Breaking and Healing in the Time of COVID

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Oregon and Swedish Regions
Providence St Joseph Health

ACP Meeting 2021

I HAVE NO DISCLOSURES OR CONFLICTS OF INTEREST TO ANNOUNCE
Objectives:

- Acknowledge the unique stresses and trauma of the past 2 years
- Explore the impact of these stresses on healthcare workers
- Review interventions that make a difference

Burnout & Resilience

- Cynicism
- Exhaustion
- Lack of Accomplishment

Workload | Community  
Rewards  | Values Congruence  
Control  | Fairness

Christine Maslach
Compassion Curriculum-Cohort 1

**Study Design:** Randomized Trial with 11 Clinics
5 Intervention (256 caregivers)
6 Control (310 caregivers)

**Results:**
- **↓** Burnout (55% → 46% p<0.05)
- **↑** Caregiver Engagement (9% Improvement p=0.01)
- **↑** Patient Experience (likely to recommend p=0.06)
- **↑** Visits/month and panel size in intervention (P<0.001), despite closing clinics during work hours
# Healthcare Workers: Impacts of COVID

<table>
<thead>
<tr>
<th></th>
<th>Depression</th>
<th>Chronic Anxiety</th>
<th>PTSD</th>
<th>Study/Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>16.5%</td>
<td>28%</td>
<td>53%</td>
<td>International Journal of Environmental Research 2020</td>
</tr>
<tr>
<td>Italy</td>
<td>25%</td>
<td>20%</td>
<td>49%</td>
<td>JAMA open 2020</td>
</tr>
<tr>
<td>ICU MDs (85 countries)</td>
<td>30%</td>
<td>46%</td>
<td>51%</td>
<td>Annals of Intensive Care 2020</td>
</tr>
<tr>
<td>NYC</td>
<td>48%</td>
<td>33%</td>
<td>57%</td>
<td>Gen. Hosp. Psychiatry 2020</td>
</tr>
</tbody>
</table>
Mayo Clinic Hospitalists

- Tense (usually/always): 22.1% (2020)
- Isolated: 27.3% (2020)
- Emotional Support (No one listens to me): 3.9% (2020)

ICU Mental Health Study: United Kingdom

- Problem Drinking
  - Physicians: 7%
  - Nurses: 8%
- Depression
  - Physicians: 31%
  - Nurses: 58%
- Anxiety
  - Physicians: 28%
  - Nurses: 48%
- PTSD
  - Physicians: 32%
  - Nurses: 54%

Greenberg et al, Occupational Medicine, 2021
Depression
- Anhedonia
- Psychomotor Slowing
- Low Mood

Burnout
- Cynicism
- Emotional Exhaustion
- Low Sense of Accomplishment

PTSS
- Hyperarousal
- Avoidance
- Intrusive Re-Experiencing

Emotional Dysregulation
- Relational Disruption
- Negative Self/World View
“This is beyond just individual resilience... this is a collective need... we need each other and we need the organization to support us in ways that hasn't been done before”

“The staffing problems are going to get much worse if we do not acknowledge and somehow ritualize what we have been through and are still going through”

“This last year has put me in a place that I've never experienced before”

“Sometimes I find myself "frozen" unable to act and never before have I been in this situation”

Providence Oregon Provider Survey: October 2020

❖ Burnout: 63%
❖ Suicidal Thoughts: 4.0-6.9%
This is More Than Burnout

How to keep walking forward, and even find renewal along the way, in this year of things blown apart?

What sustains us?

How to hold on to our sense of what is whole and true and undamaged, even in the face of unprecedented loss?

Krista Tippet
## Reluctance to Seek Support

<table>
<thead>
<tr>
<th>Population</th>
<th>Outcome</th>
<th>Sought Support</th>
<th>Citation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgeons</td>
<td>“Bothered by suicidal thoughts”</td>
<td>26%</td>
<td>Archives of Surgery 2011</td>
</tr>
<tr>
<td>Physicians (multi-specialty)</td>
<td>High-Moderate Risk ISP</td>
<td>5.2%</td>
<td>J. Medical Regulation 2018</td>
</tr>
<tr>
<td>Nurses</td>
<td>High-Moderate Risk ISP</td>
<td>15%</td>
<td>Evidence Based Nursing 2020</td>
</tr>
</tbody>
</table>

## Medical Trainees Seeking Help: “If you had a serious emotional problem?”

- **Residents**
  - Definitely Go: 20%
  - Probably/Definitely NOT Go: 33%

- **Non Medical (age matched)**
  - Definitely Go: 42%
  - Probably/Definitely NOT Go: 18%

Dyrbye et al. Academic May 2021
Mayo Standardized Physician Well-Being Index

Physicians scoring in bottom 30\textsuperscript{th} percentile of Well-Being

70\% thought their Well-Being was above average

Shanafelt Annals of Surgery 2014

Strengthening Ourselves & Our People During Covid
Overarching Approach to Work

Acute Stress Reduction

Post-Traumatic Recovery from Covid

Wellness

Professional Support

Peer Support

Local Support (Team/Department)

Self-Help & Individual Coping Skills

NEJM Catalyst, 2021
Virtual Connecting Conversations (VCC)

• **Structure:**
  • Forum for creating connection through authentic sharing of emotions and vulnerabilities
  • Online version created in response to COVID

• **Logistics:**
  • 45-60 minute facilitated sessions
  • Cohorts created
  • **Compassionate Leadership** (Authenticity, Presence, Finding Refuge)
  • **Healing From Covid** (Grief Recovery, Forgiveness, Self-Compassion)
  • **Balancing in Paradox** (Beginnings/Endings, Together/Alone, Silence/Sound)

