

# The Positive Influence of Palliative Care on Organizational and Team Wellness

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Chief Wellness Officer (formerly Corporate Medical Director, Palliative Care Services), Hackensack Meridian Health Network

**Lisa Vitucci, LCSW-R**

National Director of Social Work Training and Education, Prospero Health

February 25, 2020

# Join us for upcoming CAPC events

## → Upcoming Webinars:

- **Cultivating Resiliency as a Palliative Care Program Leader**  
Tuesday, March 10 at 12:30pm ET
- **Addressing the Changing Hospice Landscape**  
Monday, March 16 at 12:30pm ET

## → Virtual Office Hours:

- **Improving Team Effectiveness**  
Thursday, February 27 at 3:00pm ET
- **Evaluating Models for Palliative Care in the Community**  
Monday, March 9 at 2:00pm ET

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# Disclosures

→ There are no disclosures to make.

# Objectives

1. Describe a culture of wellness for a team and organization.
2. Discuss what markers indicate that an organization and senior leadership is committed to preventing burnout and creating a healthy, engaging work environment.
3. Define reasonable professional boundaries to support in creating a culture of wellness on the team.

# Agenda

- 15 min - Overall Review of Wellness
- 20 min - Organization and Senior Leadership  
Commitment to a Healthy, Engaging Work Environment
- 10 min - Creating a Culture of Wellness on the Team
- 15 min - Question and Answer

# Polling Question

→ How many people work in an organization that has a strategic plan for a healthy environment?

# Historical Perspective of this Webinar

- In February 2019, a CAPC webinar on burnout was held.
- It focused on individual and discipline specific aspects of burnout.
- This year, we return to some of the themes but want to focus at more at an organizational level on wellness.



# Policy Changes Key To Promoting Sustainability and Growth of the Specialty Palliative Care Workforce

## Health Affairs June 2019 38:6 - 1-10

*There is an immediate need for policies that support high-value, team-based palliative care through expansion in all segments of the specialty palliative care workforce, combined with payment reform **to encourage the deployment of sustainable teams.***

# Policy Changes Key to Promoting Sustainability and Growth of the Specialty Palliative Care Workforce

## Health Affairs June 2019 38:6 - 1-10

- No differences in the prevalence of burnout by clinical role.
- Nurses had the highest mean score for professional fulfillment (18.1; SD: 4.2), followed by physicians (17.9; SD: 4.5), social workers (17.4; SD: 4.4), and others (17.0; SD: 4.5).
- Recommend policies that prevent the worsening of the burnout rate and support resilience.
- ***Our results show relatively low burnout compared to other medical specialties and only minor effects on the sustainability of the physician workforce.***
- One protective factor supporting the low rate may be working within interdisciplinary teams of clinicians who share responsibility for care delivery.

