



AHA Team Training

Caring for Each Other: Emotional Support for Health Care Team Members

September 22, 2022



AHA CENTER FOR HEALTH
INNOVATION

Upcoming Team Training Events

Courses & Workshops

In-person TeamSTEPPS Master Training Courses

- November 9-10 at Houston Methodist
- December 6-7 at Tulane

Virtual TeamSTEPPS courses and workshops

- TeamSTEPPS for Change Leaders & Champions: October 6-November 17

Webinars

Flipping the Leadership Algorithm – October 12 at 12 pm CT

Today's Presenter



Melissa Segal, LCSW
Director, Culture & Wellbeing
Duke University Health System

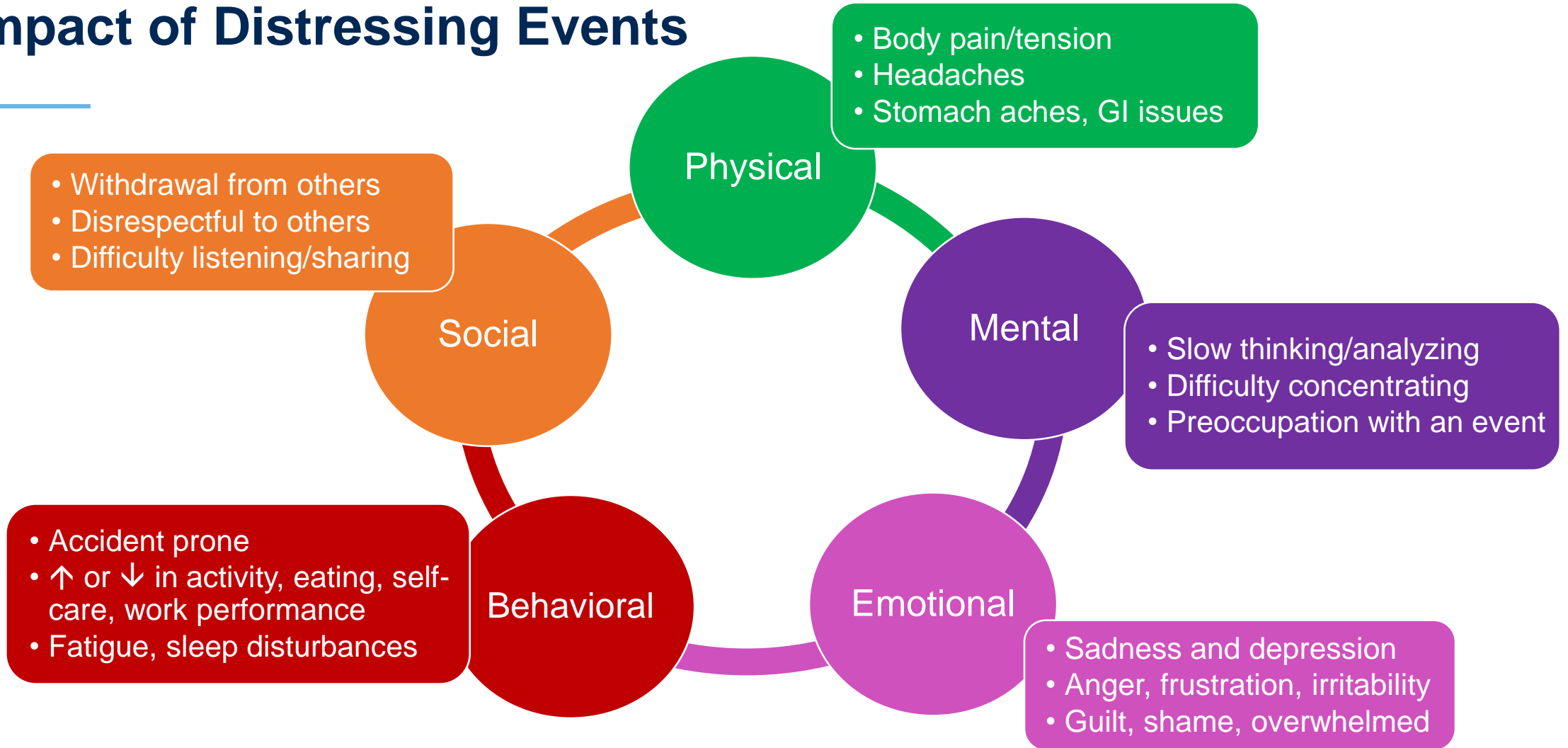
Today's Objectives

- Describe types of distressing events and the variability of responses
- Learn about options to provide support after distressing events to health care team members
- Learn how to provide direct peer support
- Understand components of training volunteers who support team members
- Recognize that a comprehensive program includes both responsive services and preventive actions

