

Building Resilience in Your Team

ICCER Responsive Behaviours Symposium
20 February 2019

Tammy Damberger NP MN GNC(C) DCA
Palliative Care, Continuing Care, Edmonton Zone, Alberta Health Services

Lynne Moulton BScN, GNC(C)

Disclosure

The presenters declare no conflict of interests in regards to this presentation.

Building Resilience in Your Team

Knowledge to assist you and the members of your team in understanding what it takes to be resilient.

We will discuss

- Resilience and its key components
- Avoidance of Burnout and/or Compassion fatigue
- The intersection of generational, cultural and/or organizational differences
- Highlight strategies to build resilience


What is resilience?

- ‘The process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress – such as family and relationship problems, serious health problems or workplace and financial stressors’
- ‘bouncing back’ from difficult experiences.

American Psychological Association retrieved January 2019

- ‘The capacity to recover quickly from difficulties; toughness’

Merriam-Webster Dictionary retrieved January 2019



Resilience -
Part of who we are
We build in ourselves
We build in each other'

Sheryl Sandberg

*'Together...we generate
bolder ideas and more
vibrant imagery than we
would alone'*

Sandberg and Grant



Teams

- A team is a “group in which people work interdependently to accomplish a goal”
 - Capacity for positive adaptation
 - A psychosocial process where positive adaptation occurs gradually, often requiring numerous shifts of thought and ways of getting things done.
- These involve the mobilization of a variety of personal, professional and organizational resources



'Along with shared hope and experiences, shared narrative can build collective resilience'.

Sandberg and Grant

Qualities of Resilient Teams

- **Team learning opportunities**
 - Reframe challenges
- **Positive relationships**
 - Lead to an environment of trust and safety
 - Communication
- **Clear sense of purpose**
 - Positive goals
- **Diversity amongst members**
 - Acknowledges the value of each member
 - Differences as strengths

Resilient Teams

- Build mutual trust
- Build mutual accountability
- Build commitment
- Build the team
- Build your own resilience

Attention to work-life balance, optimistic mindsets, taking time out, staying connected and finding your own meaning in what you do

'All resilient teams share one thing: an ability to manage many interests while serving a purpose that is larger than the interests of any one person'

Eric Greitens



'Conversational capacity isn't just another aspect of teamwork – it defines it. A team that cannot talk about its most pressing issues isn't really a team at all. It's just a group of people that can't work together effectively when it counts'. Craig Weber






'People form bonds when they share things. We become close to the people with whom we discover the world'. Eric Greitens

What is Burnout?

Definition of Burnout

- Exhaustion of physical or emotional strength or motivation usually as a result of prolonged stress or frustration.
- A person suffering from burnout

<https://www.merriam-webster.com/dictionary/burnout>

A scenic landscape at sunset. In the foreground, there is a grassy hill with a small palm tree on the right. In the middle ground, a large bridge with multiple arches spans across a body of water. The sun is low on the horizon, creating a warm, orange glow. The sky is a mix of orange and blue.

Burnout is the index of dislocation
between what people are and what they
have to do. It represents an erosion in
values, dignity, spirit, and will – an
erosion of the human soul

Maslach & Leiter, 1997

Burnout

- **Stages of Burnout**

- Enthusiasm – “Extra Effort”
- Stagnation – “In a Rut”
- Frustration – “Hopelessness and/or Powerlessness”
- Apathy – “Automatic Pilot”
- Burnout – “Resentment”

- **Happens in phases including**

- Burnout
- Compassion Fatigue
- Emotional Exhaustion

‘Burnout and Compassion Fatigue: A Guide for Mental Health Professionals and Care Givers’ Christine Florio, 2010

