



Track 3: Caring for the Caregiver  
Session 303

## Building a Staff Emotional Support Program

**Jaclyn M. Wilmarth, MS, RN, CPPS**

Patient Safety Nurse, Emergency Department  
University of Rochester Medical Center

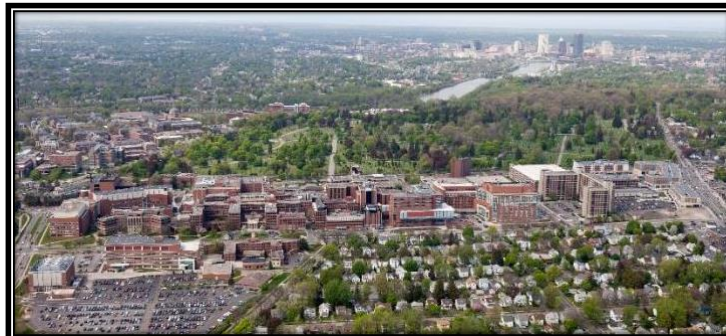
**Julie A. Colvin, MS, RN, RN-BC**

Associate Director of Nursing Practice, Psychiatric Mental Health Service  
University of Rochester Medical Center

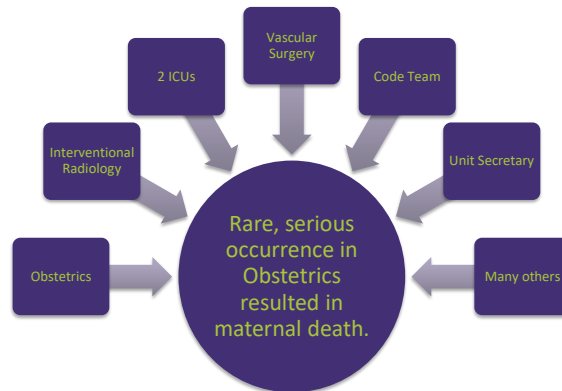


## University of Rochester Medical Center at a Glance

- 838 bed Academic Medical Center
- Quaternary care center
- Level 1 trauma center
- 17,000+ total employees
- 3,950+ nurses
- 858 residents/fellows



## Background



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
YoUR Support

Sept/Oct 2015:  
Training

Present:  
Mission to  
Sustain

FREEFROMFARM  
100% Hospital Revenue Support Program  
May 17-19, 2017 | Onondaga Campus

3

## Why Does Every Hospital Need a Staff Emotional Support Program?



YoUR Support



FREEFROMFARM  
100% Hospital Revenue Support Program  
May 17-19, 2017 | Onondaga Campus

4

## Evidence

# When Disaster Strikes...

## *The Critical Incident Stress Debriefing Process*

Major disasters over the past five years have brought attention to the fact that rescue workers themselves can become psychological casualties from the overwhelming

generally survive persons... a relatively new form of crisis intervention that is specifically designed to assist them is now under development at the Emergency Health Services Program of the University of Maryland Baltimore County. It is called "Critical Incident Stress Debriefing" and its main goal is to support those who are involved in emergency operations under conditions of extreme stress. A critical inci-

olow the incidents:

- The serious injury or death of an emergency team member in the line of duty.
- The serious injury or death of a civilian resulting from emergency

by Jeffrey T. Mitchell

service operations. This would include a shooting by a police officer or a civilian injury or death caused

suspiciousness.<sup>3,4</sup> Even Freud was impressed with the quantity and intensity of the stress response symptoms experienced by World War I veterans. He found that those who had been exposed to traumatic events repeatedly experienced mental images of those frightening scenes even when they tried to forget them.<sup>5</sup> More recently, researchers have concluded that just

36 JANUARY 1983 jems

5 JT Mitchell, 1983



## Evidence

Research Report

### Wisdom in Medicine: What Helps Physicians After a Medical Error?

Margaret Plews-Ogan, MD, MS, Natalie May, PhD, Justine Owens, PhD, Monika Ardel, PhD, Jo Shapiro, MD, and Sigall K. Bell, MD

#### Abstract

##### Purpose

Confronting medical error openly is critical to organizational learning, but less is known about what helps individual

Interviews were recorded, professionally transcribed, and coded by two study team members (kappa 0.8) using principles of grounded theory and NVivo software.

training. Investigators identified eight themes reflecting what helped physician wisdom exemplars cope positively: talking about the disclosure and apology

of Virginia School of Medicine, PO Box 800744, Charlottesville, VA 22908; telephone: (434) 924-8231; e-mail: mp5k@virginia.edu.

