Integrating Secondary Trauma Reduction Strategies into Child Death Review Work

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CULTURE
EATS
STRATEGY
FOR
LUNCH
PETER DRUCKER

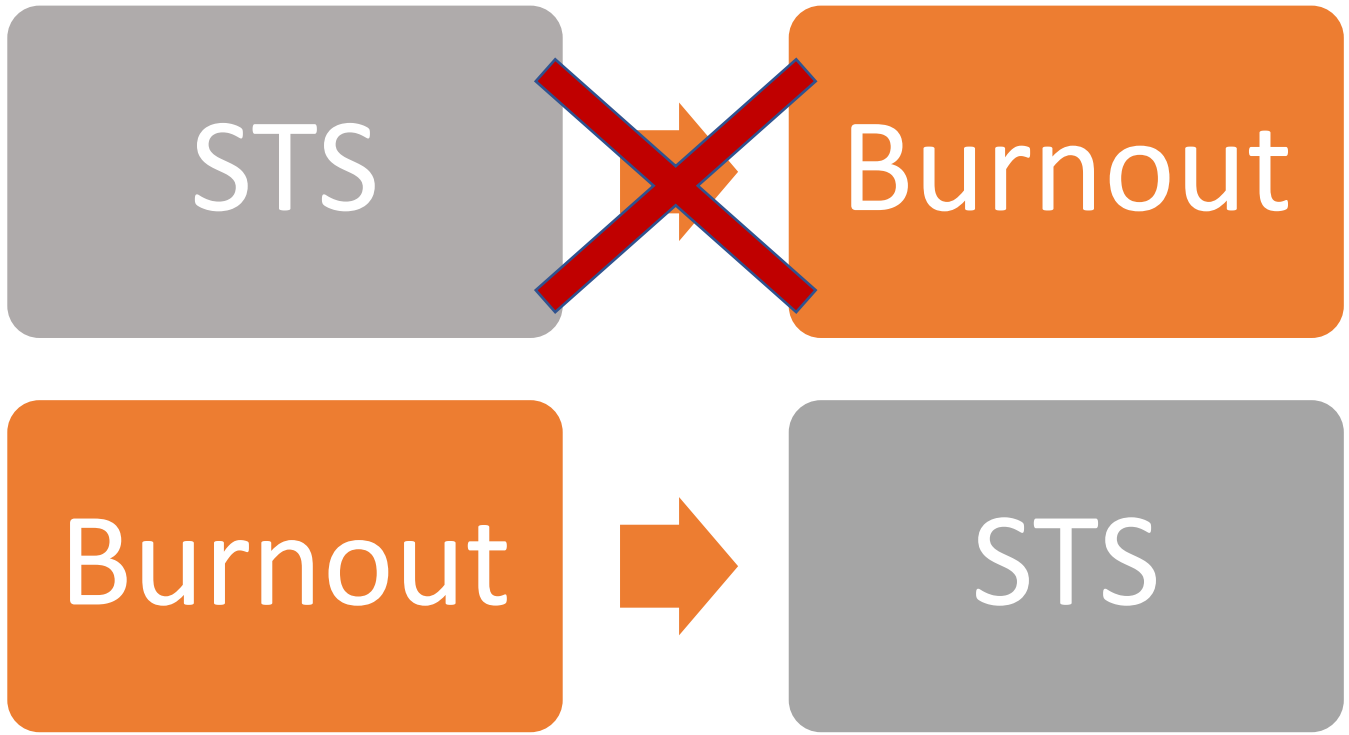
Creating A Safety Culture

Commits resources to safety concerns AND acknowledges the **high risk nature of an organization's activities** and the determination to achieve **consistently safe operations**

Promotes a **blame-free environment** where individuals are able to report errors or near misses **without fear of reprimand or punishment AND** encourages **collaboration across ranks and disciplines** to seek solutions to problems