Seven Areas of Burnout Creation and Burnout Prevention

Burnout Creation

Burnout Prevention

Work overload

vs

Lack of control

vs

Insufficient reward

vs

Breakdown of community

vs

Unfairness

vs

Significant value conflict

vs

Lack of fit (incongruence

vs

Sustainable workload

Feelings of choice and control

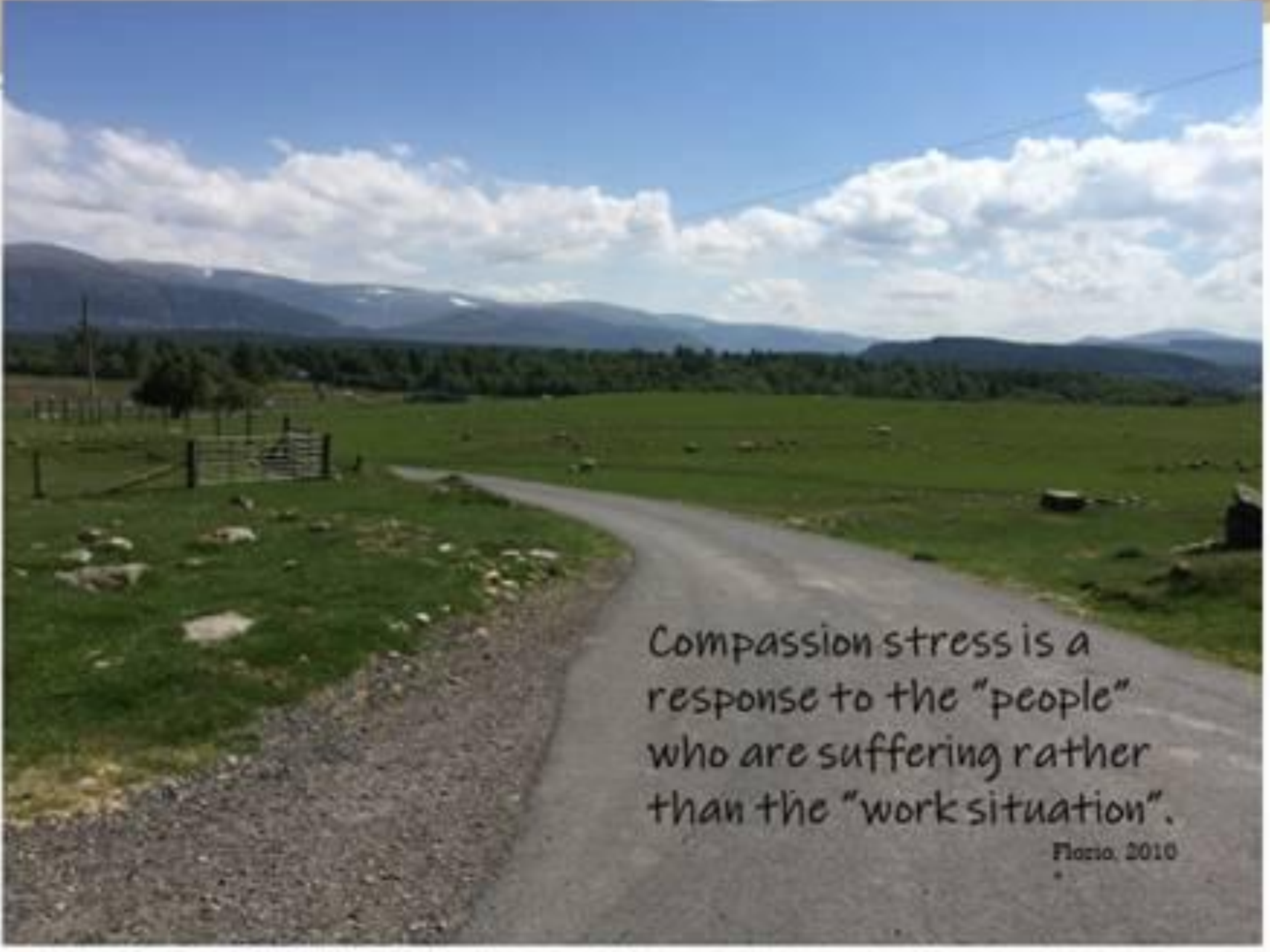
Recognition and reward

A sense of community

Fairness, respect, and justice

Meaningful, valued work

High job- person fit

A scenic landscape featuring a paved road that curves from the foreground into a vast green field. In the distance, there are rolling hills and mountains under a bright blue sky filled with fluffy white clouds. A wooden fence is visible on the left side of the road. The overall atmosphere is peaceful and open.

Compassion stress is a
response to the "people"
who are suffering rather
than the "work situation".

Florio, 2010

What is Compassion Fatigue?

