Team Member Resilience in a Pediatric Intensive Care Unit

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Background

• One in three healthcare providers suffer from burnout
• Burnout especially prevalent for those working with children
• Pediatric Intensive Care Units provide care on a broad spectrum
  • Life-saving treatment
  • End-of-life care
  • Frequent patient deaths
  • Ethical dilemmas
Need for Change in the PICU

- Range of patients seen in the PICU at the Children's Hospital of Richmond at VCU
- PICU RN turnover: 13%
- Magnet national average: 11%
Stress First Aid

- Adaptable peer support system
- Used by the military, first responders, and in healthcare
- Peers trained with practical tools
- Confidential
- Reduced isolation
# Foundational Principles of Stress First Aid

<table>
<thead>
<tr>
<th>READY (Green)</th>
<th>REACTING (Yellow)</th>
<th>INJURED (Orange)</th>
<th>ILL (Red)</th>
</tr>
</thead>
</table>
| **DEFINITION** | ▶ Optimal functioning  
▷ Adaptive growth  
▷ Wellness | ▶ Mild and transient distress or impairment  
▷ Always goes away  
▷ Low risk | ▶ More severe and persistent distress or impairment  
▷ Leaves a scar  
▷ Higher risk | ▶ Clinical mental disorder  
▷ Unhealed stress injury causing life impairment |
| **FEATURES** | ▶ At one’s best  
▶ Well-trained and prepared  
▶ In control  
▶ Physically, mentally and spiritually fit  
▶ Mission-focused  
▶ Motivated  
▶ Calm and steady  
▶ Having fun  
▶ Behaving ethically | ▶ Feeling irritable, anxious or down  
▶ Loss of motivation  
▶ Loss of focus  
▶ Difficulty sleeping  
▶ Muscle tension or other physical changes  
▶ Not having fun | ▶ Loss of control  
▶ Panic, rage or depression  
▶ No longer feeling like normal self  
▶ Excessive guilt, shame or blame | ▶ Symptoms persist and worsen over time  
▶ Severe distress or social or occupational impairment |
| **CAUSES** | ▶ Any stressor | | ▶ Life threat  
▶ Loss  
▶ Moral injury  
▶ Wear and tear | ▶ PTSD  
▶ Depression  
▶ Anxiety  
▶ Substance abuse |

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*Children's Hospital of Richmond at VCU*
Reacting vs. Injured

- Very common
- Bending from stress
- Temporary

- Less common
- Break from stress
- Leaves a scar
- Risk for stress illness/role failure
Initiation of SFA in the PICU

- High RN turnover hypothesized to be a result of burnout
- Research into programs to combat burnout/increase resiliency
- Increase in ethical challenges
- Advocated for peer support program
- Selection of 1st peer supporters
- Initial PICU SFA Training
- Beginning of SFA in the PICU
Stress First Aid Model

Seven Cs of Stress First Aid:
1. CHECK
   Assess, observe and listen
2. COORDINATE
   Get help, refer as needed
3. COVER
   Get to safety ASAP
4. CALM
   Relax, slow down, refocus
5. CONNECT
   Get support from others
6. COMPETENCE
   Restore effectiveness
7. CONFIDENCE
   Restore self-esteem and hope
Program Approach

Baseline measures were taken of PICU RN staff

Stress Continuum Model
Professional Quality of Life questionnaire (ProQOL)

These measures were repeated at 6 months post-implementation

Turnover data is routinely monitored by the organization
Team Member Resiliency Results

**Team Member Resiliency Results**

- Compassion
- Satisfaction
- Burnout
- Secondary Trauma

**Professional Quality of Life Scale (ProQOL)**

**Compassionate Satisfaction and Compassion Fatigue**

*ProQOL* Version 3.0

When you fulfill your values, your compassion for those you aid is enhanced. Below are some questions about your experiences, both positive and negative, as a helper. Consider each of the following questions about you and your current work. Circle the number that honestly reflects how frequently you experienced these situations last month:

1. I am happy.
2. I am preoccupied with more than one person (helped).
3. I get satisfaction from being able to help people.
4. I feel overextended to others.
5. I feel concerned by unmet needs.
6. I feel frustrated after working with those (helped).
7. I find it difficult to separate my personal life from my life as a helper.
8. I am not as productive at work because I am being stressed by traumatic experiences of a person (helped).
9. I think that I might have been affected by the traumatic stress of others (helped).
10. I feel trapped by my job as a helper.
11. Because of my help, I have felt on edge about various things.
12. I like my work as a helper.
13. I feel depressed because of the traumatic experiences of the people I helped.
14. I feel as though I am experiencing the trauma of someone I have helped.
15. I believe that I am losing some of the passion that I felt when I first started.
16. I am pleased with how I am able to keep up with (helping) techniques and protocols.
17. I am the person those relatives hoped to be.
18. My work makes me feel satisfied.
19. I had work out because of my work as a helper.
20. I have happy thoughts and feelings about those (helped) and how I could help them.
21. I have experienced because my case (work) had seemed endless.
22. I believe I can make a difference through my work.
23. I avoid certain situations or activities because they remind me of frightening experiences of the people I helped.
24. I am afraid of what I see in my work.
25. A member of my family has become more frightened by my work.
26. I had something (troubled) by the system.
27. I have thoughts about the outcome (outcome) as a helper.
28. I feel important parts of my work with trauma victims.
29. I am a very caring person.
30. I am happy that I chose to do this work.

**Please circle the following:**

<table>
<thead>
<tr>
<th>Years as an RN</th>
<th>Years in VCU's PICU</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1 years</td>
<td>0-1 years</td>
</tr>
<tr>
<td>2-3 years</td>
<td>2-3 years</td>
</tr>
<tr>
<td>4-6 years</td>
<td>4-6 years</td>
</tr>
<tr>
<td>7-10 years</td>
<td>7-10 years</td>
</tr>
<tr>
<td>&gt;11 years</td>
<td>&gt;11 years</td>
</tr>
</tbody>
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**Children’s Hospital of Richmond at VCU**
Team Member Resiliency Results

- Compassion Satisfaction remained steady
- Burnout decreased by 4%
- Secondary Trauma decreased by 2%
- More likely to assess stress level
- Stress level more likely to reflect the results of the ProQOL
Team Member Resiliency Results

![Bar chart showing percent clinical nurse all cause turnover, PICU from Q2 2017 to Q1 2019. The data indicates a decrease in turnover from Q2 2017 (9.27%) to Q1 2019 (2.71%).]
Questions?

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References


Church, K. (2019). Finding resilience: Children’s hospitals can take steps to improve employee resiliency as the industry faces a rise in burnout. *Children’s Hospitals Today.*
References