Types of Distressing Events

- Medical error
- Adverse patient event
- Workplace violence
- Moral injury
- Adverse team member event
- Staffing shortages
- Disrespectful behavior (e.g., microaggressions)
- Professional challenges
- Personal stressors

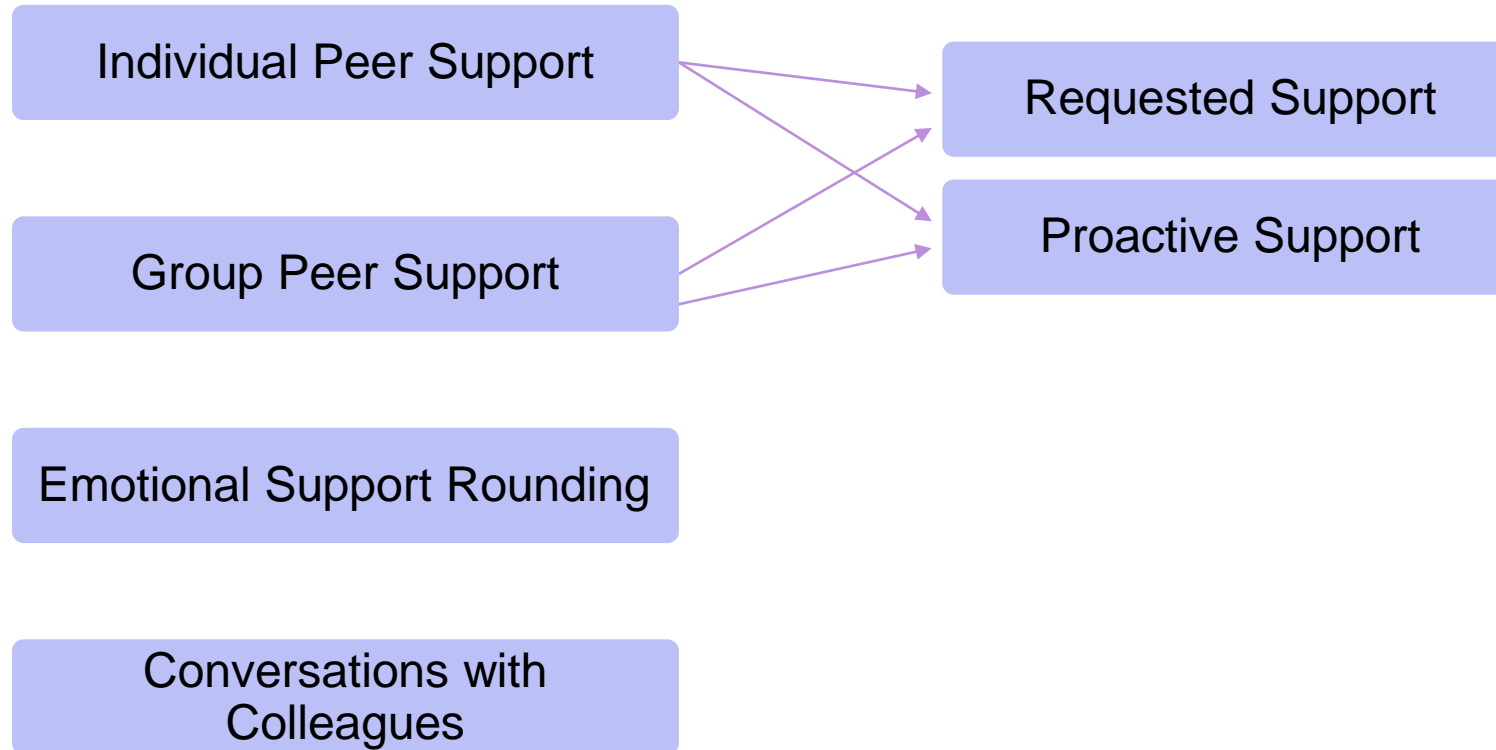
Impact of Distressing Events



Emotional Support Services

	Caring for Each Other (+ Peer Support)	Personal Assistance Service (PAS)	Critical Incident Response Program (CIRP)
Who	Program Manager and volunteers	Professional counselors (LCSW, PhD)	Counselors, chaplains, CEO staff
What	Individual and group support: listening, validate, self-care, referrals	Counseling; process groups, coaching, management consults	Leader consults, individual/group briefings, education
When	One 10-60 min session about: <ul style="list-style-type: none"> ✓ Safety event or concern ✓ Workplace violence ✓ Professional issue ✓ Personal issue or loss 	Up to 8 one-hour sessions about: <ul style="list-style-type: none"> ✓ Workplace concerns ✓ Stressful patient situations ✓ Personal/family concerns ✓ Other personal/professional issues 	45-60 minute sessions following: <ul style="list-style-type: none"> ✓ Severe injury/death of an employee ✓ Suicide of employee ✓ Sentinel event with loss of life ✓ Mass disaster, multiple casualties