Definition of Compassion Fatigue

- **Medical:** the physical and mental exhaustion and emotional withdrawal experienced by those who care for sick or traumatized people over an extended period of time.
 - “ Unlike burnout, which is caused by everyday work stresses (dealing with insurance companies, making treatment choices), *compassion fatigue* results from taking on the emotional burden of a patient's agony.” — Tim Jarvis
- Apathy or indifference toward the suffering of others as the result of overexposure to tragic news stories and images and the subsequent appeals for assistance

What is Transference and Countertransference?

Definition of Transference

- An act, process, or instance of transferring: conveyance, transfer.
- The redirection of feelings and desires and especially of those unconsciously retained from childhood toward a new object (such as a psychoanalyst conducting therapy)

<https://www.merriam-webster.com/dictionary/transference>

Definition of Countertransference

- Psychological transference especially by a psychotherapist during the course of treatment *especially*: the psychotherapist's reactions to the patient's transference
- The complex of feelings of a psychotherapist toward the patient

<https://www.merriam-webster.com/dictionary/countertransference>

What is Personalization and Perfectionism?

Personalization

- Form of a cognitive error of distortion whereby a helping relationship misinterprets or internalizes the therapeutic relationship, or the dynamics of that relationship, as a personal issue, achievement, or failure.

Florio, 2010

Definition of Perfectionism

- A disposition to regard anything short of perfection as unacceptable

<https://www.merriam-webster.com/dictionary/perfectionism>

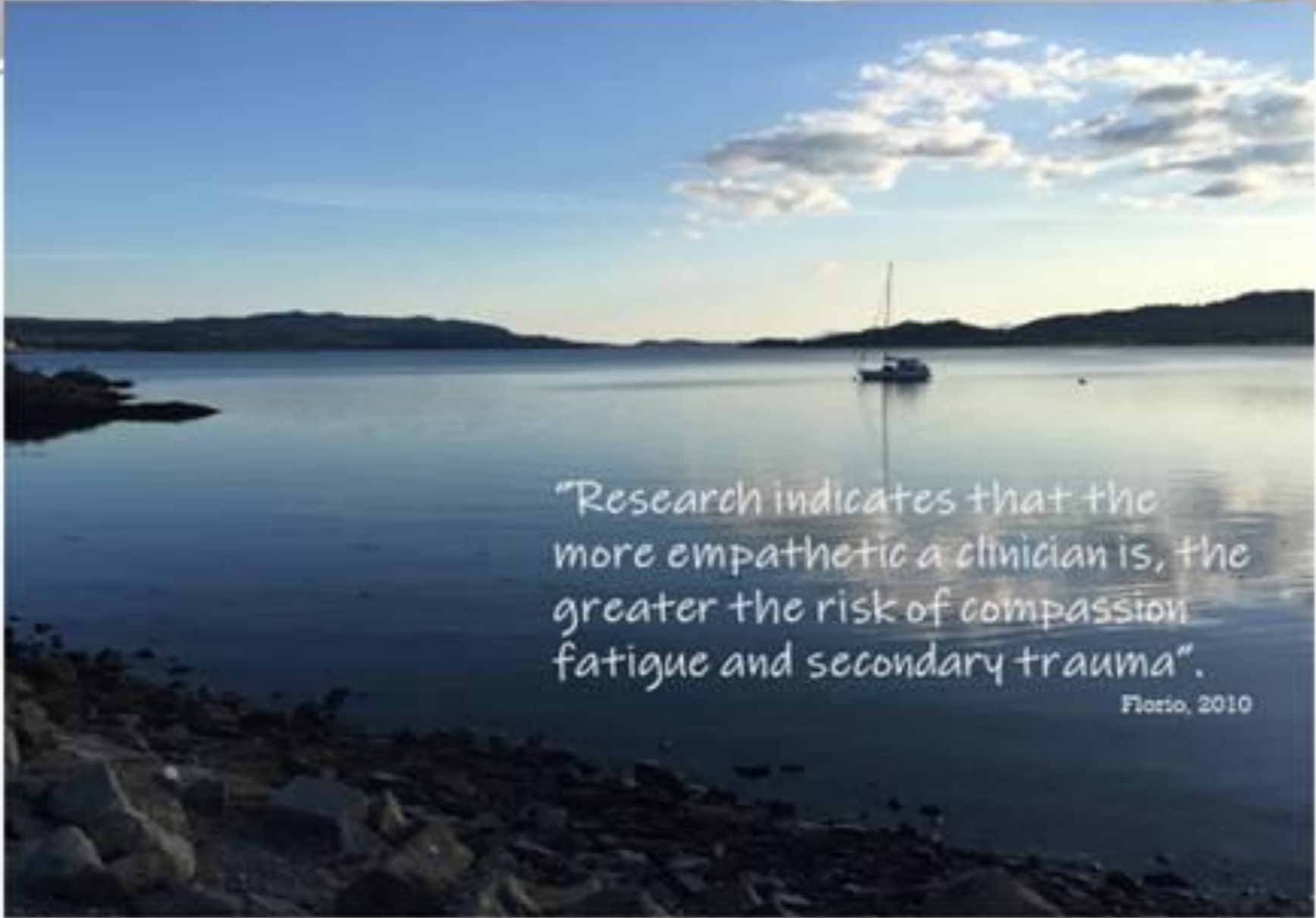


Perfection...
Drummond Castle
Scotland

What is Vicarious Trauma?

Vicarious Trauma

- Traumatic stress reactions that result from critical or emergency clinical work.
- Result of the helper being directly involved with a patient or situation in a crisis, disaster, or other forms of acute traumatic events.
- Vicarious or secondary stress trauma is a result of the symptoms of post-traumatic stress disorder experienced by a patient, which are then internalized by the clinician.



"Research indicates that the more empathetic a clinician is, the greater the risk of compassion fatigue and secondary trauma".

Florio, 2010

Initial warning signs of compassion fatigue

- Anger
- Sadness/ Low moral
- Negativity
- Obsession with detail
- Grief
- Anxiety
- Depression
- Headaches
- Physical fatigue
- Stomach-aches
- Constipation
- Self- isolation/withdrawal from activities outside of work
- Mood swings/ irritability
- Relationship problems with spouse and or family
- Avoidance of certain types of patients
- Tardiness
- Detachment
- Lack of motivation/ Task avoidance

