Growing Through Adversity:
Transforming Medicine in the Wake of the Pandemic

ACP's Mini But Mighty Series
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ACP®
American College of Physicians
Leading Internal Medicine, Improving Lives

Meet Our Lead Faculty

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Learning Objectives

By the end of this presentations, participants will be able to:

1. Define the terms resilience and posttraumatic growth as they apply to healthcare systems

2. Discuss the domains of posttraumatic growth

3. Identify actionable skills and resources to affect systems changes in the wake of the pandemic

Definitions: Posttraumatic Growth and Resilience

- Posttraumatic growth refers to the positive changes that occurs as a result struggling with a highly challenging life crisis.

- Resilience is the process of adapting in the face of a highly challenging life crisis.

- Each can occur at individual, group, institutional, or systems level.

Five Domains of Individual Posttraumatic Growth

- Greater awareness and use of personal strengths

- Identification of new possibilities

- Strengthening of close relationships

- Greater appreciation of life

- Spiritual growth

"Posttraumatic Growth: Conceptual Foundations and Empirical Evidence."
Psychological Inquiry, vol. 15, no. 1, Taylor & Francis, Ltd., 2004, pp. 1–18,

Can Individual Posttraumatic Growth → Systems Growth?

- Greater awareness and use of personal strengths
  - Change in team roles, team dynamics
  - Better understanding of collective knowledge, skills, values, potential

- Identification of new possibilities
  - Work from home, flexible work schedules, need for childcare

- Strengthening of close relationships
  - Collaborations for DEI and well-being work

- Greater appreciation of life
  - Finding meaning in work
  - Gratitude

- Spiritual growth
  - Values alignment with institution, with colleagues
  - Focus on vision

Strategies to Support Institutional Posttraumatic Growth

- Debrief unit by unit as well as by profession

- Catalogue what was learned and update the crisis plan for next

- Deploy an organization-wide approach for supporting the workforce after the crisis;

- Identify new needs to facilitate recovery and restoration.

- Honor the dedication, commitment and sacrifice of healthcare professionals

- Memorialize health care professionals that have been lost

- Resume efforts to attend to organizational and system factors that promote well- being and create a resilient organization

Caring for Healthcare Workers During Crisis: Creating a Resilient Organization.
https://www.ama-assn.org/system/files/2020-05/caring-for-health-care-workers-covid-19.pdf .

Debrief

- By unit, by profession
  - as an integrated part of the workday
  - "strongly encouraged" as opposed to "mandated"

- Include education:
  - Reenforce that the crisis has negative and positive impacts
  - Recognize the challenge as disruption of core beliefs
  - Acknowledge some emotional distress or upset is needed to set growth in motion – and some enduring upset may be needed to enhance and maintain growth

- Use appreciative inquiry

What is appreciative inquiry?

An approach for growing personally and professionally by focusing on:

- Strengths

- Collaboration

- Future possibilities

- Relationships

Mini But Mighty: Appreciative Inquiry

Catalogue What Was Learned And Update The Crisis Plan For Next Crisis

- List of what changes were required

- List of what changes were implemented

- List of what worked and did not work

- List of support resources needed:
  - Orientation to area of deployment
  - Understanding of roles of different team members
  - Behavioral health resources, including peer support

- G.R.O.S.S.

Deploy An Organization-wide Approach For Supporting The Workforce After The Crisis

- Encourage colleagues to seek help
  - Leaders share personal stories and their own vulnerabilities
  - Work on licensing laws around best-practice wording: use the ACP toolkit to help
  - Continue to provide It is important to continue to provide confidential and readily accessible emotional, psychological, mental health support for 6-12 months after the crisis has passed.