Caring for Each Other Program



Individual Peer Support

Service:

1:1 with volunteer peer

Sessions:

One 10-45 min session, 1 check-in

Initiated by:

- Team member looking for support
- Colleague or supervisor suggestion
- Proactive reach-out based on safety reports



Individual Peer Support-Proactive/Requested

Requested Online via Survey

I would like peer support by someone with (same/different/no preference):

- Gender identity
- Race
- Age
- Profession
- Unit/department
- Entity

Requested via 24/7 Phone Line

Phone line for urgent and non-urgent support, entity-based

Requested via Safety Report

I would like to talk with a peer about my experience.

Proactive (Signals/Reports)

Hi, Jayden,
I am reaching out from the Caring for Each Other Peer Support team. I wanted to follow up on your safety report to see if it might be helpful to talk about your experience and how we can best support you...

Group Peer Support

Service:

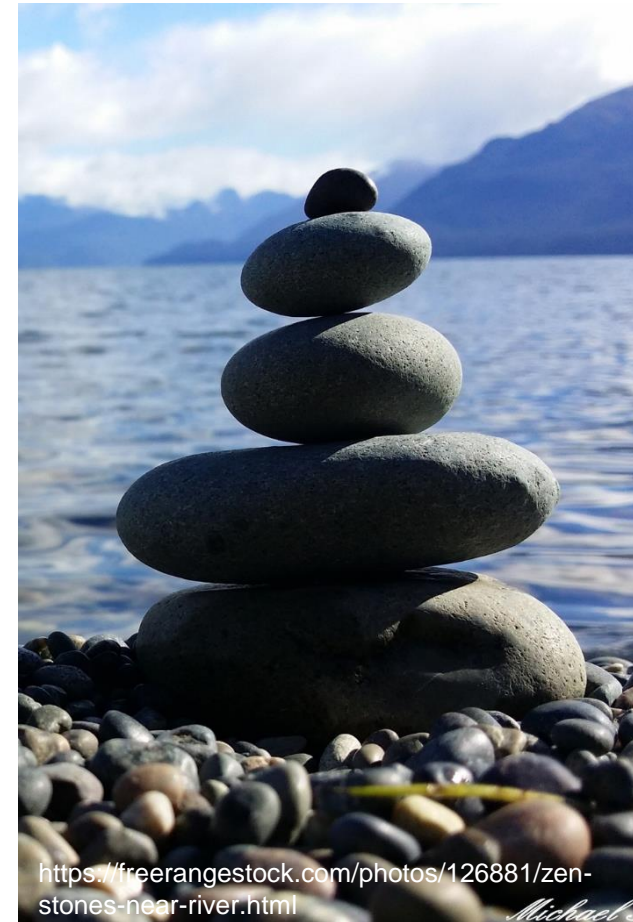
Group support by volunteer peers

Sessions:

1-2 one-hour sessions

Initiated by:

- Team member suggestion
- Leader looking for support for their team
- Proactive reach-out based on safety reports



Proactive Emotional Support Rounding

Service:

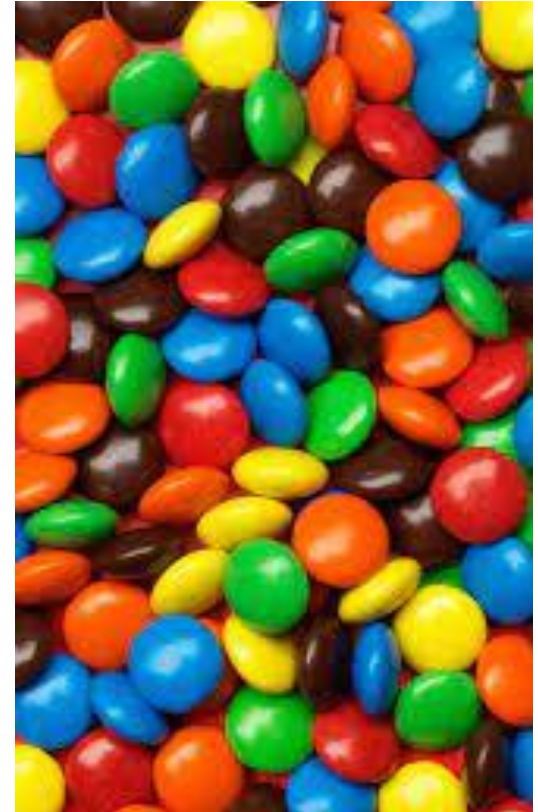
Brief interactions by volunteer peer rounders (with chocolate)

Sessions:

Weekly rounding @ different times

Initiated by:

- Supervisor/leaders based on need of their site
- Proactive based on signals/reports



Conversations with Colleagues

Service:

Peer conversations/support focused on a specific topic (e.g., work/life balance, immunizations)

Sessions:

1 one-hour session (except for racial justice series)

Initiated by:

- Team members or leaders
- Leaders of CwC based on world events



Personal Assistance Service

Service:

Employee assistance program

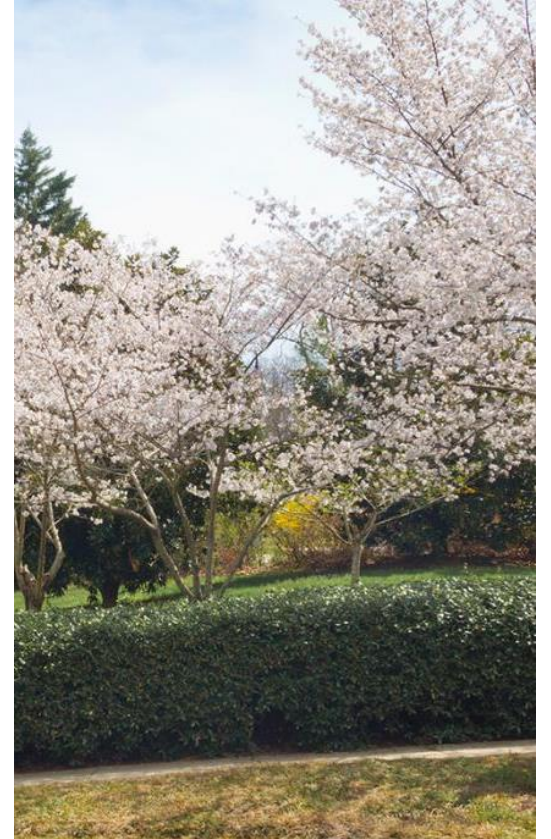
- Assessment, counseling, group processing, and referrals
- Management consults about workplace events

Sessions:

Up to 8 one-hour sessions

Initiated by:

Individuals and/or supervisors seeking assistance



Critical Incident Response Program

Service:

Structured response for staff after a critical workplace incident

- Consultations
- Individual/group briefings for emotional and cognitive processing

Sessions:

Individual and/or group briefings up to 72 hours after an event

Initiated by:

Leaders in discussion with CIRP co-directors



The Path to Professional Services

Questions to determine which services to initiate:

How many people were involved:

- Individual team members?
- Departments/units?
- People harmed?