Progressive warning signs of compassion fatigue

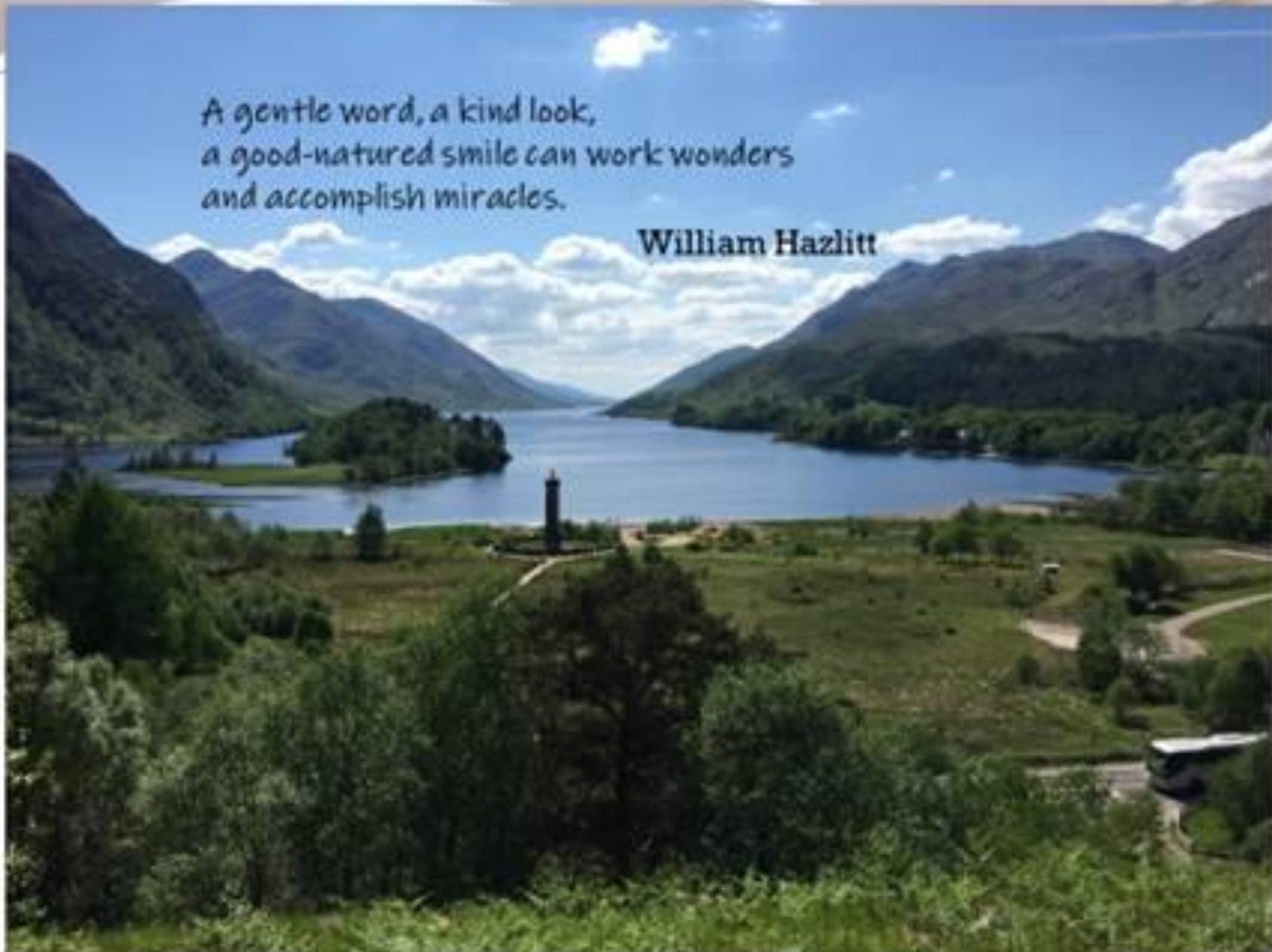
- Insomnia
- Elevated startle response
- Hypervigilance
- Flashbacks
- Preoccupation with patients and families
- Feeling trapped in the helper's role
- Inability to separate personal from professional life
- Feeling that money, rather than personal fulfillment, is the only motivation for work
- Sense of worthlessness
- Resentment toward work/clients

Progressive warning signs of compassion fatigue (2)

- Increased physical illness
- Increased fatigue
- Physical exhaustion
- Substance abuse
- Depression
- Anxiety
- Extreme lack of motivation
- Memory problems/ confusion
- Breakdown of normal functioning and coping skills
- Irritability

*A gentle word, a kind look,
a good-natured smile can work wonders
and accomplish miracles.*