Acad Med. 2016;91:233-241.  
First published online September 4, 2015  
doi: 10.1097/ACM.0000000000000886

Academic Medicine, Vol. 91, No. 2 / February 2016

recovery... occurs when people coping with a traumatic event move through a process of rumination and, with self-disclosure and the right social supports, are able to rework their understanding of themselves, learning

wisdom.<sup>36</sup>

Can physicians move through the experience of making a harmful error and not just survive but, rather, learn something essential about themselves

233

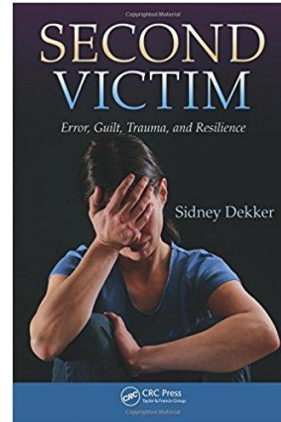
6 Plews-Ogan, MD, MS, et al. 2016



## Evidence

**"Implementing a support system...involves preventative teaching and training measures... This aims at a minimum, to educate people about the basic psychological processes that follow and accompany incidents..."**

**"Most importantly, the second victim should feel assured that he or she does not stand alone in the aftermath..."**



7 Sidney Dekker, PhD, 2013

**FREEFROMFARM**  
100% Animal Welfare Approved Certified Operations  
 May 17-19, 2017 | Orlando, Florida

## Evidence: Rat Buddy Study

 AMERICAN PSYCHOLOGICAL ASSOCIATION

ABOUT APA TOPICS PUBLICATIONS & DATABASES PSYCHOLOGY HELP CENTER NEWS & EVENTS

Home // Monitor on Psychology // September 2004 Monitor on Psychology // Buddy system eases stress, study...

### SCIENCE WATCH

## Buddy system eases stress, study suggests

Japanese study highlights health value of company, even in the face of literal shock.

By RACHEL ADELSON  
 September 2004, Vol 35, No. 8  
 Print version: page 24

Misery loves company for reasons science is beginning to understand. Researchers at the University of Tokyo used three different measures to confirm that **the mere presence of a partner alleviated the stress response in rats**, reducing stress-induced behaviors such as "freezing," helping them to literally keep their cool, and staving off high levels of

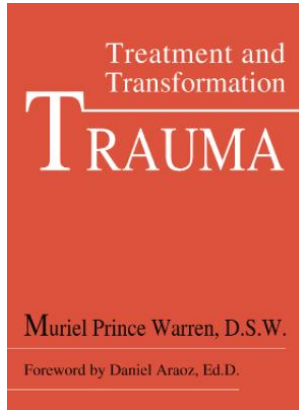
...ice cream, just ... all-consuming.

Extending the findings to clinical work with people, Winslow hypothesizes that social buffering "may accelerate recovery from stress and change your experience of it. This has important implications for treating depression and anxiety, in which recovery from stress is impaired. Social companions seem to help with recovery, which seems to fit what clinicians think about trauma, stress and social support."

8 <http://www.apa.org/monitor/sep04/buddy.aspx>

**FREEFROMFARM**  
100% Animal Welfare Approved Certified Operations  
 May 17-19, 2017 | Orlando, Florida

## Evidence



**"Today, our survival depends on our ability to face our problems artfully rather than use our prehistoric defense resources: fight, flight, or freeze."**

**"...deal with trauma, its psychological and biological effects on mind and body...and treatments plans that deal with the resulting problems and transform them into growth."**

**"Demobilizing, defusing, and debriefing are the three major techniques for dealing with the victims of a critical incident..."**