What was the intensity:

- How unexpected/sudden?
- Duration of event?
- Level of sensory factors (e.g., sounds, sights, smells)?
- Relationships between person(s) harmed & team members?

What is the distress impact:

- Personal level of distress?
- Personal fear of safety/death?
- Workplace's ability to operate?

The higher/more these answers are, the more likely services need to be professionally-based.

The Path to Professional Services

Emot. Support Rounding

What: Peer support via rounding-brief conversations in a unit or entity (can be proactive or responsive)

When: A unit/entity experiences an adverse event or ongoing struggles

Examples:

- Staffing shortage
- High acuity of patients
- After an event needing immediate response
- After group support when team members need additional support

Individual Peer Support

What: Emotional support for an individual by a peer: listening, validating, self-care, referrals

When: An indiv. experiences an adverse event and/or a need to talk with a peer

Examples:

- Physical/emotional harm caused by a patient
- Disrespectful behavior from team member
- Fear of safety at work
- Concerns about medical error

Group Peer Support

What: Emotional support for a unit/ group by peers: listening, validating, self-care, referrals

When: A group experiences an adverse event or burnout/ ongoing struggles

Examples:

- Patient dies during routine surgery
- Beloved team member dies
- Burnout within group
- Patient events affecting the unit

Personal Assistance Service

What: MH counseling and manager consults through employee assistance prog.

When: team member needs counseling for personal or professional issue

Examples:

- Grieving family member death or processing personal relationship
- Consulting about team issues (for managers)
- Struggling with workload/relationships

Critical Incident Response

What: Structured, organized response to provide leader consults, support and early intervention

When: After a sudden event w/ intense level of personal threats, loss, or violence

Examples:

- Patient with a gun threatens staff
- Gas explosion
- Death by suicide of team member
- Mass casualty event or violent death

Peer Services via Caring for Each Other Program

Professional Services

The Volunteer Caring for Each Other Model

- Listen and seek understanding
- Validate and normalize feelings
- Self-Care
- Refer



Caring for Each Other

The Volunteer Caring for Each Other Model

- Listen and seek understanding
- Validate and normalize feelings
- Self-Care
- Refer



Non-Verbal Active Listening

- Nod (or other head movement)
- Maintain eye contact
- Maintain calm, expressive demeanor
- Lean in
- Smile



Verbal Active Listening

- “Yes,” “uh huh,” “Wow,” “Oh?”
- Repeat key words
- Reflect
- Ask relevant, open-ended questions (what or how)
- Summarize