William Hazlitt



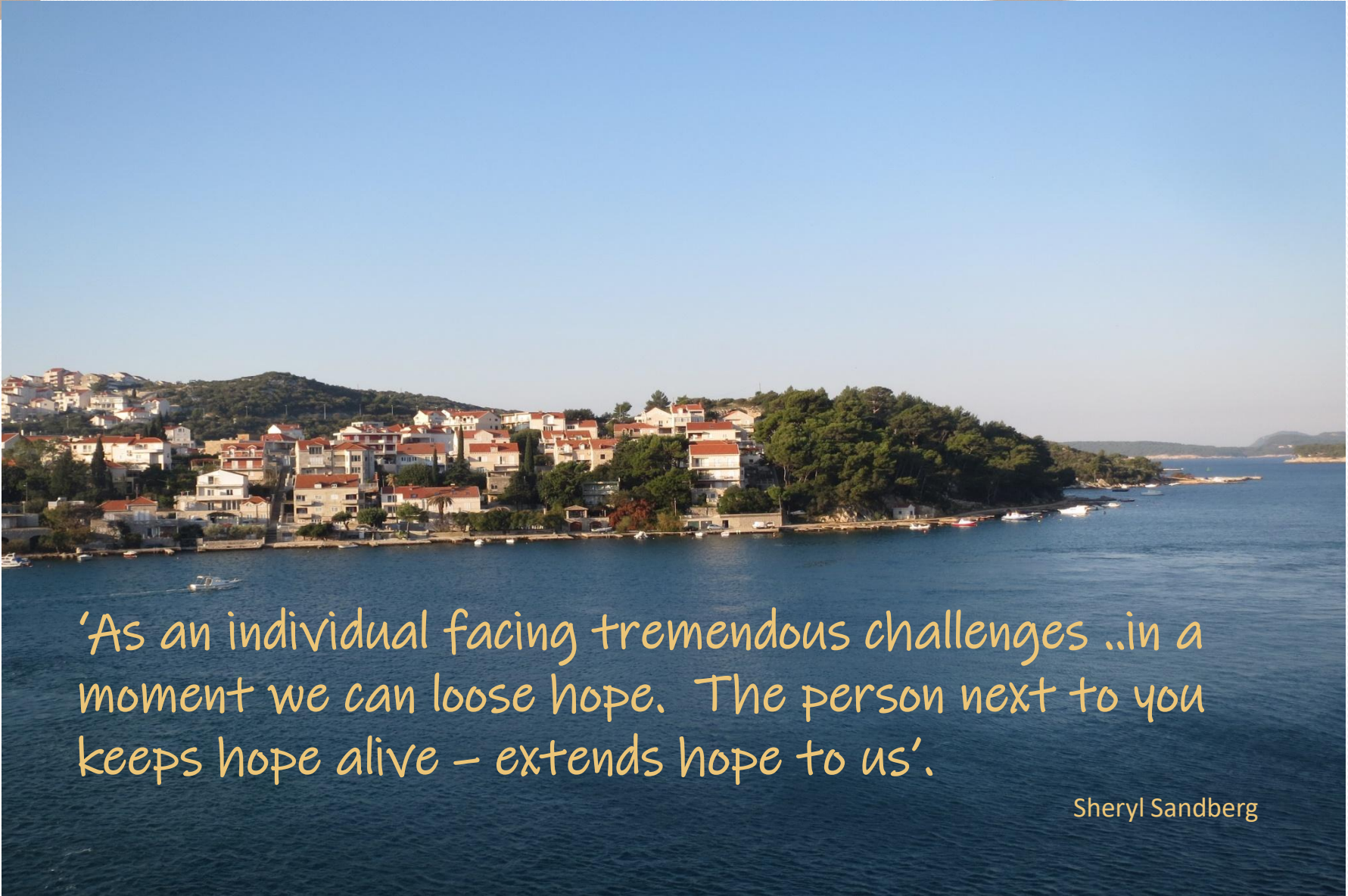
Strategies for avoiding Burnout and Compassion Fatigue

Strategies

- Develop good working relationships with supervisors and co-workers
- Develop a personal plan for stress relief
- Evaluate your lifestyle
- Counseling
- Siesta
- Look around you/ create a stress free environment
- Know when to say when/ Boundaries