Secondary Trauma and Burnout

- Secondary Traumatic Stress/Vicarious Trauma (STS/VT): STS is a secondary trauma which results from indirect exposure to trauma. Defined by Dr. Charles Figley, Secondary Traumatic Stress Disorder is **“the natural consequent behaviors resulting from knowledge about a traumatizing event experienced by a significant other. It is the stress resulting from helping or wanting to help a traumatized or suffering person”** (Figley, 1995).
- Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is **characterized by feelings of energy depletion or exhaustion; increased mental distance from one’s job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy**. (WHO, 2019)



Shoji, et. al. (2015) What Comes First, Job Burnout or Secondary Traumatic Stress? Findings from Two Longitudinal Studies from the U.S. and Poland

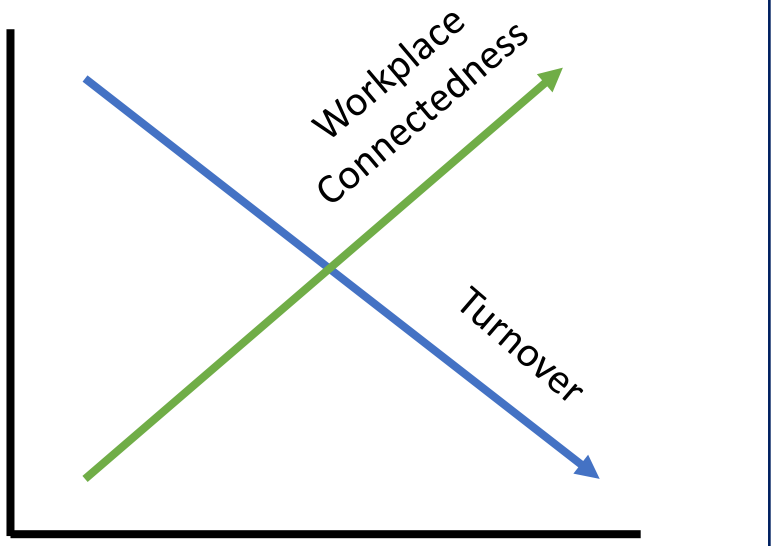
Some Early Data Tells Us…

PSYCHOLOGICAL SAFETY

The shared belief team members are accepted, respected, supported, and able disclose a concern or mistake

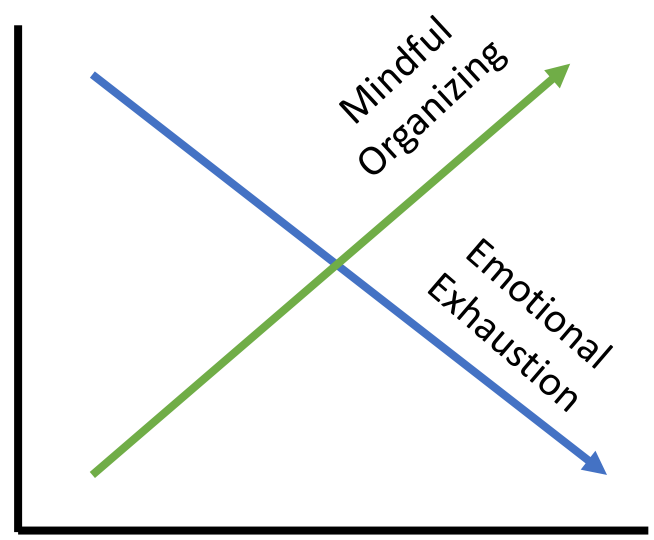
MINDFUL ORGANIZING

Measures teamwork and team resilience – how teams monitor, plan, innovate, learn, and support one another



Increasing **psychological safety**

(Leake et al., 2017; NPCS data, 2021; Vogus et al., 2016)