# Frameworks for Joy in Work or Healthy Work Environments

# Work Environments

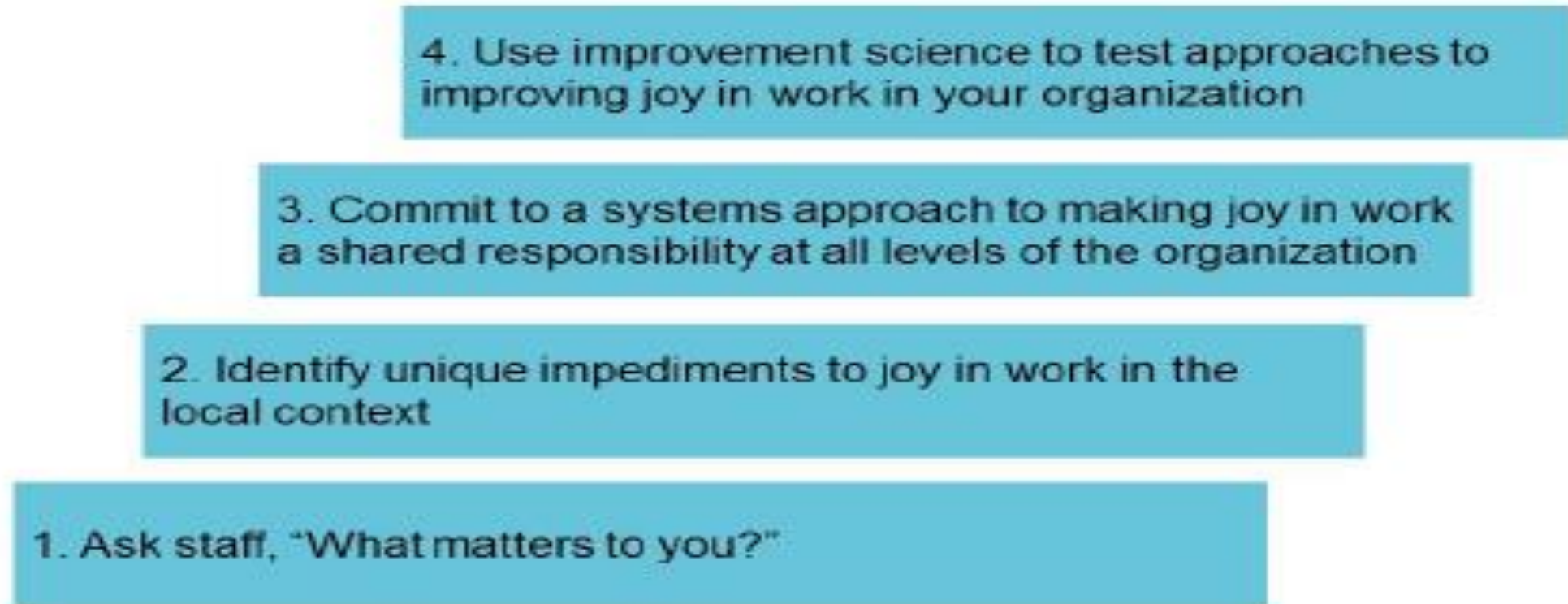
- Per Institute of Health Improvement – **burnout an epidemic**
- 2017 Joy in Work paper
  - **Joy** in Work to be **positive** since clinicians positively impact patients
  - **Joy** to focus on the **connection** of people working together to **develop innovation**
  - **Joy** to promote **change**

**Figure 2. IHI Framework for Improving Joy in Work**



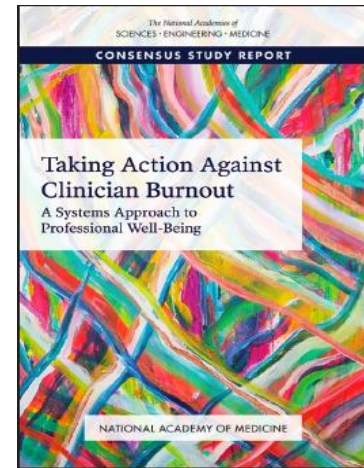
# IHI 2017 Schema for Joy in Work

**Figure 1. Four Steps for Leaders**



# National Academy of Medicine

## Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being



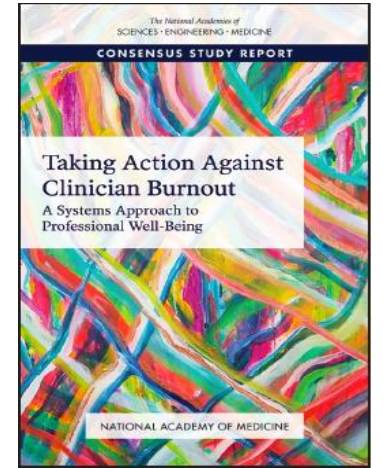
- **Mitigating clinician burnout and supporting professional well-being is essential to providing high-quality patient care.**
- **Addressing burnout requires improving the design and organization of the environments in which clinicians train and work.**
- **Leaders in health care organizations and health professions educational institutions, federal agencies, health information technology stakeholders, state licensing boards, and health system credentialing bodies **must all work together to reduce clinician burnout and foster professional well-being.****