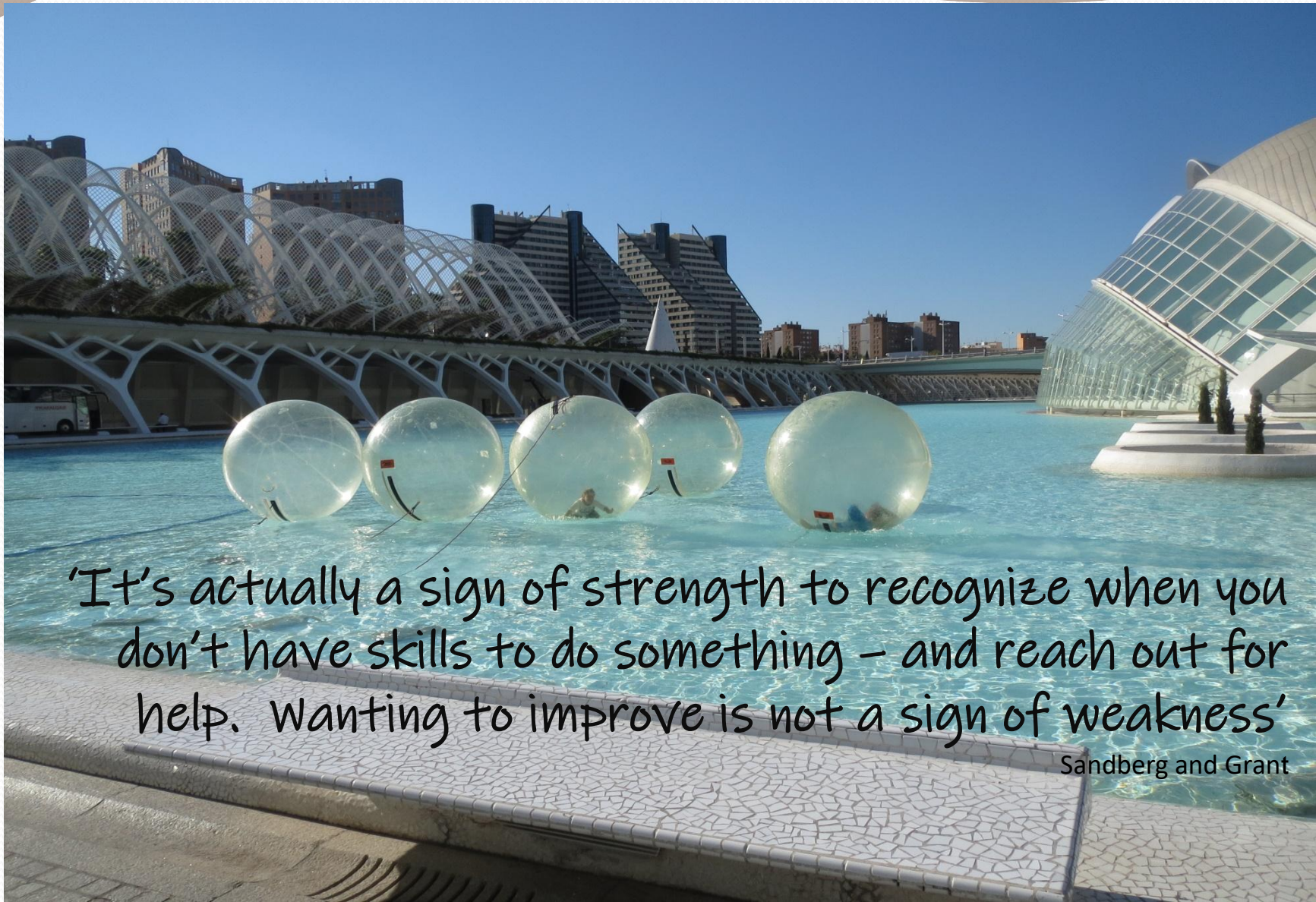
Strategies for avoiding Burnout and Compassion Fatigue (2)

- Ask for help
- Humor
- Music
- Creativity
- Do not skip vacations
- Exercise
- Avoid office gossip and politics
- Take a class
- Journal/blogging
- Turn off your phone



'As an individual facing tremendous challenges ..in a moment we can loose hope. The person next to you keeps hope alive – extends hope to us'.

Sheryl Sandberg



'It's actually a sign of strength to recognize when you don't have skills to do something – and reach out for help. Wanting to improve is not a sign of weakness'

Sandberg and Grant

Diversity - Generations

Generations – a cohort of individuals who have shared experiences

- **Cross generational communication**
 - Mixed modes of communication – face to face, staff meetings, telephone, email, text, blog, websites, bulletin board (physical and virtual), social media
- **Styles / self-expression**
- **Socialization**
 - Role, team/ work environment (orientation)
 - Transition into practice
 - Language / health care jargon

Diversity - Culture

Culture -

- A person's culture will have an impact on how they communicate feelings and deal with adversity.
 - Includes family / community; socialization, ethnicity
 - Language, geographic origins
- How the person connects with significant others, including family, colleagues, community
 - Values; connection / commitment



'Mastery lives
quietly atop a
mountain of
mistakes'.