9 Muriel Prince Warren, 2003

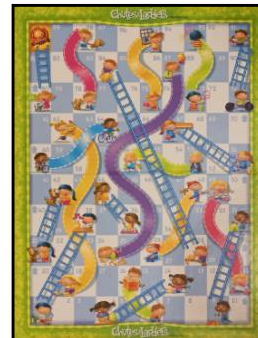
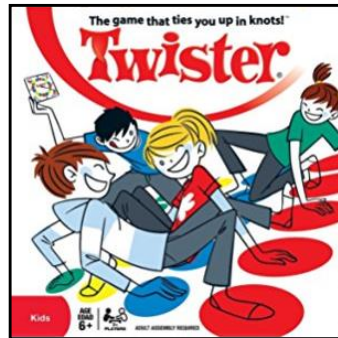


## VIDEO

10



## Our Journey



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
YoUR Support

Sept/Oct 2015:  
Training

Present:  
Mission to  
Sustain

11



## Original Task Force Membership

Quality Assurance

Senior Leadership

Nursing

Employee Assistance Program

Providers

Chaplaincy

Palliative Care

Human Resources

Psychiatry

Office of Council for Medical Center



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
YoUR Support

Sept/Oct 2015:  
Training

Present:  
Mission to  
Sustain

12



## Revised Membership

Quality Assurance

Nursing

Providers

Palliative Care

Psychiatry

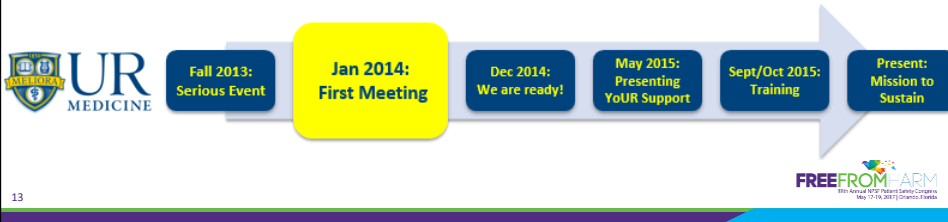
Senior Leadership

Employee Assistance Program

Chaplaincy

Human Resources

Office of Council for Medical Center



13

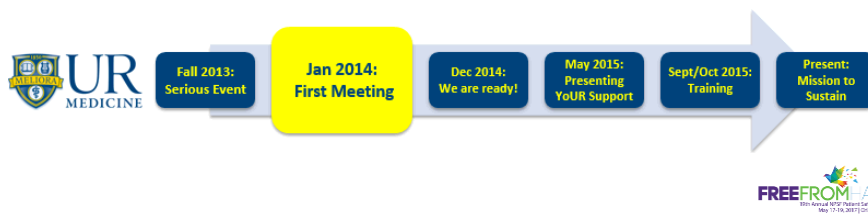
## Continuous Reframing

### Mission Statement

When traumatic situations and difficult events occur in our environments, URMCM managers shall ensure that staff has necessary emotional resources and support. URMCM managers should address security, quality, safety and legal concerns that accompany these situations.

### Vision Statement

The vision of the YoUR Support is that all managers are well prepared to recognize, assess and respond to staff support needs.



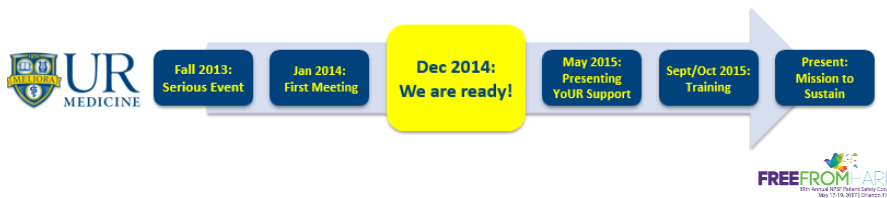
14

## Focus...



### What was important?

- A formalized approach to staff support throughout URM
- 24/7 response
- A system that we could sustain over time
- Education for staff and front line leaders



