

WEBVTT

NOTE duration:"01:07:31.4560000"

NOTE language:en-us

NOTE Confidence: 0.89340556

00:00:32.200 --> 00:00:34.330 Welcome to supporting the mental health

NOTE Confidence: 0.89340556

00:00:34.330 --> 00:00:36.776 and well being of Yale health care

NOTE Confidence: 0.89340556

00:00:36.776 --> 00:00:38.402 workers during the COVID-19 pandemic.

NOTE Confidence: 0.89340556

00:00:38.402 --> 00:00:40.770 There will be time for Q&A after

NOTE Confidence: 0.89340556

00:00:40.770 --> 00:00:42.760 each of the panelists presentations.

NOTE Confidence: 0.89340556

00:00:42.760 --> 00:00:44.420 Please use the Q&A function

NOTE Confidence: 0.89340556

00:00:44.420 --> 00:00:46.630 at the bottom of your screen.

NOTE Confidence: 0.89340556

00:00:46.630 --> 00:00:49.100 This event will be recorded. Thank you.

NOTE Confidence: 0.79578865

00:01:03.730 --> 00:01:06.562 Welcome everyone to this webinar on

NOTE Confidence: 0.79578865

00:01:06.562 --> 00:01:09.123 supporting the health care workforce

NOTE Confidence: 0.79578865

00:01:09.123 --> 00:01:11.499 during the COVID-19 pandemic.

NOTE Confidence: 0.79578865

00:01:11.500 --> 00:01:13.580 What a year it's been.

NOTE Confidence: 0.79578865

00:01:13.580 --> 00:01:15.896 The COVID-19 pandemic presented

NOTE Confidence: 0.79578865

00:01:15.896 --> 00:01:18.212 a unprecedented medical crisis

NOTE Confidence: 0.79578865

00:01:18.212 --> 00:01:20.479 for health care workers.

NOTE Confidence: 0.79578865

00:01:20.480 --> 00:01:23.306 Within weeks of dramatically changed the

NOTE Confidence: 0.79578865

00:01:23.306 --> 00:01:25.664 healthcare and pushed healthcare workers

NOTE Confidence: 0.79578865

00:01:25.664 --> 00:01:28.094 to their limits of their resilience,

NOTE Confidence: 0.79578865

00:01:28.100 --> 00:01:29.900 frontline workers worked long,

NOTE Confidence: 0.79578865

00:01:29.900 --> 00:01:31.700 exhausting hours in rapidly

NOTE Confidence: 0.79578865

00:01:31.700 --> 00:01:33.470 changing healthcare sent settings,

NOTE Confidence: 0.79578865

00:01:33.470 --> 00:01:36.420 often in settings in which

NOTE Confidence: 0.79578865

00:01:36.420 --> 00:01:38.190 they weren't familiar.

NOTE Confidence: 0.79578865

00:01:38.190 --> 00:01:40.662 In an era that's relied on

NOTE Confidence: 0.79578865

00:01:40.662 --> 00:01:41.898 evidence based medicine,

NOTE Confidence: 0.79578865

00:01:41.900 --> 00:01:43.960 they treated critically ill patients

NOTE Confidence: 0.79578865

00:01:43.960 --> 00:01:45.608 without evidence based interventions.

NOTE Confidence: 0.79578865

00:01:45.610 --> 00:01:47.806 They manage patients who seemed to

NOTE Confidence: 0.79578865

00:01:47.806 --> 00:01:50.706 be doing well one minute and shortly

NOTE Confidence: 0.79578865

00:01:50.706 --> 00:01:53.430 thereafter would be gasping for breath,  
NOTE Confidence: 0.79578865

00:01:53.430 --> 00:01:55.218 requiring immediate intervention.  
NOTE Confidence: 0.79578865

00:01:55.218 --> 00:01:58.198 They worked with often inconsistent  
NOTE Confidence: 0.79578865

00:01:58.198 --> 00:02:00.560 guidelines about personal protective  
NOTE Confidence: 0.79578865

00:02:00.560 --> 00:02:03.836 equipment and inconsistent supplies of PPE.  
NOTE Confidence: 0.79578865

00:02:03.840 --> 00:02:06.015 Frontline workers made life and  
NOTE Confidence: 0.79578865

00:02:06.015 --> 00:02:08.190 death decisions about who would  
NOTE Confidence: 0.79578865

00:02:08.263 --> 00:02:10.808 be into baited or providing  
NOTE Confidence: 0.79578865

00:02:10.808 --> 00:02:12.335 other lifesaving interventions.  
NOTE Confidence: 0.79578865

00:02:12.340 --> 00:02:15.434 By battling a poorly understood new virus,  
NOTE Confidence: 0.79578865

00:02:15.440 --> 00:02:18.130 they themselves and their cohabiting  
NOTE Confidence: 0.79578865