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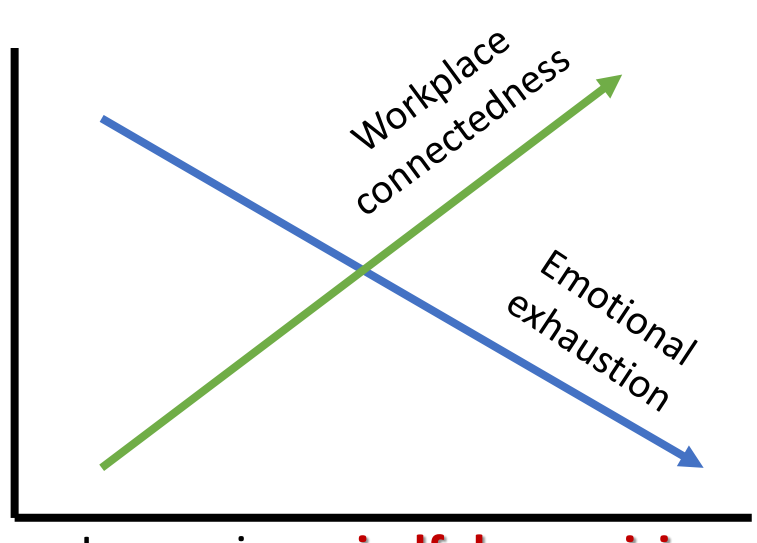


Increasing **mindful organizing**

(Epstein et al., 2020; NPCS data, 2021)

ORIGINAL RESEARCH

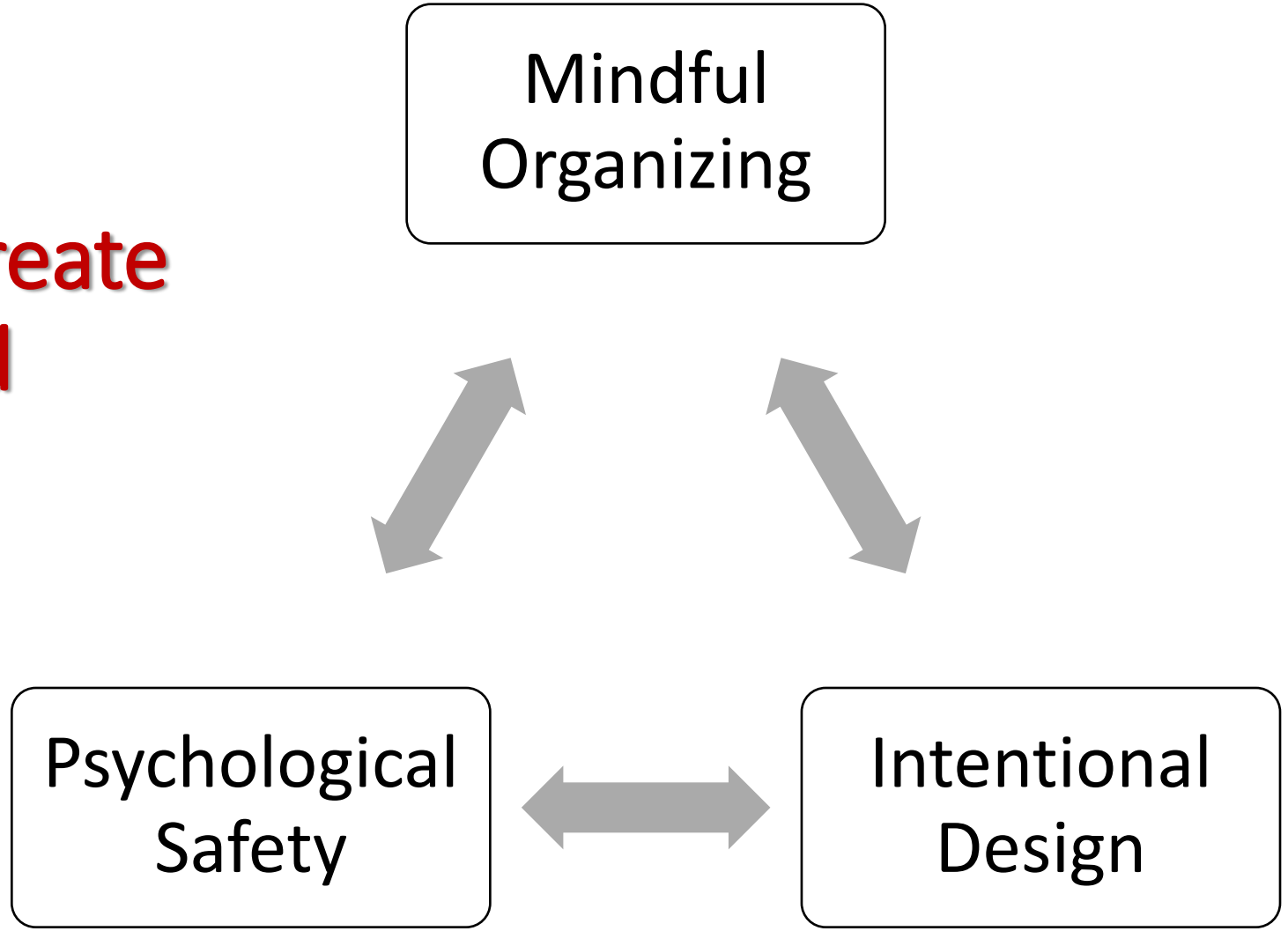
Variation in safety culture dimensions within and between US and Swiss Hospital Units:

Conclusions The authors found differences in SAQ dimensions at the country, hospital and unit level. The general emphasis placed on teamwork and safety climate in quality and safety efforts appear to be highlighting dimensions that vary more at the unit level than the hospital level. They suggest that patient safety improvement interventions target unit level changes, and they support the emphasis being placed on teamwork and safety climate, as these vary significantly at the unit level across countries.

Team Health is Contagious!

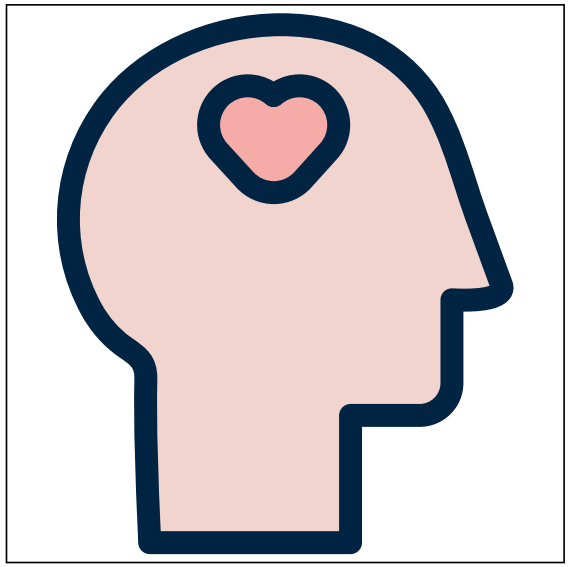
Being DISCONNECTED is a significant health risk

How might we create teams-based strategies?



Psychological Safety

Feeling accepted, respected, supported -- able to disclose an error, mistake, or to respectfully challenge



Distinctive from Trust (though that's always good)

Conflated with Comfort (not the same and not always good)