15

## Medical Center Dissemination

### Presentations at:

- Patient Safety Grand Rounds
- Department Heads & Supervisors
- Leadership Development Series
- Chief Nursing Officer/Nursing Leadership Meeting
- Magnet® Council
- Professional Nursing Council (self-governance)
- Primary Care Resident Quality Council
- Department Specific Presentations

Consider your  
organizational structure  
(i.e. labor relations)



16



## YoUR Critical Incident Response Plan

Response:	Timing:	Description:	Goals:
LEVEL 1 Demobilizing	Immediately after event 5-10 min	"Standing meeting" very quickly after incident to acknowledge, normalize, regroup and get the work done	Regroup and tend to physical safety and security needs to finish shift or care episode professionally
LEVEL 1 Defusing	At end of shift 15-20 min	At the end of shift (if possible) clarify, validate, recognize teamwork and focus on what went well	Reinforce individual and team healthy coping strategies to get personnel off duty safely
LEVEL 2 Debriefing	48-72 hours after incident 30-60 min	Formal sit down meeting facilitated by a trained Responder to support recovery after a critical incident.	Restore personnel to "usual state of health" and accelerate normal recovery process



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
YoUR Support

Sept/Oct 2015:  
Training

Present:  
Mission to  
Sustain

17

FREEFROMFARM  
2014-2015: 100% Patient Safety / 100% Compliance  
May 17-19, 2015 | Orlando, Florida

## VIDEO

18

FREEFROMFARM  
2014-2015: 100% Patient Safety / 100% Compliance  
May 17-19, 2015 | Orlando, Florida

## Training Plan

**Experienced Responders Overview Sessions-** validate & support work they are already doing in their roles, orient to program, standardize language and use of terms, mentor level 2 Responders

**Level 1 Responders-** train local unit level leadership personnel to demobilize and diffuse situations in real time

**Level 2 Responders-** train and mentor Critical Incident Responders to provide formalized debriefing sessions

**Experienced Responders Support Sessions-** bi-annual informal peer support for Level 2 and Experienced Responders to review tough debriefings and receive personal support



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
YoUR Support

Sept/Oct 2015:  
Training

Present:  
Mission to  
Sustain

19

FREEFROMFARM  
2014-2015: 100% Positive Feedback  
May 17-19, 2015 | University of Regina

## Training

### \*Debriefing Closure\*

**Acknowledge the engagement of the team in the process.**

**Remind them that normal high level stress reactions were activated in each of them, and they need to attend to their self-care needs.**

**Review self-care activities they plan to engage in to care for self and support the team.**

**Acknowledge that they are special people for choosing to work 'in the trenches' and we are committed to supporting them.**

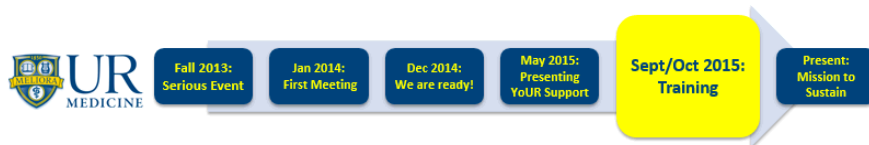
20

FREEFROMFARM  
2014-2015: 100% Positive Feedback  
May 17-19, 2015 | University of Regina

## Responder Training Results

**Level 1 Responders:** Initial training: 34 employees  
Additional training sessions: 88 employees

**Level 2 Responders:** Initial training: for experienced facilitators, to standardize: 18  
Additional training: 5 employees



21

**FREEFROMFARM**  
100% Animal Welfare Approved Certified Operations  
 May 17-19, 2017 | Orlando, Florida

## VIDEO

22

**FREEFROMFARM**  
100% Animal Welfare Approved Certified Operations  
 May 17-19, 2017 | Orlando, Florida

## Results - Demonstrating Cultural Shift

**"Can we do that thing we usually do...you know...  
Talk about what just happened?"**

- Public Safety Officer after restraining patient in Psych ED

**"While they aren't directly caring for the patient,  
my staff have some real sadness from cleaning up  
the trauma bay after difficult cases."**

- Environmental Services Supervisor

**"We had a serious event...and a nurse was  
injured. Has anyone called YoUR Support yet?"**

-Quality Officer, at morning safety briefing  
after discussion of a serious event

