

# Workforce resilience: How we bounce back

Megan Call, PhD  
Resiliency Center, University of Utah Health

1

## Phases of Disaster Reactions



Adapted from Zunin & Myers as cited in DeWolfe, D. J., 2000. [Training manual for mental health and human service workers in major disasters](#) (2nd ed., HHS Publication No. ADM 90-538). Rockville, MD: U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Mental Health Services.

2

## Reciprocal Domains of Well-Being



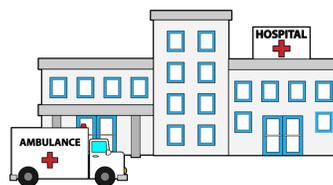
Redesigned for readability from Patty Purpur de Vries NEJM Catalyst (catalyst.nejm.org)

3

## Resilient Culture



Individual Factors



Organizational Factors



Work Unit Factors



National Factors

4

## Take a Break: For a Few Minutes or Days



<https://accelerate.uofuhealth.utah.edu/connect/why-you-need-to-take-a-break-the-myth-and-science-of-pushing-yourself>

5

Connection. Validation. Recognition.

6

*"That's me: depressed."*

*"I've been getting really angry, which isn't like me."*

*"Things are just so uncertain."*

*"I'm exhausted."*

*"I'm lonely."*

*"I'm weary."*

*"I feel so overwhelmed to the point I feel paralyzed."*

*"I don't know if I'm saying the right thing."*

*"We're keeping it together for our patients but not for each other."*

*"Patients are starting to notice."*

7

## Perceived Support

Protective factor against harmful impact of stress.

Associated with:



patient safety, teamwork, participation, accountability,  
& work-life balance.



delays in care delivery, disruptive behavior, burnout.

1. Cohen, 1992; Collins & Feeney, 2000; Sarason, Sarason, & Gurung, 1997. 2. Frankel, Adair, Sexton 2019

8

How true are the following statements about your peers at work?

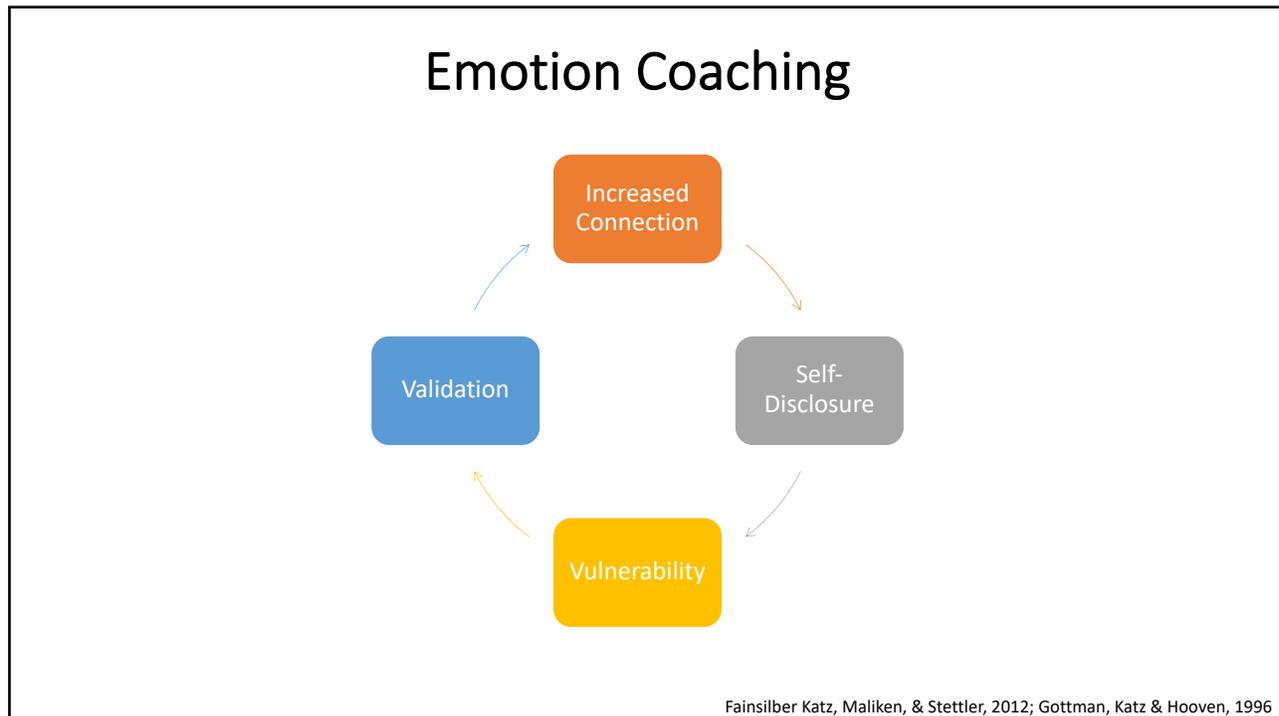
My peers at work...	Not at all true	Somewhat true	Moderately true	Very true	Completely true
a. Listen empathetically when I talk about work-related stress					
b. Lift me up when I'm having a difficult day					
c. Help me find solutions to work problems					
d. Pitch in when I need help with my work					