- Build a peer support program
  - AMA Steps Forward module on peer support
  - Check out PeerRx for building a buddy program – or just signing up with a partner - https://www.peerrxmed.com/

Deploy An Organization-wide Approach For Supporting The Workforce After The Crisis

We have been in survival mode and need to transition back to "ordinary time":

- Take breaks during work

- Take their vacation time

- Reduce frequency of meetings, e-mails, townhalls

Identify New Needs To Facilitate Recovery And Restoration

- Emotional regulation: anger, guilt, exhaustion, fear

- Use ACP resources to help identify these needs, support colleagues, and process emotions
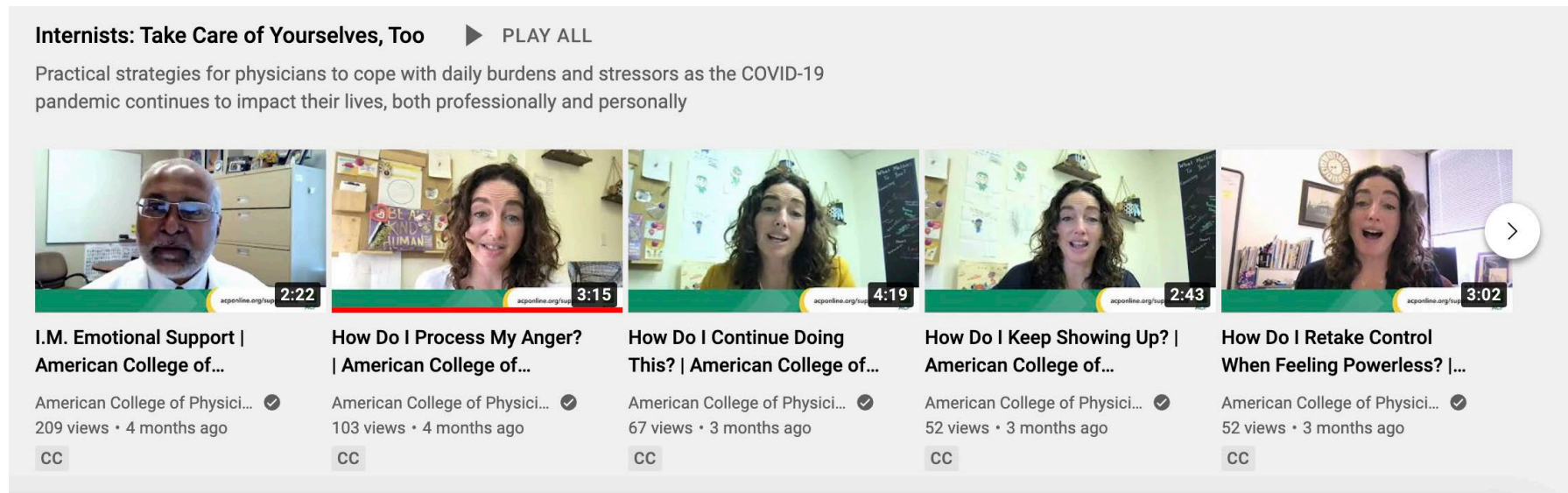
Honor The Dedication, Commitment And Sacrifice Of Healthcare Professionals

- Humans learn from stories we tell ourselves and tell others

- Memorialize health care professionals that have been lost

- What is the story of the adversity and your life after
  - What has happened
  - What do you imagine will happen next

- Narrative arc: adversity → growth, a better future

- How can you find meaning in the events that have occurred?

Honor The Dedication, Commitment And Sacrifice Of Healthcare Professionals

- Work that benefits others – often those with similar experiences, those in your community

- Includes advocacy work -ACP Advocacy

- Includes mentoring and teaching

Resume Efforts To Attend To Organizational And System Factors That Promote Well- Being And Create A Resilient Organization

Physician Well-being and Professional Fulfillment

Providing guidance and resources that foster communities of well-being for internists to best serve patients and optimize professional fulfillment.

Improving the Practice and Organizational Environment

Providing ACP members with high quality information, resources, tools, and support to help their practices thrive in the growing value-based payment environment.

Fostering Local Communities of Well-being

Trained ACP Well-being Champions supporting their ACP chapter members, practices, and organizations in combating burnout.

Promoting Individual Well-being

Offering online resources and educational courses at ACP's Internal Medicine Meeting and chapter meetings to help ACP members manage issues related to well-being and satisfaction.

Trending Topics

★ **ACP's I.M. Emotional Support Hub**

★ **I.M. Emotional Support Video Series**

NEW   Advocacy Toolkit: Revising License and Credentialing Applications to Not Ask About Mental Health

NEW   Design Your Own Well-being Program

NEW   Financial Well-being 📄

Resident Well-being Learning Hub

Check out IMpower for Resident Well-being Resources

https://www.acponline.org/practice-resources/physician-well-being-and-professional-fulfillment

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References

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Thank you

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