



Emotional Resiliency Through Pain

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We do hope this conversation will spur ideas and questions that you can return to your legal team with.

Objectives

1

Discuss the impact of burnout and distress on decision-making and self-care for healthcare providers.

2

Identify burnout and distress in ourselves; exploring the affective impacts of burnout and moral distress.

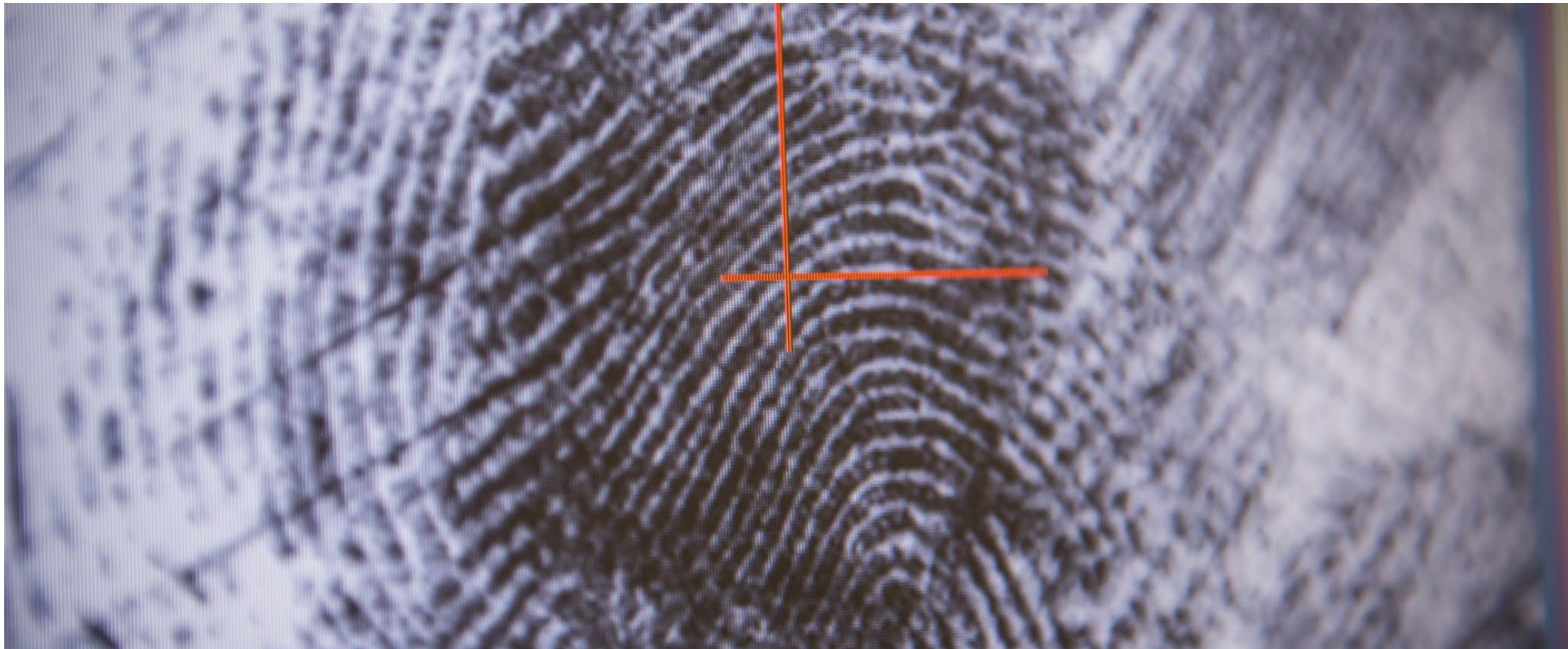
3

Identify some key approaches to manage the impacts of burnout and distress to facilitate healing.

4

Share tips on managing staff with symptoms of burnout and distress.

Recognition





We know

- Burnout in healthcare is at crisis proportions
- Social and political impact our professional and personal lives
- Chaos creates an environment of stress and uncertainty that results in fear

Chaos Theory

Small changes in policy or regulation can have outsized effects, creating cascading risks for vulnerable populations and healthcare systems.