9

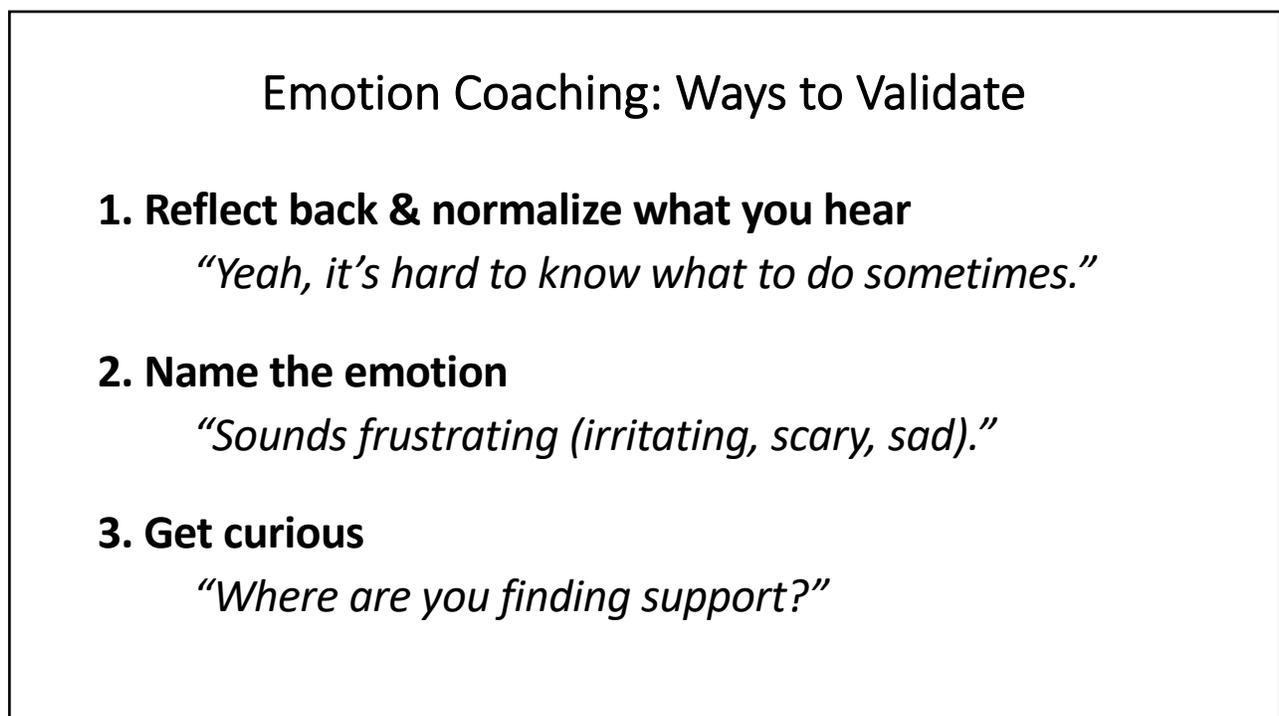
STRESS & DISTRESS → "I NEED TO FIX THIS."