**"YoUR Support came up in  
Resident Wellness Committee  
today..."**

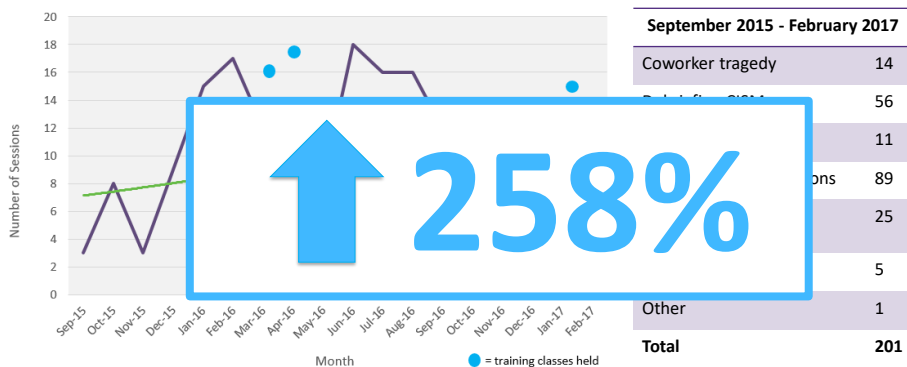
-Attending Physician



23

**FREEFROMFARM**  
Your Health. Your Support. Safety. Community.  
May 17-19, 2017 | Orlando, Florida

## Results



24

**FREEFROMFARM**  
Your Health. Your Support. Safety. Community.  
May 17-19, 2017 | Orlando, Florida

## VIDEO

25



## Lessons Learned/Challenges

### Identifying gaps: Residents, department leadership turnover

## Capturing “curbside” sessions in data collection

## Managing overutilization

### Keeping the focus emotions-based, not clinically-based

## Avoid offering things that cannot be delivered

### Making sure support sessions are multidisciplinary

**System dependent rather than person dependent**

- Avoids transitions with staff turnover



**Fall 2013:  
Serious Event**

Jan 2014:  
First Meeting

**Dec 2014:  
We are ready!**

**May 2015:  
Presenting  
YoUR Support**

Sept/Oct  
2015:  
Training

**Present:  
Mission to  
Sustain**

26



## Sustaining the efforts

### The Value Today

Quarterly YoUR Support Task Force meetings

Ongoing education- frequent requests for additional classes

Engained in the culture (Daily Safety Briefing with accountability)

Able to provide rapid mobilization of resources

- Distribution Lists for Facilitators
- Weekend Calendar



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
YoUR Support

Sept/Oct  
2015:  
Training

Present:  
Mission to  
Sustain

27



**Quick Links:**

- MyPath
- Patient Transport (PTR)
- MSS Peds
- SMH Clinical Guidelines
- High Level Disinfection
- **YoUR Support**
- Magnet Re-Designation Site Visit
- URMCI FluSource
- eDelineate
- Employee Incident Report Form

**Professional Practice Model**

**Quick Links:**

- MyPath
- Patient Transport (PTR)
- MSS Peds
- SMH Clinical Guidelines
- High Level Disinfection
- YoUR Support
- Magnet Re-Designation Site Visit
- URMCI FluSource
- eDelineate
- Employee Incident Report Form

28



## Tools for sustainability

### Cue Cards

**YoUR Support**  
Call if you or your staff need emotional support.  
24/7/365  
CALL YoUR Support  
475-0432

**What about YOU?**

**REAL-TIME IMPLEMENTATION OF CRITICAL STRESS MANAGEMENT INTERVENTIONS IN CPEP**

1. DEMOBILIZATION—after each restraint and near restraint: Acknowledge, Validate, Normalize, Regroup (5-10 minutes)  
Be sure to involve security!  
Ask:  
Is everyone ok?  
What happened (cognitive)?
2. DEPLANE: Structured, facilitated discussion (5-10 minutes). Acknowledge team work. Ask—what went well? Reinforce healthy coping skills. Identify need for further individual management.
3. DEBRIEF: For serious incidents. Time involved based on incident/need. Arranged 24-hour basis. Critical management, involve all affected staff.