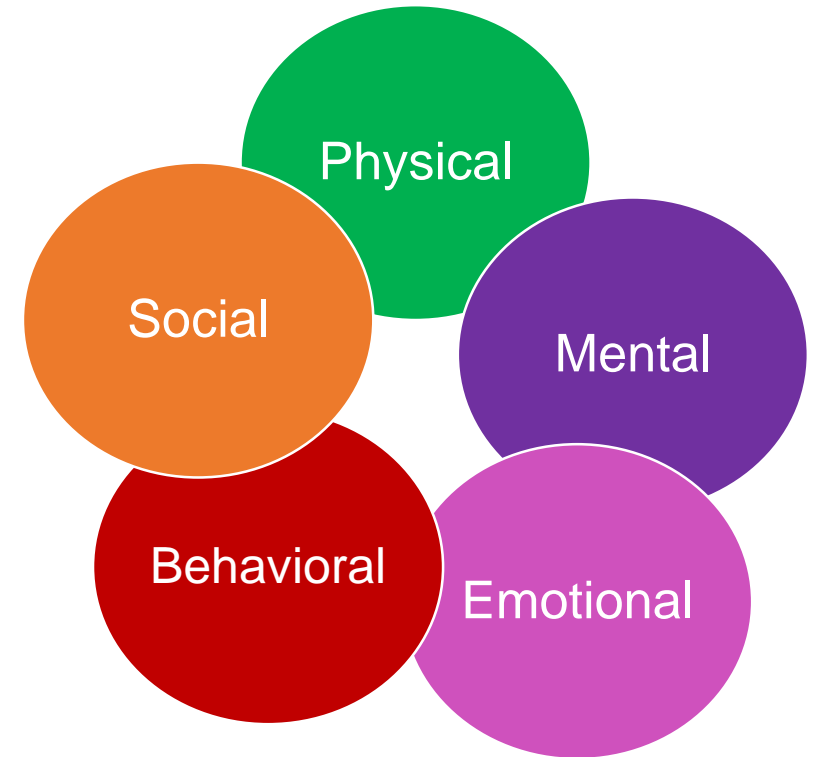
Extra Tips

- Ask open ended questions: “How are you doing? How can I best support you?”
- Avoid thinking about your response (or other distractions)
- Avoid interrupting
- Avoid criticizing
- Allow for silence
- Avoid offering advice
- Maintain focus on the talker, not on your experience



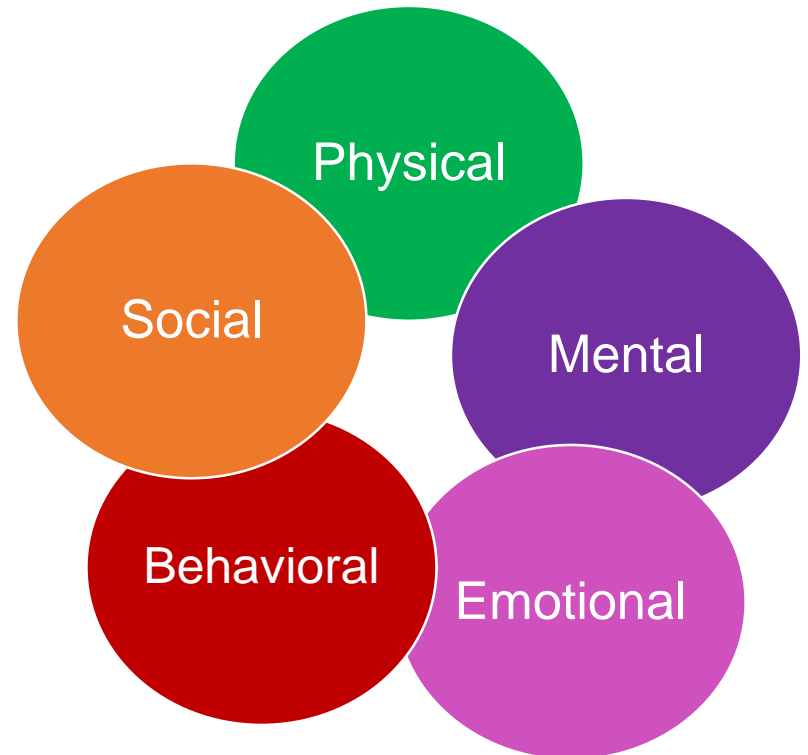
The Volunteer Caring for Each Other Model

- Listen and seek understanding
- **Validate and normalize feelings**
- Self-Care
- Refer



Validate/Normalize

- This sounds really tough, and your reaction is normal.
- I'm really sorry that this happened.
- It sounds like this is taking a toll on you.
- I'm here for you.



Validate/Normalize

From this...

- Oh, no, you shouldn't have said that!
- I understand. Last month, I had a patient who...
- I know exactly how you feel.
- You're strong enough to get through this.
- I think you should...

To this...

- Wow. What happened after that?
- Can you say more about what you meant when you said...
- How do you feel about that?
- It sounds like this has been really tough.
- What are you thinking about doing next?

The Volunteer Caring for Each Other Model

- Listen and seek understanding
- Validate and normalize feelings
- **Self-Care**
- Refer