STRESS & DISTRESS → "THIS IS AN OPPORTUNITY TO CONNECT."

10



11



12

## Say This

- That sounds really tough.
- That sounds frustrating/ sad/ scary.
- You're really worried.
- You're wondering what's going to happen.
- I can tell how hard you're working.
- Are you ok?
- What are you doing to take care of yourself?

## Not This

- At least you have a job.
- You'll get over it.
- You shouldn't feel that way.
- I don't know why you're so upset?
- You should think more positively.
- Unsolicited advice.
- Nothing.

Ensell, 2011; Sexton, 2020

13

## Practice

Colleague: "That's me: depressed."

**You: "What? Not you, we need you!" vs. "Yeah, a lot of people are feeling that way right now. What's it like for you?"**

Colleague: "I just feel tired all the time and I get overwhelmed so easily."

**You: "You should probably get more sleep." vs. "It makes sense. You're doing a lot."**

Colleague: "I know. I just wish I knew when it was going to get better."

**You: "Yeah, you can't think about that." vs. "Oh man, I hear you. Anything that you've done lately that's been helpful?"**

14

## Duke Center for Healthcare Safety and Quality

Home
About ▾
Research ▾
THRIVE ▾
Resources ▾

### Resilience Tools



**Who** Adults age 18 and up are eligible.

**What** The resilience tools are evidence-based, interactive, and specifically designed for busy healthcare workers. Interventions last between 3-15 days. Participants will receive prompts for the tools via email or text message.

**Why** Burnout impacts 1 out of 3 healthcare workers, and there are simple tools that help individuals recover from burnout. Participation in these tools will potentially enhance your own well-being, and the well-being of your co-workers and patients. Participation will contribute to research on interventions for healthcare worker burnout.

<https://www.hsq.dukehealth.org/tools/>

**[bit.ly/joyreflections](https://bit.ly/joyreflections)** | 2 minutes | 8 days  
Simple joys. Cultivate joy and playfulness.

**[bit.ly/awetool](https://bit.ly/awetool)** | 10 minutes | 2 days  
Cultivate awe.

**[bit.ly/gratttool](https://bit.ly/gratttool)** | 10 minutes | 2 days  
Cultivate gratitude.

**[bit.ly/start3ft](https://bit.ly/start3ft)** | 2 minutes | 8 days  
3 Funny Things. Cultivate humor.

**[bit.ly/wlbtool](https://bit.ly/wlbtool)** | 2 minutes | 4 days  
Cultivate work-life balance.

**[bit.ly/fwdtool](https://bit.ly/fwdtool)** | 2 minutes | 8 days  
Looking Forward. Cultivate hope.

**[bit.ly/inttool](https://bit.ly/inttool)** | 5 minutes | 3 days  
Interest Tool. Cultivate engagement.

**[bit.ly/3goodminutes](https://bit.ly/3goodminutes)** | 3 minutes | 8 days  
3 Good Minutes. Cultivate mindfulness.

**[bit.ly/doortool](https://bit.ly/doortool)** | 10 minutes | 2 days  
1 Door Closes, Another Opens. Cultivate perspective.

15

### A situation vs. a slog

*“Wake me when it’s over,” is a natural instinct during a short-term interruption in our usual pattern. A crisis is there to be managed or waited out. The goal of each day is to simply get through it. Until things are back to normal.*

*But sometimes we’re dealing with a slog. Where the number of days is not small enough to simply throw them away. In a slog, the pattern of only getting by undervalues our days and diminishes our ability to contribute.*

*During a slog, we have a chance to accept a new normal, even if it’s temporary, and to figure out how to make something of it. You don’t have to wish for it, but it’s here. There’s very little value in spending our time nostalgic for normal.*

*When we get to the other side of the slog and look back, what will we have contributed, learned and created?*

Seth Godin

<https://seths.blog/2020/05/vs-a-slog/>

16

17th Annual **Utah**  
**TRAUMA**  
Network **2020**

# Q & A

---