Eric Greitens

'Nothing great is done alone'

Sandberg & Grant



Resilient Organizations

Groups, organizations and communities can develop a 'culture of resilience' the ability to rebound from untoward adversity

- People prosper from success
- People learn while observing others
- Encouragement, support and mentoring
- Provide basic training in how to manage personal stress
- Invest in the client, all levels of staff

'Just as all people need resilience, all organizations do too. When failures, mistakes and tragedies happen, organizations make choices that affect the speed and strength of their recovery – and often determine whether they collapse or thrive'

Sandberg and Grant



*'Resilient communities have strong social ties –
bonds between people, bridges between groups, and
links to local leaders'*

Sandberg and Grant



Building Resilience (1)

- **Make connections**
 - Good relationships; Accepting help and support
 - Being active; Assisting others in their time of need
- **Avoid seeing crisis as insurmountable problems**
 - You can change how you interpret and respond
- **Accept that change is a part of living**

Building Resilience (2)

- Move toward your goals
 - ‘What is the one thing I know I can accomplish today that helps me move in the direction I want to go?’
- Take decisive actions
 - Wishing is not an action
- Look for opportunities for self-discovery
- Nurture a positive view point
 - Developing confidence in your ability to solve problems

Building Resilience (3)

- **Keep things in perspective**
 - Capacity to manage strong feelings and impulses
- **Maintain a hopeful outlook**
- **Take care of yourself**
 - Your mind and body primed to deal with situations
- **Additional ways of strengthening resilience**
 - Writing / journal; meditation; spiritual practices

End Notes



'Often when you think you're at the end of something, you're at the beginning of something else'

Fred Rogers



'People will forget what you
said, people will forget what you
did, but people will never forget
how you made them feel'

Maya Angelou



Thank you!



Questions?

Resources

American Psychological Association 'Road to Resilience' Retrieved January 2019
<https://www.apa.org/HELPCENTER/road-resilience>

Balmer, R. (2015) 'Five Steps to Building a Resilient Team' Executive Central
Retrieved January 2019 www.executivecentral.com.au

Borysenko, J.; with her Facebook friends (2011) Fried: Why you burn out and how to revive. Hay House

Clipper, B. (2013) The Nurse Manager's guide to an inter-generational work force. Sigma Theta Tau International Honor Society of Nursing

Everly, GS. (June 2011) Building a resilient organizational culture. Harvard Business Review retrieved January 2019 <https://hbr.org>

Ferguson, T. (May 2018) What is Resilience and how can you build it in Your Team? Retrieved January 2019 <https://www.leadingteams.net.au/resilience-build-your-team/>

Resources (2)

Florio, C. (2010) Burnout and Compassion Fatigue: A Guide for Mental Health Professionals and Care Givers

Great West Life, Centre for Mental Health in the Workplace (2016) 'Building stronger teams: Supporting effective leaders'. Retrieved January 2019

www.workplacestrategiesformentalhealth.com

Greitens, E. (2015) Resilience: Hard-won wisdom for living a better life Houghton Mifflin Harcourt

Kabat-Zinn, J. (1994) Wherever you go there you are: Mindfulness meditation in everyday life (10th anniversary edition) Hyperion

Kyer, 2016. Surviving compassion fatigue: Help for those who help others.

Merriam-Webster Dictionary – <https://www.merriam-webster.com/dictionary>
Retrieved January 2019

Resources (3)

Montming, Z. (2016) 21 Days to Resilience: How to transcend the daily grind. Deal with the tough stuff and discover your strongest self. Harper Collins

Rezek, C. (2015) Mindfulness for Carers: How to manage the demands of caregiving while finding a place for yourself. Jessica Kingsley, London

Rodin, J. (2014) The Resilience Dividend: Being strong in a world where things go wrong. Public Affairs Books

Sandberg, S. & Grant, AM. (2017) Option B: Facing adversity, building resilience and finding joy. WH Allen

Skovholt, T. & Trotter-Mathison, M. (2016) The Resilient Practitioner. Burnout and compassion fatigue prevention and self-care strategies for the helping professions

Resources (4)

Soon, S. & Prabhakaran, SG. (2017) Research Report: Team Resilience: An exploratory study on the qualities that enable resilience in teams Civil Service College, Singapore Retrieved January 2019

Snow, S. (2018) Dream Teams: Working together without falling apart. Portfolio/Penguin

Thich Nhat Hanh (2008) 'Work: How to find joy and meaning in each hour of the day' Parallax Press

Weber, C. (2013) Conversational Capacity: The secret to building successful teams that perform when the pressure is on. McGraw Hill

*'Words can travel thousands of miles
May my words create mutual understanding and love.
May they be as beautiful as gems,
.....as lovely as flowers'.*

Thich Nhat Hanh