Self-Care



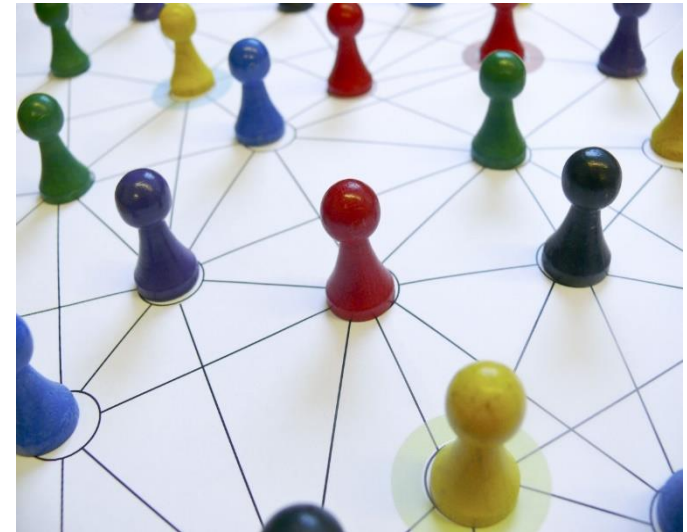
- Engage in self-care—and help others
- Take time to process—or to just breathe

- Engage your support network, and support others
- Embed moments of wellbeing each day
- Utilize available resources



The Volunteer Caring for Each Other Model

- Listen and seek understanding
- Validate and normalize feelings
- Self-Care
- Refer



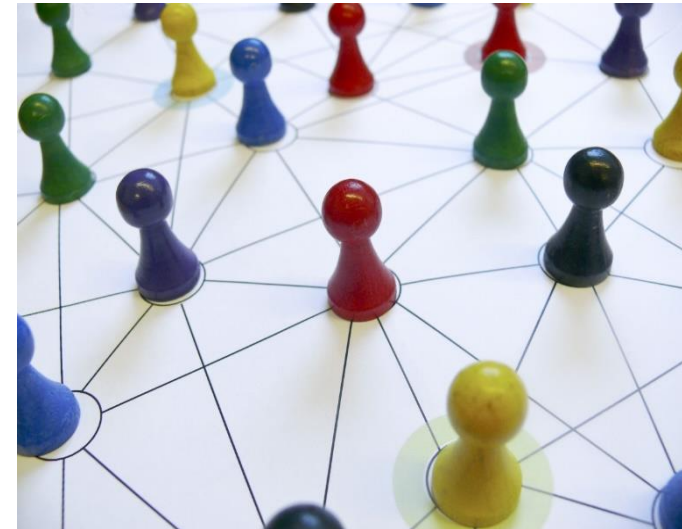
Refer

Internal Resources

- Personal Assistance Service
- Chaplain Services
- Website Resources
- Career Center
- Safety Reporting System
- Human Resources

External Resources

- National Suicide Prevention Line
- Crisis Text Line



Resources

The Coping Card



At times, we all feel stress, grief, conflict, or disappointment. When you are having a tough time, try some of the coping strategies below, or contact a resource on the other side of this card.



Take care of your body

- Drink water & eat healthy meals
- Keep a consistent sleep schedule
- Meditate or take deep breaths
- Exercise in a way you enjoy: walk, bike, swim, hike, or dance



Influence your thoughts

- Think of 1 good thing happening this week
- Plan an activity that you'll enjoy
- Take time to laugh & celebrate small wins
- Practice self-compassion—you are doing the best you can



Connect with others

- Talk/text with a friend or loved one
- Thank someone for helping you
- Help someone accomplish a task
- Perform a random act of kindness



Engage in the moment

- Listen or dance to music
- Feel your hands or feet in water
- Watch the sunset or spend time in nature
- Pet or snuggle with your dog or cat

You are important. Caring for our patients, their loved ones and each other starts with caring for yourself.



For additional resources, please scan the QR code or visit bit.ly/dukewellbeing



Personal Assistance Service (PAS) 919-416-1727
Caring for Each Other 24/7 Support Line 919-684-9222
Peer Support Program bit.ly/dukepeersupport
Employee Occupational Health and Wellness (EOHW) 919-684-3136
National Suicide Prevention Lifeline 988
Crisis Text LineText HOME to 741741

Resources



Caring for Each Other
at Duke Health

Purpose

To provide emotional support to Duke Health team members working in the fast-paced, high stress, ever-changing health care environment.