*October 2019*



# National Academy of Medicine

## Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being



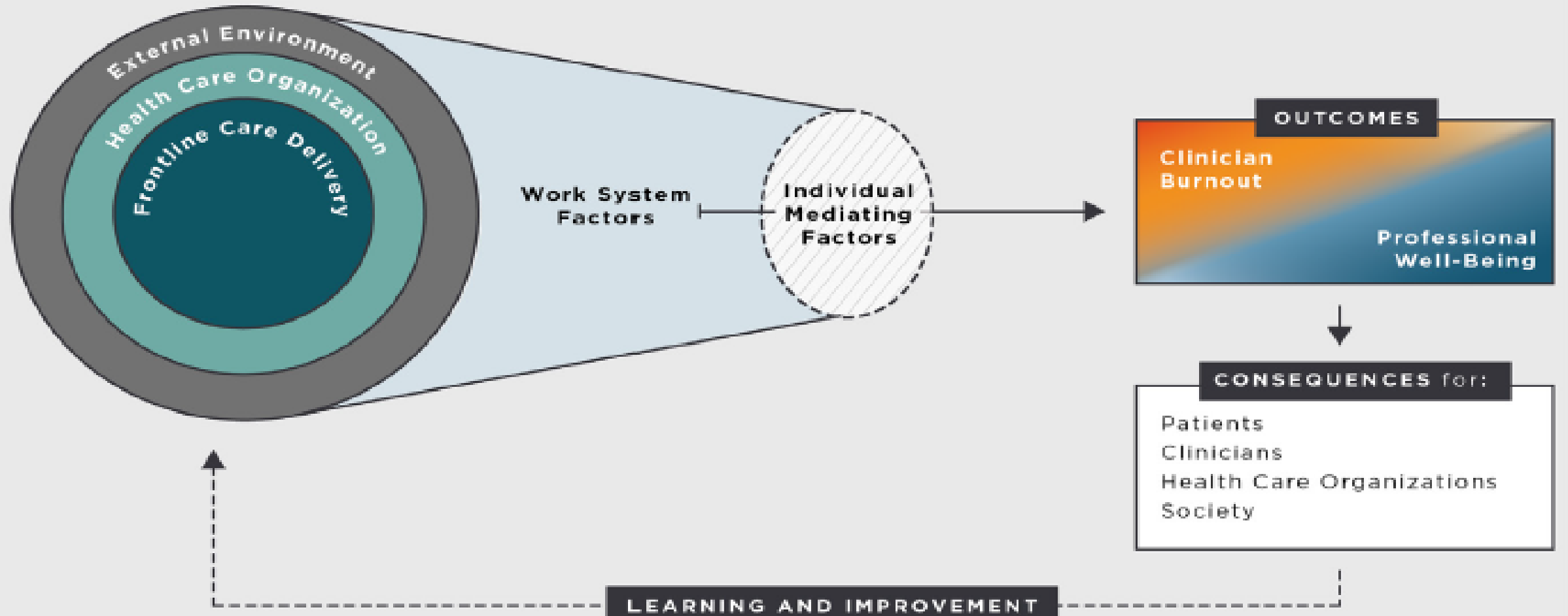
### Recommendations

- **GOAL 1. CREATE POSITIVE WORK ENVIRONMENTS**
- **GOAL 2. CREATE POSITIVE LEARNING ENVIRONMENTS**
- **GOAL 3. REDUCE ADMINISTRATIVE BURDEN**
- **GOAL 4. ENABLE TECHNOLOGY**
- **GOAL 5. PROVIDE SUPPORT TO CLINICIANS AND LEARNERS**
- **GOAL 6. INVEST IN RESEARCH**