**YoUR MEDICINE**

Fall 2013: Serious Event

Jan 2014: First Meeting

Dec 2014: We are ready!

May 2015: Presenting YoUR Support

Sept/Oct 2015: Training

**Present: Mission to Sustain**

29

**FREEFROMFARM**  
2014 Annual Critical Incident Stress Conference  
May 17-19, 2017 | Orlando, Florida

## Tools for sustainability

### Screensavers

**Healing the Healer**

**YoUR Support**  
275-0432

Call for debriefings and stress management support sessions

**YoUR MEDICINE**

Fall 2013: Serious Event

Jan 2014: First Meeting

Dec 2014: We are ready!

May 2015: Presenting YoUR Support

Sept/Oct 2015: Training

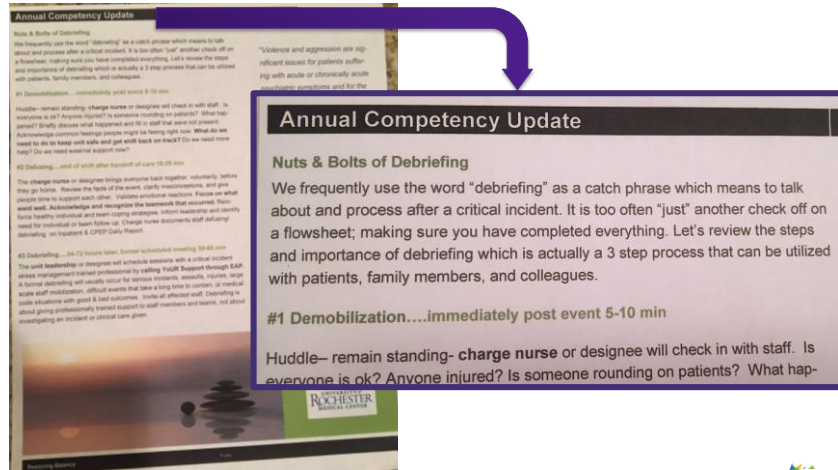
**Present: Mission to Sustain**

30

**FREEFROMFARM**  
2014 Annual Critical Incident Stress Conference  
May 17-19, 2017 | Orlando, Florida

## More tools for sustainability

### Newsletters and Updates



31

**FREEFROMFARM**  
THE RURAL HEALTH CARE CHALLENGE  
 May 17-19, 2017 | Onondaga Campus

## Future Directions

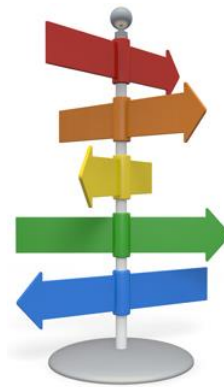
Medicine Grand Rounds

Level 1 training for Chief Residents, Chaplaincy residents

New advertising campaign

Pamphlet as educational handout

Enterprise wide- ambulatory, outlying hospitals with less resources



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
Your Support

Sept/Oct  
2015:  
Training

**Present:  
Mission to  
Sustain**

32

**FREEFROMFARM**  
THE RURAL HEALTH CARE CHALLENGE  
 May 17-19, 2017 | Onondaga Campus



## Anecdotal Measures

↑ Teamwork

↑ Safer Care

↑ Retention

↑ Satisfaction

↓ Burnout

↓ Compassion Fatigue



Fall 2013:  
Serious Event

Jan 2014:  
First Meeting

Dec 2014:  
We are ready!

May 2015:  
Presenting  
YoUR Support

Sept/Oct  
2015:  
Training

Present:  
Mission to  
Sustain

33





## Building a Staff Emotional Support Program

Jaclyn M. Wilmarth, MS, RN, CPPS  
Patient Safety Nurse  
Emergency Department  
University of Rochester Medical Center  
jaclyn\_wilmarth@urmc.rochester.edu

Julie A. Colvin, MS, RN, RN-BC  
Associate Director of Nursing Practice  
Psychiatric Mental Health Service  
University of Rochester Medical Center  
julie\_colvin@urmc.rochester.edu

# Thank you!