Support Includes:



Individual Peer Support



Group Peer Support



Emotional Support Rounding



Conversations with Colleagues



Referrals to other Resources

24/7 CEO Support Line
(919) 684-9222

Resources

Personal Assistance Service (PAS)
919-416-1727

Employee Occupational Health and Wellness (EOHW)
919-684-3136

Peer Support Program
<https://bit.ly/dukepeersupport>

National Suicide Prevention Lifeline
988

Crisis Text Line
Text HOME to 741741

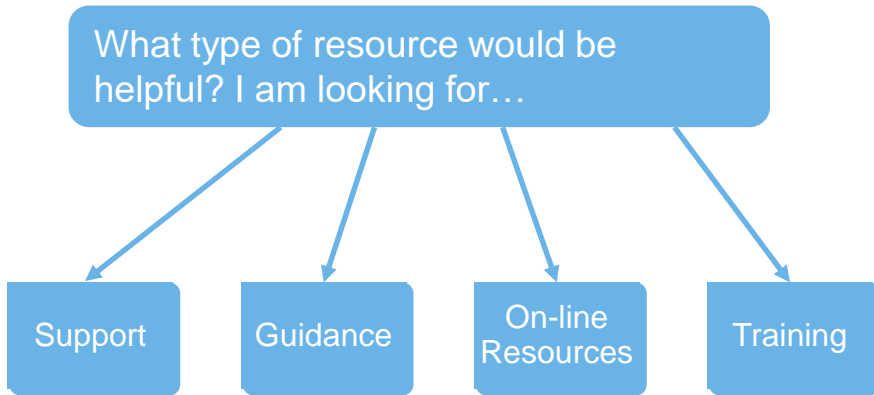
CEO Email
caringforeachother@duke.edu

24/7 CEO Support Line
(919) 684-9222

For more resources, scan the QR code or visit bit.ly/dukewellbeing



Resources



Caring for Each Other

Explore our peer support resources

Professional Support

Find 1 on 1 support from a mental health professional

Bite-Sized Tools

Explore bite-sized tips and resources about safety, culture, and wellbeing

Courses & Training

Learn about culture and wellbeing through videos, podcasts, and real-time training

Inclusion, Respect, & Belonging

Explore tools that help provide a safe, inclusive work environment

Leadership Support

Find resources to help you lead and support your team

Extra Tips

- You don't need to know all the details
- Reflect the story and then the emotions
- Listen to understand
- Slow down, and use silence
- Avoid using "I"
- Ask, don't say (or offer advice)
- Access support and help



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The Training

- Caring for Each Other program and roles
- Active Listening
- Psychological First Aid
- Resources and Referral Process
- Practice!
- Booster Training 1:1



Managing Volunteers

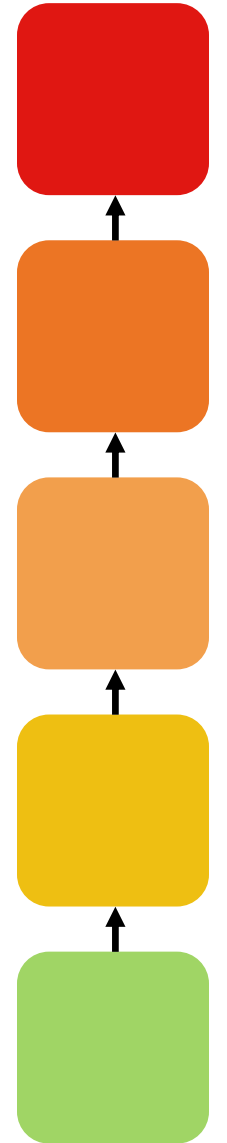
- Provide easy and accessible online space to store updated resources
- Remain in periodic contact with volunteers
- Provide continual “booster” training and opportunities to practice and discuss case studies
- Thank and recognize your volunteers



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Our Role in Prevention

- Recognize common concerns/issues
- Recognize concerns that have an intense impact
- Escalate to the appropriate leaders for discussion and next steps
- Engage person/people harmed when possible/appropriate
- Circle back to person/people harmed when possible/appropriate



Key Takeaways

- Health care team members (1) face a variety of personal, professional, and patient-related stressors; (2) respond to stressors in different ways; and (3) benefit from a variety of service options
- Listening and validating team members is crucial in providing support following a distressing event.
- A successful, comprehensive program should including both emotional support and prevention activities.



Questions? Stay in Touch!

www.aha.org/teamtraining

Email: teamtraining@aha.org • Phone: (312) 422-2609