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Healing from COVID

Self-Compassion

Grief

Forgiveness

Connection

Finding Meaning
<table>
<thead>
<tr>
<th></th>
<th>Home</th>
<th>Work</th>
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</thead>
<tbody>
<tr>
<td><strong>Inadequacy</strong></td>
<td>“I don’t have enough energy for my kids”</td>
<td>“As a physician, I should be able to persuade all my patients to get vaccinated”</td>
</tr>
<tr>
<td></td>
<td>“It’s impossible to be a parent and teacher all at the same time”</td>
<td>“I feel so disconnected to my colleagues… masks etc”</td>
</tr>
<tr>
<td><strong>Failure</strong></td>
<td>“I am failing my kids and my partner; I just can’t do anything well”</td>
<td>“Working from home has its advantages, but it feels like I’m are never doing enough and I’m never done”</td>
</tr>
<tr>
<td><strong>General Suffering</strong></td>
<td>“I haven’t seen my parents since Covid started and they are in their 90s”</td>
<td>“This just isn’t fun any more”</td>
</tr>
<tr>
<td></td>
<td>“I feel like I just lost a year of my life”</td>
<td>“No matter how hard I work, I don’t feel appreciated”</td>
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</tbody>
</table>
“I did something wrong.... And I feel bad”

“I am feeling bad”......“therefore I am bad”

Self Compassion

Mindful
• Noticing with accuracy
• Observing without judgment

Shared
• Everyone has suffering
• Everyone is imperfect

Humanity

Kindness
• Acknowledge without punishing
• We can’t always be/get what we wish
What is one way you fell short this year, that you can not let go of?

Finding Compassion for Self

Self-Kindness, Shared Humanity, Mindful Attention

- I am imperfect
- I am a learner
- I will make amends as possible
- I allow myself to begin to forgive
- This is but a moment of suffering
- May I be kind to myself
- May I give myself compassion

Tara Brach PhD  Kristin Neff PhD
Feeling compassion for ourselves in no way releases us from responsibility for our actions. Rather, it releases us from the self-hatred that prevents us from responding to our life with clarity and balance."

Connecting Conversations: What Participants Thought

**Evaluation:**
- 97% Meaningful
- 98% Worth my Time
- 87% Less Isolated

“I look forward to this time together and guard it on my calendar”

“If I hadn’t had this time together to just be honest with each other I don’t think I would be doing this well”
COVID SUPPORT PROGRAMS

Healing from COVID Curriculum
Provider Suicide Awareness
Peer to Peer
Mindfulness

Unwinding from COVID:
Compassion and Connection in the Outpatient Setting

STRUCTURE
• Six Session Curriculum:
  • 45 minutes/session
  • In person
  • Short video lecture
  • Structured group activity
• Foci:
  • Reflection and Connection
  • Grief Recovery, Self-Compassion, Forgiveness

INFRASTRUCTURE
• Clinic personnel trained as facilitators
• Resource list for additional reading, podcasts, activities provided
### Additional Programs

**Suicide Awareness**
- Survey
- Provider Facilitated Discussion
- Leadership Videos

**Peer to Peer**
- Individualized support to providers
- Trained supporters
- Structured referral system

**Mindfulness**
- Daily Sessions
- Facilitator Training

### Connecting to Resources

<table>
<thead>
<tr>
<th>Resource</th>
<th>General Info</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon Wellness Program <a href="https://oregonwellnessprogram.org/">https://oregonwellnessprogram.org/</a></td>
<td>Open to physicians, triage 24/7</td>
<td>(541) 242-2805</td>
</tr>
<tr>
<td>Physician Support Line <a href="https://www.physiciansupportline.com/">https://www.physiciansupportline.com/</a></td>
<td>Open to physicians and medical students National hotline of volunteer psychiatrists Open 7 days a week, 5:00 a.m. – 10 p.m. a.m.</td>
<td>(888) 409-0141</td>
</tr>
<tr>
<td>National Suicide Prevention Lifeline <a href="https://suicidepreventionlifeline.org/">https://suicidepreventionlifeline.org/</a></td>
<td>Open to all, available 24/7, to support people in acute distress</td>
<td>(800) 273-8255</td>
</tr>
<tr>
<td>ACP I.M. Emotional Support Hub</td>
<td>Short videos and other resources to support wellbeing</td>
<td><a href="http://www.acponline.org">www.acponline.org</a></td>
</tr>
<tr>
<td>PSJH Behavioral Health Concierge</td>
<td>Open to providers, caregivers and their families. Appointment scheduling available from 7 a.m. to 8 p.m. (appts available in 2-3 days), 25 free visits</td>
<td>(833) 724-9355</td>
</tr>
<tr>
<td>Providence Caregiver Assistance Program (Lyra Health: <a href="https://psjh.lyrahealth.com/">https://psjh.lyrahealth.com/</a>)</td>
<td>Open to providers, caregivers and their families. Triage and counseling available 24/7</td>
<td>(844) 311-6223</td>
</tr>
<tr>
<td>Peer-to-Peer Support</td>
<td>Each ministry has its own referral process</td>
<td></td>
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[35][36]
Closing Thoughts

- This is more than burnout
- Vulnerable people invite others to be vulnerable
- Don’t rush to “get past” COVID
- This is the most challenging of times for all of us
Structuring Interventions (ICU)

- Presence
- 1:1 Support (unscheduled)
- Coaching

- Mindfulness
- Quiet Space Available
- Massage/Acupuncture
- Gratitude

- Connecting Conversations
- CISM debriefs
- Ritual Creation

- Tech Support for Family Meetings
- Skill Workshops
- Family Orientation to Unit

INDIVIDUAL
TEAM
INNER
ENVIRONMENTAL

FORMATION
REDUCTION
STRESS