*October 2019*



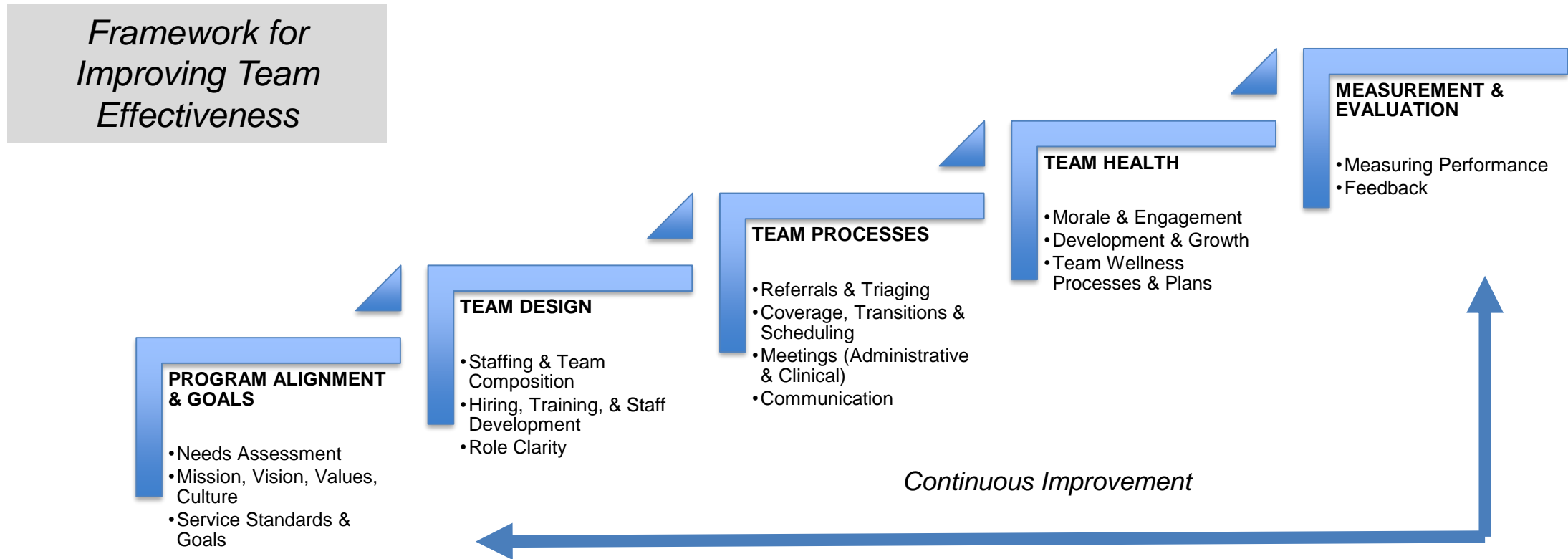
# A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING





**Healthy Work Environment 2019 American Association of Critical Care Nurses**

# Fundamental to Quality Palliative Care is a High-Functioning Interdisciplinary Team (IDT)



Source: CAPC's Team Effectiveness Tools & Resources [www.capc.org](http://www.capc.org)

# CARE

- C = Compassion
- A = Awareness
- R = Responding Resiliently
- E = Empowerment

Compson J. CARE heuristic for addressing burnout in Nurses. Nurs Ed Prac. 2015;5(7)63-74.

# Polling Question

→ How many people work in an organization that has a strategic plan for a healthy environment?

# Background & Wellness Journey

*Lisa Vitucci*

- Background as hospice bereavement social worker and palliative care social worker
- One of the founders of a home-based palliative care program with ProHEALTH New York, which has grown into a national company called Prospero Health
- Recognized early on the need for team health activities on a regular basis (i.e.: Humor, Family Feud, Wacky Wednesday, off-site wellness summits)
- Use of self as example, especially when slipping out of a self-care routine

# Lessons Learned & Practical Tips

*Lisa Vitucci*

- Create a culture of kindness and self-care from beginning (interview process, training)
- Need for consistent, routine wellness check in, pro-active vs. reactive
- Social Work profession has routine supports built in with clinical supervision (individual and group), all disciplines should have a routine touch base
- Can't force happiness or fun, wide range of options (self-assessment vs. wellness summit)
- Important to adapt wellness activities to local culture
  - What worked in one region or site may not work in another

# Background & Wellness Journey

*Kristin Edwards*

- Interest started with a Fellow Lecture 10 years ago
- Integrated wellness into Medical Director role from the beginning
- Reached a career plateau and felt the need and passion to make wellness part of personal career development and growth
  - Asked for and senior administration created a senior wellness leadership role
  - Advocated for and received opportunities and wellness resources
- Formally created a leadership position and title in August 2019 to bring attention to wellness at the organizational level
  - Reinforced commitment to create a “culture of wellness”