Psychological Safety

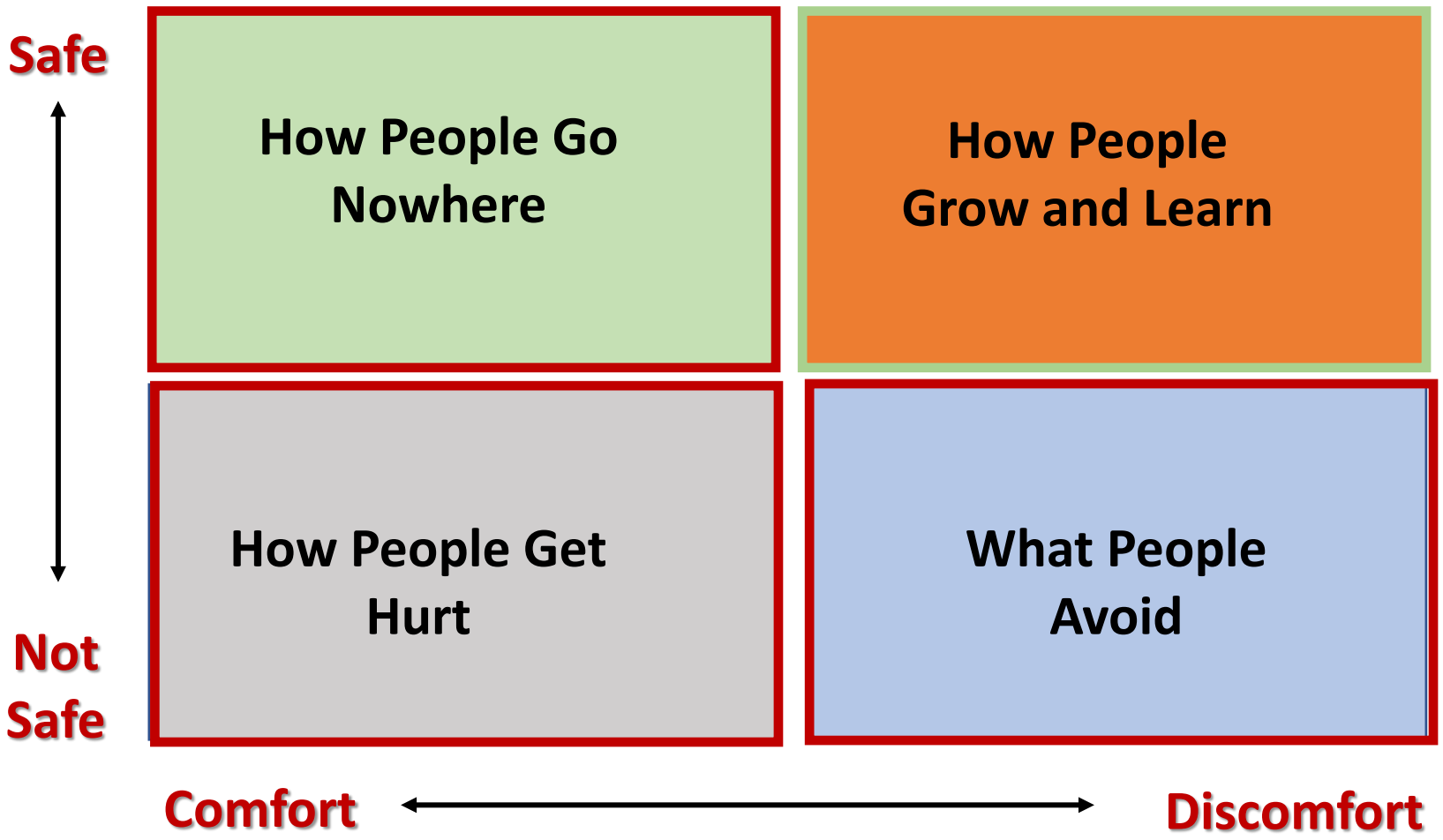
What it is:

- A **shared belief** that comes from **shared experiences.**
- A state of feeling accepted, supported, respected, and free to take **interpersonal risks**.
- A place where **mistakes** are treated as **opportunities to learn** – not a time to blame and punish.

What it is NOT:

- Free from **accountability.**
- A place where people always feel **comfortable.**

Psychological Safety - Discomfort and Safety



Edmonson, 2015

The “what ifs” that get in the way

What if I’m wrong?

What if I look incompetent?

Think of a time when you didn’t feel psychologically safe

– Put in the chat one fear you had that got in the way.

What if I’m seen as negative?

What if I sound disruptive?

What if they get angry?

What if they don’t like me?