00:02:18.130 --> 00:02:21.344 family members were put at risk  
NOTE Confidence: 0.79578865

00:02:21.344 --> 00:02:23.954 for infection in the service of  
NOTE Confidence: 0.79578865

00:02:23.954 --> 00:02:26.719 caring for the desperately ill.  
NOTE Confidence: 0.79578865

00:02:26.720 --> 00:02:28.260 They were socially isolated  
NOTE Confidence: 0.79578865

00:02:28.260 --> 00:02:29.800 from friends and family,

NOTE Confidence: 0.79578865

00:02:29.800 --> 00:02:32.530 often staying in separate apartments or

NOTE Confidence: 0.79578865

00:02:32.530 --> 00:02:35.680 or or separate quarters of their homes

NOTE Confidence: 0.79578865

00:02:35.680 --> 00:02:38.182 and and isolated from their families.

NOTE Confidence: 0.79578865

00:02:38.190 --> 00:02:39.321 Young frontline workers,

NOTE Confidence: 0.79578865

00:02:39.321 --> 00:02:40.829 particularly those in training,

NOTE Confidence: 0.79578865

00:02:40.830 --> 00:02:43.092 were exposed to death and dying

NOTE Confidence: 0.79578865

00:02:43.092 --> 00:02:44.980 patients at an unprecedented rate.

NOTE Confidence: 0.79578865

00:02:44.980 --> 00:02:48.812 As patients were not able to be sent

NOTE Confidence: 0.79578865

00:02:48.812 --> 00:02:52.120 to nursing homes or Hospice care.

NOTE Confidence: 0.79578865

00:02:52.120 --> 00:02:54.154 Some health care workers were pushed

NOTE Confidence: 0.79578865

00:02:54.154 --> 00:02:56.359 to the limit caring for patients.

NOTE Confidence: 0.79578865

00:02:56.360 --> 00:02:58.705 Others were sidelined by the closure of

NOTE Confidence: 0.79578865

00:02:58.705 --> 00:03:00.589 outpatient facilities and operating rooms,

NOTE Confidence: 0.79578865

00:03:00.590 --> 00:03:02.382 leading to diminished opportunities

NOTE Confidence: 0.79578865

00:03:02.382 --> 00:03:05.690 to serve and to earn a living.

NOTE Confidence: 0.79578865

00:03:05.690 --> 00:03:07.022 Covered uncovered significant  
NOTE Confidence: 0.79578865

00:03:07.022 --> 00:03:09.242 health care disparities with some  
NOTE Confidence: 0.79578865

00:03:09.242 --> 00:03:11.017 COVID units filled exclusively  
NOTE Confidence: 0.79578865

00:03:11.017 --> 00:03:13.087 with black and brown patients,  
NOTE Confidence: 0.79578865

00:03:13.090 --> 00:03:16.372 and this coincided with a national  
NOTE Confidence: 0.79578865

00:03:16.372 --> 00:03:19.074 conversation about racism in the  
NOTE Confidence: 0.79578865

00:03:19.074 --> 00:03:22.035 wake of the murder of George Floyd.  
NOTE Confidence: 0.79578865

00:03:22.040 --> 00:03:22.798 And lastly,  
NOTE Confidence: 0.79578865

00:03:22.798 --> 00:03:25.444 over the past year there's been a  
NOTE Confidence: 0.79578865

00:03:25.444 --> 00:03:27.670 tumultuous political climate in an election,  
NOTE Confidence: 0.79578865

00:03:27.670 --> 00:03:30.345 including claims that doctors were  
NOTE Confidence: 0.79578865

00:03:30.345 --> 00:03:31.950 overcounting COVID-19 patients  
NOTE Confidence: 0.79578865

00:03:31.950 --> 00:03:33.900 to make more money.  
NOTE Confidence: 0.79578865

00:03:33.900 --> 00:03:35.262 During this pandemic,  
NOTE Confidence: 0.79578865

00:03:35.262 --> 00:03:37.532 some likened health care delivery  
NOTE Confidence: 0.79578865

00:03:37.532 --> 00:03:39.963 to fighting a war about it was

NOTE Confidence: 0.79578865

00:03:39.963 --> 00:03:42.091 front at the front lines to save

NOTE Confidence: 0.79578865

00:03:42.091 --> 00:03:44.198 lives and just as in other wars.