Political instability and shifting:

- Uncertain Policy Environment
- Rising Patient Vulnerability
- Reputational and Operational Risks

Impacts of Chaos in Healthcare

- Escalating Violence Against Providers
- Mitigation Strategies Being Undermined
- Fear
- Workforce Morale, Burnout, Moral Distress, and a Retention Crisis

Chaos

Long-Term Stress

PTSD

Anxiety

Depression

Substance Abuse

Sense of Isolation

Physiological impacts
(a just a few)- cognitive
functioning and
physical health

Cognitive Processing

Increased Risk Taking

Lack of Empathy

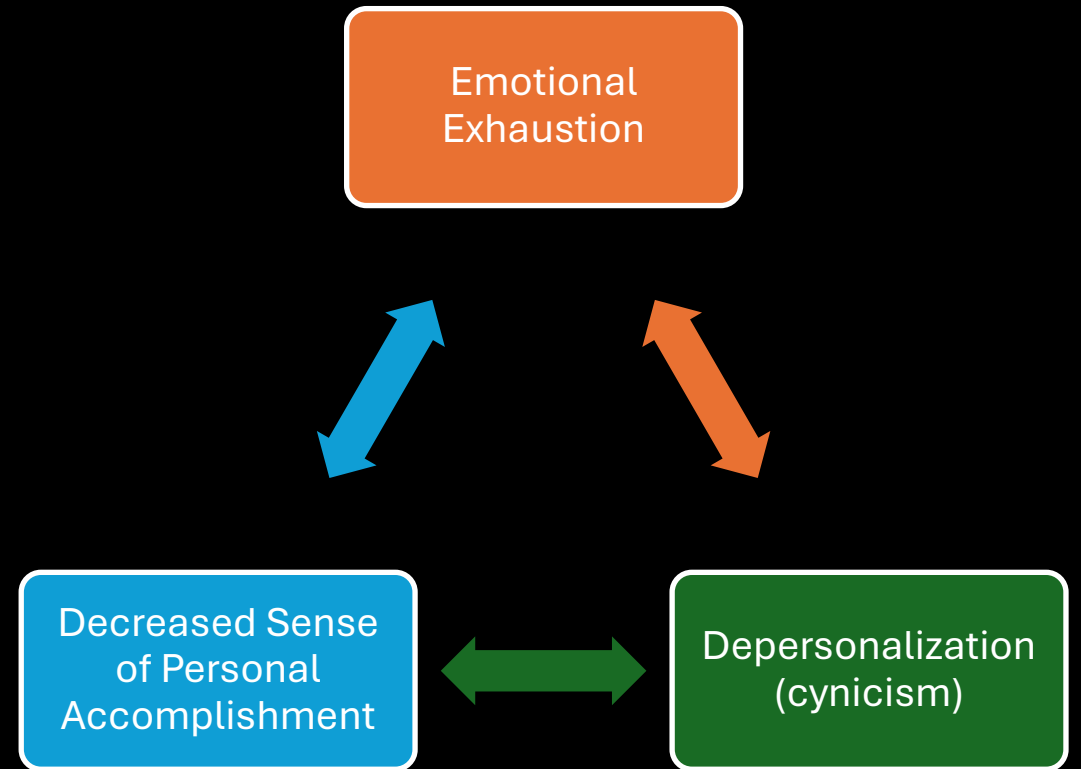
Cardiovascular
Concerns

Increased Adrenaline

Reduced Sleep and
Ability to Rest

Fluctuations in Weight

Maslach Burnout Inventory (MBI)