Getting There… 4 Stages of Psychological Safety

Inclusion Safety

- Membership
- Valued
- Treated fairly

Learner Safety

- Ask questions
- Learn from mistakes
- Grow and Change

Collaborator Safety

- Engage respectfully
- Equal voice
- Constructive Debate

Challenger Safety

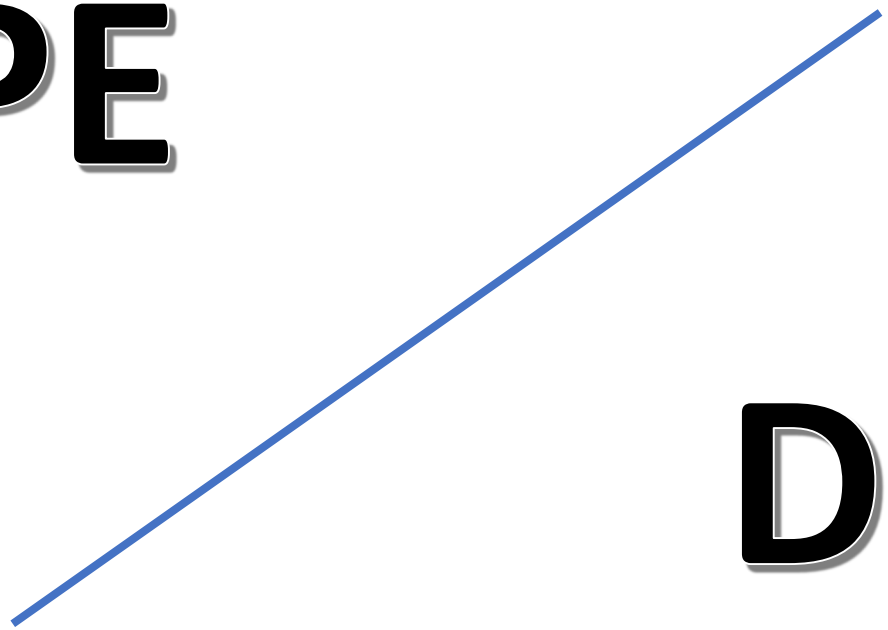
- Candid
- Challenges ideas and norms
- Speaks up with concerns

Clark (2020)

Mindful Organizing

A social process and collective capability to detect and respond to unexpected events - it depends on understanding context and capabilities. Teamwork and team resilience – how teams monitor, plan, innovate, learn, and support one another

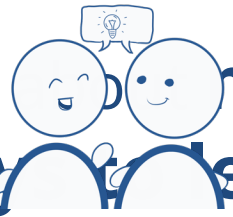
HOPE



DOUBT

Six Habits for Mindful Organizing and Psychological Safety

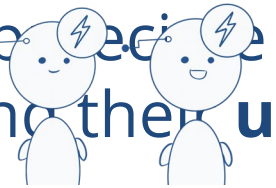
Spend time identifying **what could go wrong**



Talk about **mistakes** and **ways to learn** from them

Test change in everyday work activities

Develop an understanding of **who knows what** and **communicate**

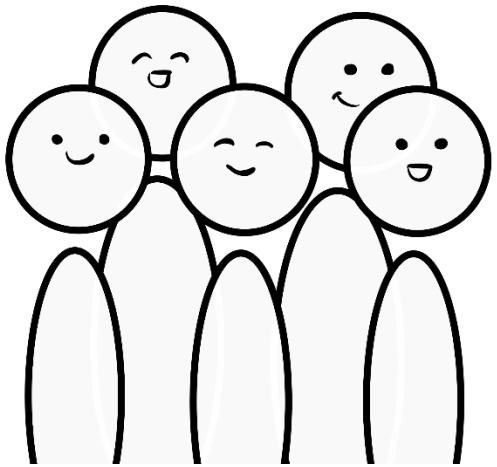


Appreciate **colleagues** and their **unique skills**

Make **candor** and **respect** a precondition

https://praedfoundation.org/wp-content/uploads/2020/02/TeamFirst-FieldGuide_01.2020.pdf#:~:text=field%20guide%20is%20a%20reference%20book%20that%20helps,some%20reallife%20examples%20of%20implementations%20in%20the%20field.

Team-based Strategies for Building Habit



Plan Forward

- Huddles and Briefings

Reflect Back

- Triggered debriefings

Communicate Effectively

- Structured tools, SBAR, Conscious narratives

Test Change

- Driver Diagrams and PDSA cycles

Promote Professionalism

- Struggling well together, Self-care

Struggling Well Together

Barton et al, 2022

Relational Pauses for team health and psychological safety

Huddles

Debriefs

Communicate Effectively

- Attend to the content
- Conscious narrative

Miller, 2020

Self Care Strategies that can Help

- Exercise
- Time away
- Mindfulness

Miller, 2020

Center for Innovation in Population Health

Thank You!

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