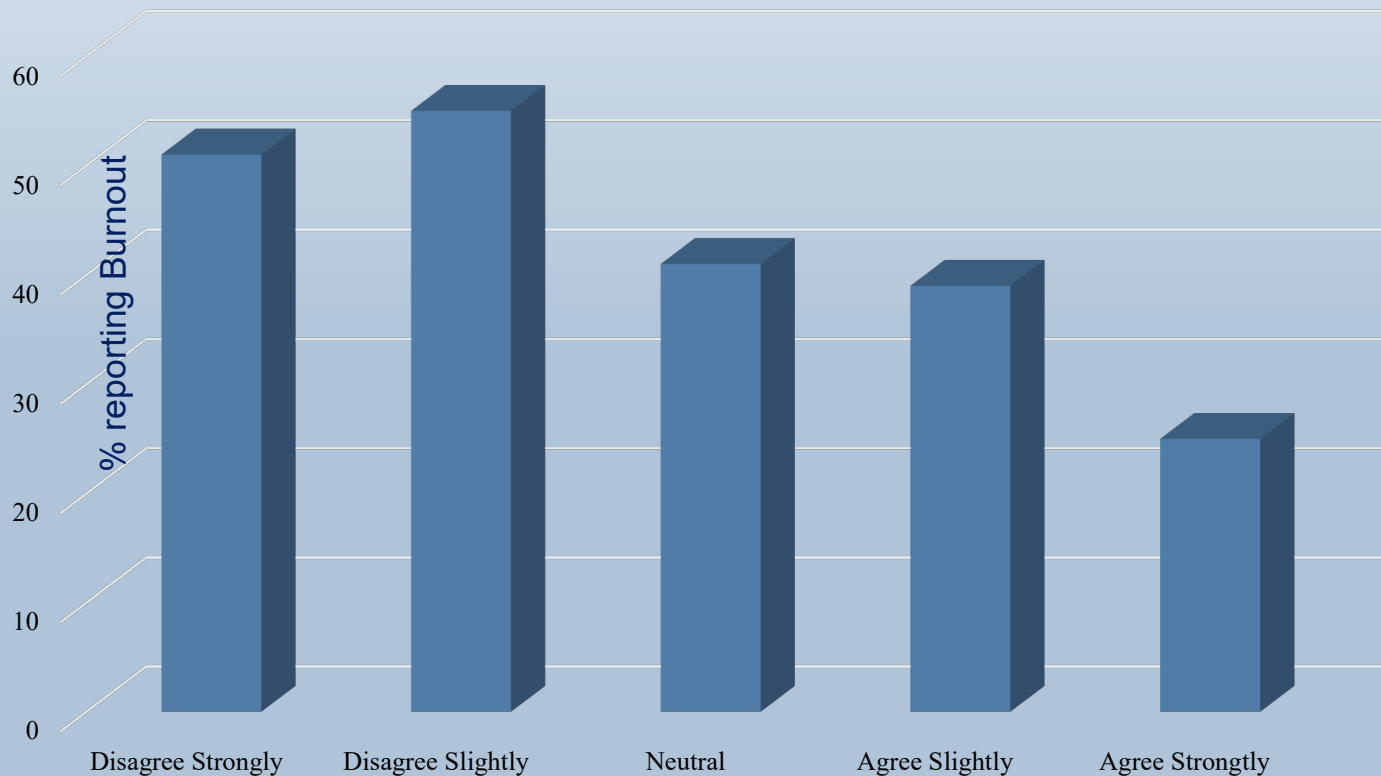
The conversation is taking place in a private room the hospital has designated for peer support conversations

Debrief



Peer Support Programs Make a Difference

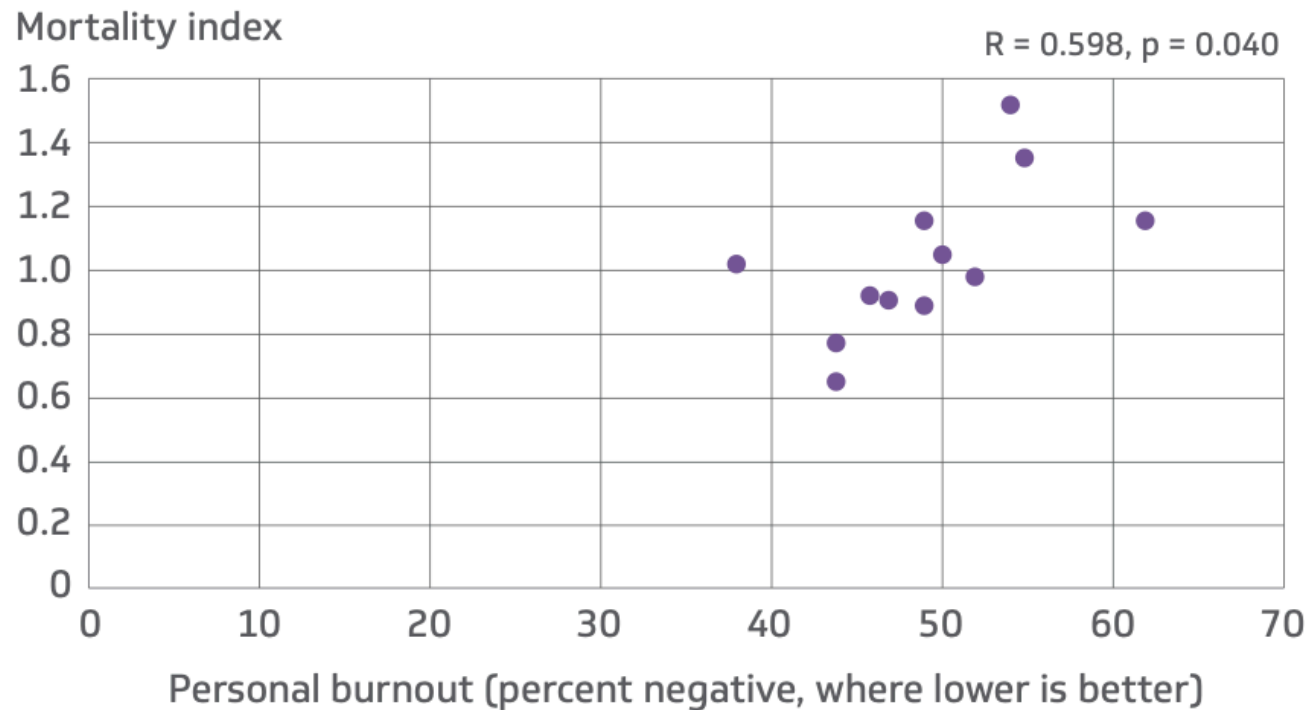
Burnout scores “Feeling supported here agreement”



- Research done by Bryan Sexton at Duke
- Employees who indicated they felt supported by their organization, also reported less burnout
- 60% of nurses under age 25 and 57% of nurses 25-34 generally feel unsupported by their organization

Burnout and Inpatient Mortality: Harnessing the True Power of Cultural, Clinical and Operational Data

Figure 2. Hospital-level personal burnout compared with patient mortality (2016-2020)



The more burned out the staff, the higher the mortality index

Source: See appendix for data sources

“The fact that we invested in a Care for the Caregiver team earlier is what allowed our organization to be able to respond to this crisis”

BETA HEART Member



Special thanks to
Marika Englehardt

Questions

Thank You!

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