# Lessons Learned & Practical Tips

*Kristin Edwards*

- Palliative care and wellness have many parallels
  - Pioneering fields that require an investment in “doing the right thing”
  - Supports clinicians with the most difficult/time-consuming work
- Work collaboratively with leadership to establish a culture of wellness
  - Meaningful commitment (e.g. yoga while good, does not help with workload)
- If you are leader, be firm in protecting the team from unreasonable workload
- Build in wellness as part of the team’s regular work
  - Just like we do for our patients, acknowledge tough cases, etc.
  - Celebrate your and your colleagues’ successes!
- Ask the team – *what would be helpful?*
- Build wellness in from the start (e.g. onboarding process)

# Background & Wellness Journey

*Amy Frieman*

- Drawn to the humanities in medical school and residency
- Attending physician, Visiting Doctors' Program
  - Resident creative projects
  - Narrative Medicine course for medical students
- Corporate Medical Director, Palliative Care
  - Focus on interdisciplinary team (IDT) wellness
- Chief Wellness Officer
  - Focus on clinician wellness across the network

# Lessons Learned & Practical Tips

*Amy Frieman*

- Self-care is not enough
  - Wellness interventions must also focus on team and organizational dynamics
  
- Clearly define the team's mission and culture
  
- Team health doesn't happen by accident
  - Regular part of team's activities
  - Foster open communication and connection

**Voices from the Field**

**Comments from Participants**

## Attributes of Healthy Teams

- Well-defined program mission, vision, and goals
- Roles clearly delineated for each clinician/discipline, with acceptance that aspects of palliative care are shared across disciplines
- Shared team values that are consistently articulated
- Established lines of staff accountability, reporting, and supervision
- Clear work and productivity expectations
- Constructive and routine staff evaluation process
- Established/routine team health activities
- Demonstrated respect and appreciation for individual team members and team as a whole
- Open communication among staff members to resolve conflicts, promote trust, and work to achieve common goals
- Strong leadership skills of palliative care program leader(s)

Source: Strategies for maximizing the health/function of palliative care teams, CAPC, 2014.

# Wellness on a Team Level Level

- 1. Establish roles and responsibilities.**
- 2. Move from reactive to proactive mode.**
- 3. Listen to the team and its shared experience.**
- 4. Find out what brings the team together.**
- 5. Give the team permission to feel good about what they do.**

Source: Strategies for maximizing the health/function of palliative care teams, CAPC, 2014.

**SUMMARY –**

**WELLNESS IS DELIBERATE.**

# Thank you!

## Questions and Discussion



# Articles

- [Prevalence and Predictors of Burnout among Hospice and Palliative Care Clinicians in the U.S.](#) *Journal of Pain and Symptom Management*
- [It Is Like Heart Failure. It Is Chronic...and It Will Kill You”: A Qualitative Analysis of Burnout Among Hospice and Palliative Care Clinicians](#), *Journal of Pain and Symptom Management*
- Altilio T, **Dahlin C**, Remke SS, Tucker R, Weissman D. (2014). Strategies for maximizing the health/function of palliative care teams: a resource monograph. Center to Advance Palliative Care (CAPC). New York, NY: Center to Advance Palliative Care.

# Improving Team Effectiveness Series

- Keep the conversation going in the *Improving Team Effectiveness* virtual office hours. Next session in March. Register on [capc.org](http://capc.org) or CAPC Central Virtual Office Hours pages.
- Check out our new *Quick Tips* on the Improving Team Effectiveness page in CAPC Central
- Join us for upcoming webinars on other Team Effectiveness topics:

Register for all upcoming events at:  
[www.capc.org/providers/webinars-and-virtual-office-hours/](http://www.capc.org/providers/webinars-and-virtual-office-hours/)

Quick Tips: Improving Team Effectiveness

capc Center to Advance Palliative Care

## CAPC Quick Tips #1: Hiring New Team Members

Having a hard time finding qualified staff? In a rush to hire, do you sometimes overlook whether or not someone will be a good fit for the team? A new team member can bring wonderful energy and new skills, or create conflict and be disruptive to the rest of the team. Read on to learn how to hire for a stable, high-performing team.

