Think of a time ...
Work environment

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• It stands to reason that this will have a significant positive impact on our wellbeing
• And yet it’s often overlooked – rarely queried on surveys of burnout or wellbeing and even more rarely attended to
The Center's mission is to create a culture that values and promotes **mutual respect, trust and teamwork**.
Brigham and Women’s Hospital

• 793-bed tertiary care facility
• Major teaching hospital for Harvard Medical School
• Physician and scientist faculty: 2,738
• Total employees: > 14,000
Team Sport

EAP
- Allison Lilly
- Henri Menco

Quality and Safety

Senior Leadership

Risk Management

MSCC and MSEC

Human Resources

Office of General Counsel

CRICO/RMF

Patient Family Relations
Wellbeing
Work environment

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• This culture of trust is predicated on a high level of professionalism
So, what is professionalism?
Trustworthy relationships
The dark side: Unprofessional behavior/professionalism lapses
Building a program

Leadership Commitment

Education

Accountability
Our accountability process

- Listens to and assesses concerns
- Protects reporters from retaliation
- Respectful to the person about whom concerns are raised
- Feedback interventions
- Focuses on behavior change, not what is in someone’s heart
- Monitoring behavior
- Escalating accountability
Behavioral outcomes studied

- Some improvement: 52 (50%)
- Significant improvement: 34 (33%)
- Insignificant improvement: 8 (8%)
- Work in progress: 10 (10%)
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None more intense than when we have made an error that harmed a patient.
Emotional impact of errors on clinicians

- Sadness
- Shame
  - Self-doubt
- Fear
- Anger
- Isolation
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*How can we talk about wellbeing if we are not there for each other at such times?*
Attitudes and needs of physicians for emotional support after errors

Physician Colleagues: 88%
Mental Health Professionals: 48%
EAP: 29%

Factors associated with resilience after adverse events

- Talking about it with colleagues
- Disclosure and apology
- Forgiveness

Dealing with imperfection

- Learning from the error/
  understanding how to
  prevent recurrences
- Sharing that learning with colleagues and trainees

We don’t wait, we reach out

Group peer support

1:1 peer support
When else do we offer peer support?

- Adverse events
- BORM complaints
- Lawsuits
- Colleague’s illness
- Death of beloved patient
- Chronic stress
- Patient conflict
- Care of trauma victims
- Global crisis relief work
Peer support: A powerful culture change tool

I made a mistake because I am a bad doctor or bad person → I made a mistake because I am human

Expectation of emotional denial → Normalizes reactions

Isolation → Community/solidarity

Self care is selfish → Self care is essential
Institutions are...

“where the human heart either gets welcomed or thwarted or broken.”