Morality Injuries and Courage

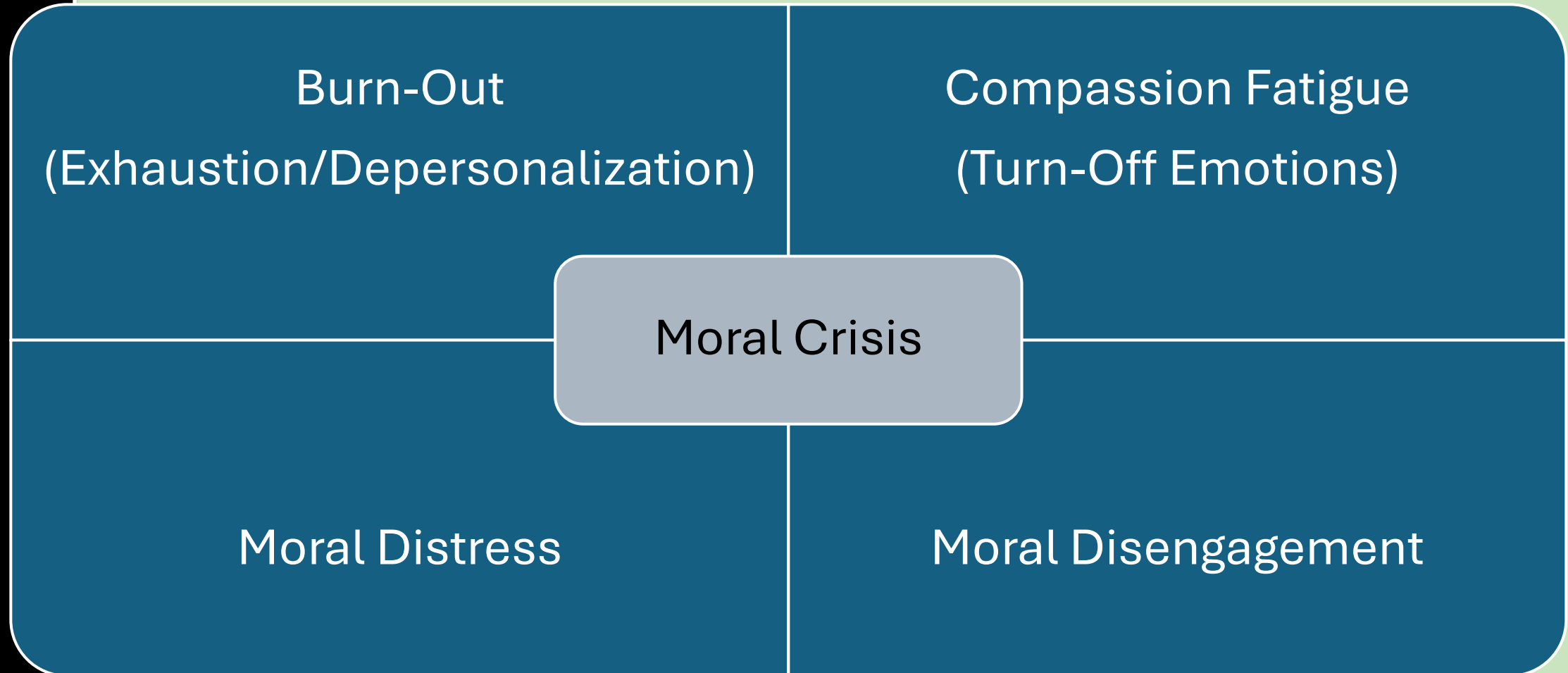


We are not morally neutral by nature

- **Moral Injury**- Effect of witnessing traumatic events that impacts moral intuitions or judgments
- **Moral Distress**- Emotional impact of an ethical choice or dilemma
- **Moral Disengagement**- Justifying immoral acts by diverting blame to the victim or justification: “Sanitize the Act” or “Sanitize the Actor”
- **Moral Courage**: Discuss why we take moral stances and directly engage values



Burn Out and Moral Injury



Framing



Framing the Situation

War-Like Bravado

Self-Talk

Personal biases

A gravel path leads through a wooded area. On the left, there is a wooden fence made of vertical posts and horizontal rails. The path is covered in small, light-colored stones and leads into a dense forest of green trees. The lighting is soft, suggesting an overcast day or a shaded area.

Framing the Situation

Acceptance of what is happening
(Ability to be comfortable with the uncomfortable)

- “Yes, and...”
- Awareness of symptoms, discomfort
- Obsessive thinking and physical discomfort
- This is what is happening and this is how I feel

Recognize everything changes

- Impermanent nature of discomfort

Framing the Situation

Make choices about what you can do to focus on positive

- Choose where to put your attention
- Rituals and repetitions provide comfort and consistency in discomfort
- Positive self-talk
- Focus on a positive element and redirect negative feelings (in the moment, may not be possible, for recovery)

Observe results and self-soothe

- Changing behavior through recognition of internal strength by honoring discomfort and choosing a path, rather than letting a path be chosen for you.





Short-Term Approaches

Short-Term

Approaches

- Personal
 - Micropractices
 - Counseling
 - Coaching
- Group
 - Team Debriefing
 - Interprofessional Support Groups
- Peer
 - Peer Support
 - Mentor or Mentee



In the moment



- Uddiyana Breathing Exercise
 - *Stress-> Muscles contraction-> Diaphragm restriction-> Reduced breathing-> Stress*
 - Exhale all breath (4 beats)
 - Contract diaphragm as if you are going to inhale but do not (hold 4 beats)
 - Inhale and expand your chest, stretch your intercostal muscles, and straighten your back (4 beats)
 - Repeat as you feel the muscles relaxing
 - Stress reduction as measured by both physiologic biomarkers (blood pressure and salivary cortisol) and self-reported stress levels*

Short-Term Approaches

- ***Micropractices***
- ***Find a moment to be mindful***
- ***Take a moment to name one's emotions***
- ***Gratitude Lists***** 15-day practice of recording-significant positive benefits***

*Lieberman MD, Eisenberger NI, Crockett MJ, Tom S, Pfeifer JH, Way BM. Putting feelings into words: affect labeling disrupts amygdala activity to affective stimuli. *Psychol Sci* 2007;18:421-8.

**Emmons RA, McCullough ME. Counting blessings versus burdens: experimental studies of gratitude and subjective well-being in daily life. *J Pers Soc Psychol* 2003;84:377-89.

