Stress, Trauma, and Resilience at the Wexner Medical Center

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OSU Wexner Medical Center At a Glance

- **People:**
  - 845 Medical Students
  - 861 Interns, Residents and Fellows
  - 1,944 Regular Faculty (>1,600 medical staff)
  - 16,853 Health System Employees

- 1,517 Inpatient Beds
- 64,534 Patient Admissions
- 5,246 Births
- **2.72 million** Practice Plan provider encounters
- **1.92 million** Health System outpatient encounters
- 132,632 Emergency Department visits
- 18,346 Inpatient Surgeries/28,347 Outpatient Surgeries
- **$4.03 billion** Medical Center Operating Revenue
OSU Wexner Medical Center

- One of two universities in the country with all 7 Health Sciences colleges on one campus
- 7 hospitals on two campuses in Columbus
- 6 other regional University campuses around the state
- 14 affiliate hospitals and 2 affiliate post-acute providers around the state
- 2017 Strategic Plan with a focus on “Talent and Culture”
Stress, Trauma and Resilience (STAR) Program

- Founded in 2009 within OSU/Harding Behavioral Health
  - Initial focus on mitigating the impact of stress and trauma in the lives of behavioral health patients
  - Second focus became psychological trauma experienced by those patients undergoing physical trauma
  - Third focus became healthcare workers as “second victims” of trauma

- Start-up funding from the Medical Center with matching dollars provided by donors
  - Now includes the endowed David Schuller Professorship for Patient Compassion held by the STAR Director
  - Serves as the programmatic focus of our “Faces of Resilience” annual behavioral health community development event ($494,000 raised in 2019)
  - Leveraged into VOCA grant - $6m over first four years
Four “R’s” of Trauma-Informed Care
According to SAMHSA’s concept of a trauma-informed approach, “A program, organization, or system that is trauma-informed:
1. **Realizes** the widespread impact of trauma and understands potential paths for recovery;
2. **Recognizes** the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
3. **Responds** by fully integrating knowledge about trauma into policies, procedures, and practices; and
4. **Seeks to actively resist re-traumatization.**

“Think of sunglasses...you put them on and everything is shaded differently. Trauma can have that type of effect on how a person perceives their world.”
Trauma – Organized Person

- Problems with cognition
- Loss of Emotional Management
- Lack of basic trust /safety
- Communication Problems
- Problems with authority
- Confused sense of justice
- Inability to grieve and anticipate future

Trauma Victim
Building Resilience: Individual Response to Workplace Stressors

Input
- Patient acuity
- Family expectations
- Accountability w/o control
- Work environment
- Few if any breaks

Expectations
- Compassion Fatigue
- Question ability
- Desire to help
- Sense of Accomplishment
- Well-being

Demands
- Physical Distress
- Vicarious Trauma
- Consider leaving Healthcare

Output
- Stress
- Anxiety/Depression
- Absenteeism
- Compassion Fatigue
- Chronic Illness

You

STAR Interventions Designed to Build Resilience and Coping

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STAR Program: Wexner Medical Center

- Widespread implementation of trauma-informed care
- Education on impact of chronic, high levels of stress on providers
- Proactive rounding
  - Focus on high-stress areas including intensive care units, emergency departments, labor and delivery
- Brief Emotional Support Team (BEST) Program
  - Training frontline staff to recognize and intervene when a peer is impacted by day-to-day stress
- Schwartz Rounds – monthly attendance of over 100 doctors, nurses, social work, and other health care providers
STAR Program: Wexner Medical Center

- Sentinel events and other adverse events
  - STAR response can vary from individual intervention to team debriefing
  - Real-time support for providers involved in sentinel event and during event reviews

- Any unit/team trauma – e.g., unexpected death of a colleague

- Staff support for unique situations
  - 2011: Epic inpatient “Big Bang” implementation
  - 2014: opening of new Abercrombie and Fitch Emergency Department (August) and James Cancer Hospital (December)
Related Medical Center Programs

- Gabbe Health and Wellness Program
  - Mindfulness in Motion training program
  - Culinary Medicine
  - Fitness Center discounts
  - Wednesday Wellness Walks
  - Unit-based wellness events
  - Wellness “Lunch and Learn” series in conjunction with University

- Behavioral Emergency Response Team (BERT) Program
  - ERT program focusing on patients with severe behavioral health issues who are admitted to non-behavioral health units
  - Provide proactive support for nurses, doctors and other care providers who do not routinely care for behavioral health patients
  - Has been critical with significant increase in opiate use disorder patients being admitted for medical/surgical problems
STAR Program: University and Central Ohio Community

- University Community
  - Collaboration with Student Life regarding injuries, traumas and deaths
  - 2015 Staff suicide at campus Arts Center
  - 2016 OSU Main Campus terror attack

- Central Ohio Community
  - Grant from the Ohio Attorney General through Victims of Crime Act (VOCA) funds to develop STAR Trauma Recover Center
    - Victims of violent crime can receive over 10 free office visits with a focus on PTSD risk reduction
  - Outreach to first responders for local police and fire departments
    - Focus on prevention efforts through training and department resources
    - Referrals of first responders made to the STAR Program for those experiencing significant trauma including injury on duty
  - Local music festival with proceeds supporting the STAR Program (2019)