### Practical Tips and Lessons Learned from the Field

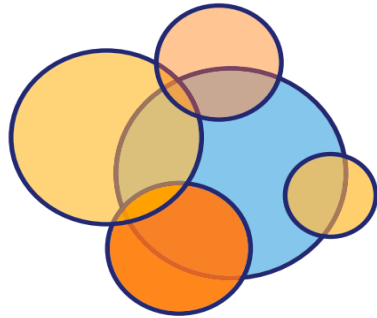
1. **Be clear on what is needed in the position, and make sure the entire team is aware of the position's purpose and role.** This will help not only in screening for candidates, but also with current team members who can help find good candidates.
2. **Make sure there is clear funding and support from administration.** Candidates have a lot of options and are more likely to choose a program that has demonstrated stability and commitment from the organization.
3. **Develop a plan for marketing the position.** What is distinct about your organization, the region, or this role? Why would someone take this position? Where will you post the job? Who can help you recruit? Human resources, professional recruiters, the palliative care team, and networking with other palliative care colleagues can all be helpful.

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# Helpful Resources

## Strategies for Maximizing the Health/Function of Palliative Care Teams

A resource monograph from the Center to Advance Palliative Care



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Acknowledgments: Special thanks to Lori Montrose, PhD, and Scott A. Irwin, MD, PhD, for their assistance in monograph development.

## CAPC – Team Effectiveness Quick Tips & Resources

Quick Tips: Improving Team Effectiveness



### CAPC Quick Tips #4: Role Clarity for a Highly Effective Interdisciplinary Team

*"Who should go to family meetings? Which patients should the social worker see?"*

Making best use of all the disciplines and skills can be challenging, particularly as teams grow and care is delivered in community-based settings such as the home and medical office practices. Taking time to better define roles helps minimize confusion and provides everyone on the team with a sense of purpose. Clarifying roles can also help ensure a more consistent experience for patients and family caregivers.

#### Practical Tips and Lessons Learned from the Field

##### 1. Assess Your Team's Degree of Role Clarity

- Ask yourself and your teammates. Conduct an assessment to identify what issues related to role clarity currently exist on the team. (See chart below.)
- Prioritize role clarity needs. Work together as a team to prioritize where there might be role confusion or concerns.

#### Simple Role Clarity Assessment Team Exercise

Instructions: Using a scale of 1 to 5, with 1 being rarely and 5 being always, how often are the following statements true? Tally responses, discuss as a team, and prioritize ideas for improvement.

- |  |   |
|--|---|
| <input type="checkbox"/> I am clear about my role on the team                                    | <input type="checkbox"/> I am aware of the unique skills or areas of expertise of my teammates                            |
| <input type="checkbox"/> My job description accurately defines my role                           | <input type="checkbox"/> As a team we effectively use the skills and expertise of all disciplines                         |
| <input type="checkbox"/> I know which patients are assigned to me or that I need to see each day | <input type="checkbox"/> As a team we take time to clarify roles  |
| <input type="checkbox"/> I am comfortable expressing my opinion or offering my perspective       | <input type="checkbox"/> We all take turns leading team meetings or case reviews  |
| <input type="checkbox"/> I am practicing at the top of my license                                | <input type="checkbox"/> Overall, I feel I am a strong fit for this team and consistently contribute to its effectiveness |
| <input type="checkbox"/> Others on my team understand my role                                    |   |

Palliative care national and professional organizations. (AAHPM, HPNA, SWHPN, etc.)

## Publicly available resources & books

- ✓ Harvard Business Review articles on building effective teams
- ✓ DiSC personality test
- ✓ Book: Now Discover Your Strengths
- ✓ Book: Team of Teams
- ✓ Your Human Resources Department
- ✓ App called "Headspace" to practice mindfulness

# Helpful Resources

- National Academy of Medicine. Action Collaborative Knowledge Hub and Resources: *Action Collaborative on Clinician Well-Being and Resilience*.  
<https://nam.edu/initiatives/clinician-resilience-and-well-being/>
- Institute for Healthcare Improvement. Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017.