***Sexton JB, Adair KC. Forty-five good things: a prospective pilot study of the Three Good Things well-being intervention in the USA for healthcare worker emotional exhaustion, depression, work-life balance and happiness. *BMJ Open* 2019;e022695.

Relying on others

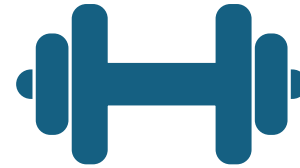


Debriefing and Interprofessional Support

Expressing emotions in a constructive manner and sharing how that impacts you is powerful medicine

Supporting others who are suffering is cathartic

Protected time for facilitated physician discussion groups improved engagement and decreased depersonalization over a 12-month period*



Mentoring

Sharing personal practices around burnout prevention and wellness, “I am not alone”



Disclaimer



Micropractices and short-term techniques are not:

Prescriptions for treating burnout, anxiety, depression, PTSD, or other medically recognized issues requiring professional intervention

Do not extinguish the stress and anxiety

Do not replace other prudent or safety guidelines instituted under law, regulation, or policy



Practices are intended for strengthening burnout prevention and for adding a more wellness into your life.



Counseling

Individuals experiencing burnout or emotional distress, or have ideas of self-harm should seek professional help immediately

Long-Term Approaches



Trauma

Second-degree trauma and PTSD

“There has to be a comprehensive approach and recognition that people will be suffering in different ways.”*

Long-term: Treatment may range from one-on-one counseling and cognitive behavioral therapy to ongoing peer support groups, in some cases drawing on models developed during previous crises.*

Virtual Services

- Virtual get-togethers and gatherings



Manager Resource



Burnout and Moral Distress Checklist and Work Sheet for Managers

PURPOSE: This document is prepared for managers and supervisors to identify signs of burnout and moral distress in their employees and provide approaches to address these concerns at the institutional level. The accompanying worksheet is a template to assist in having a discussion with staff and developing a plan when these issues are noted. These resources can also be used for educational purposes.

Definitions

Burnout	A multifaceted injury that affects the person's well-being and quality of life.
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Moral Distress	Employees recognize the appropriate ethical action but are unable to act according to their conscience due to fear or external situations.
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Classic Signs of Burnout

(as measured by the Maslach Burnout Inventory)

Emotional Exhaustion	Depersonalization	Reduced Accomplishment
Ongoing exhaustion in one or more of the three levels: Energy, Emotion, Spirit	Cynicism, detachment from job duties, low empathy, silence and passivity	Questioning self, doubting if work really makes a difference, loss of purpose

Classic Signs of Moral Distress

Affective symptoms	Cognitive symptoms	Somatic symptoms	Behavioral symptoms
Frustration, anger, depression, powerlessness, helpless	Loss of self-worth, loss of sense of self	Fatigue, pain, sleeplessness, heart palpitations, nightmares	Gossip, tardiness, absenteeism, distancing, violence, avoiding work

Impacts of Burnout and Moral Distress

Person	Patient	Institution
Job dissatisfaction, career changes, health and mental health issues, deadened to moral issues, substance abuse, anxiety, depression	Basic care and supervision issues, missing vital tasks, medication and task errors, provider blindness, harm, hiding errors	Working around the system, unethically actions, retention issues, negative work climate, financial loss

Approaches to Addressing Burnout and Moral Distress

<input type="checkbox"/> Peer Support Program and/or Immediate Intervention Program (i.e. Code Lavender)	<input type="checkbox"/> Employee Assistance Programs / Wellness Program Referral	<input type="checkbox"/> Debriefing Critical Events
<input type="checkbox"/> Just Culture	<input type="checkbox"/> Encourage Micropractices into Routines	<input type="checkbox"/> Leadership Rounds with a Wellness Focus
<input type="checkbox"/> Adjusted Work Schedules or Duties (Consult with HR and legal)	<input type="checkbox"/> Recognition Programs	<input type="checkbox"/> Mindfulness Programs or Apps

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Employee Name: _____ Department: _____

I have observed these behaviors, which affect our culture of safety _____

The impacts of these behaviors could be:

Impacts on the Employee	Impacts on the Patient	Impacts on the Institution

If these behaviors continue, I am concerned that _____

What do you think is contributing to these behaviors? _____

My recommendations to help are:

<input type="checkbox"/> Peer Support Program	<input type="checkbox"/> Employee Assistance Program	<input type="checkbox"/> Implementing Micropractices into Routines
<input type="checkbox"/> Wellness Program Referral	<input type="checkbox"/> Adjusted Work Schedules or Duties	<input type="checkbox"/> Mindfulness Programs or Apps
<input type="checkbox"/> Other	<input type="checkbox"/> Other	<input type="checkbox"/> Other

Plan: _____



Takeaways

Find healthy ways to unwind and be mindful of the unhealthy behaviors in which we often engage.

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