NOTE Confidence: 0.79578865

00:03:44.200 --> 00:03:46.222 The war against the pandemic put

NOTE Confidence: 0.79578865

00:03:46.222 --> 00:03:48.525 frontline workers at risk for stress

NOTE Confidence: 0.79578865

00:03:48.525 --> 00:03:50.309 related symptoms including anxiety,

NOTE Confidence: 0.79578865

00:03:50.310 --> 00:03:52.014 depression and post traumatic

NOTE Confidence: 0.79578865

00:03:52.014 --> 00:03:54.144 stress disorder symptoms in today's

NOTE Confidence: 0.79578865

00:03:54.144 --> 00:03:56.133 session will describe elements of

NOTE Confidence: 0.79578865

00:03:56.133 --> 00:03:58.003 our community's response to the

NOTE Confidence: 0.79578865

00:03:58.003 --> 00:03:59.769 stress experienced by members of

NOTE Confidence: 0.79578865

00:03:59.769 --> 00:04:01.767 the Yale School of Medicine and

NOTE Confidence: 0.79578865

00:04:01.770 --> 00:04:03.680 the Yona Haven Hospital community.

NOTE Confidence: 0.79578865

00:04:03.680 --> 00:04:06.732 We look forward to hearing from you

NOTE Confidence: 0.79578865

00:04:06.732 --> 00:04:09.409 about your experiences and ways in

NOTE Confidence: 0.79578865

00:04:09.409 --> 00:04:11.983 which you found support from the

NOTE Confidence: 0.79578865

00:04:11.983 --> 00:04:14.366 institutions that that do you work at.

NOTE Confidence: 0.79578865

00:04:14.370 --> 00:04:17.114 We're joined by three liters of support

NOTE Confidence: 0.79578865

00:04:17.114 --> 00:04:19.239 efforts for health care workers,

NOTE Confidence: 0.79578865

00:04:19.240 --> 00:04:21.370 and I'll introduce each of them

NOTE Confidence: 0.79578865

00:04:21.370 --> 00:04:23.710 before they make their presentation.

NOTE Confidence: 0.79578865

00:04:23.710 --> 00:04:26.104 First is John Crystal John graduated

NOTE Confidence: 0.79578865

00:04:26.104 --> 00:04:28.989 from Yale School of Medicine in 1984.

NOTE Confidence: 0.79578865

00:04:28.990 --> 00:04:31.276 He's the Robert L McNeil junior

NOTE Confidence: 0.79578865

00:04:31.276 --> 00:04:33.297 professor of Translational Research and

NOTE Confidence: 0.79578865

00:04:33.297 --> 00:04:35.477 professor of psychiatry and neurosciences,

NOTE Confidence: 0.79578865

00:04:35.480 --> 00:04:38.287 and he's chair of the Department of

NOTE Confidence: 0.79578865

00:04:38.287 --> 00:04:40.371 Psychiatry and Chief of Psychiatry

NOTE Confidence: 0.79578865

00:04:40.371 --> 00:04:42.789 at the Yale New Haven Hospital,

NOTE Confidence: 0.84561706

00:04:42.790 --> 00:04:44.410 John take it away.

NOTE Confidence: 0.7922803

00:04:46.020 --> 00:04:48.652 Thanks Bob, I since this is alumni

NOTE Confidence: 0.7922803

00:04:48.652 --> 00:04:51.328 and alumni event I can't but help

NOTE Confidence: 0.7922803

00:04:51.328 --> 00:04:54.060 reminisce to our days in Harkness Storm.

NOTE Confidence: 0.7922803

00:04:54.060 --> 00:04:57.406 I think it was the nineteen 8081.

NOTE Confidence: 0.7922803

00:04:57.410 --> 00:05:00.844 Year and it's a pleasure to join

NOTE Confidence: 0.7922803

00:05:00.844 --> 00:05:03.352 all of you today to talk about this

NOTE Confidence: 0.7922803

00:05:03.352 --> 00:05:05.092 tremendous challenge that we have

NOTE Confidence: 0.7922803

00:05:05.092 --> 00:05:07.236 faced for the past year and a half.

NOTE Confidence: 0.7922803

00:05:07.240 --> 00:05:09.124 And let me share my screens

NOTE Confidence: 0.7922803

00:05:09.124 --> 00:05:10.970 and bring up my slides.

NOTE Confidence: 0.85251516

00:05:14.170 --> 00:05:17.173 Today I'm going to be talking about

NOTE Confidence: 0.85251516

00:05:17.173 --> 00:05:19.921 efforts to support health care workers

NOTE Confidence: 0.85251516

00:05:19.921 --> 00:05:22.675 here at Yale School of Medicine,

NOTE Confidence: 0.85251516

00:05:22.680 --> 00:05:24.920 Ann, Yale, New Haven Hospital.

NOTE Confidence: 0.85251516

00:05:24.920 --> 00:05:27.573 We came together as a community to

NOTE Confidence: 0.85251516

00:05:27.573 --> 00:05:30.333 try to provide support and throughout

NOTE Confidence: 0.85251516

00:05:30.333 --> 00:05:33.423 the Community for staff for trainees.

NOTE Confidence: 0.85251516



00:05:33.430 --> 00:05:34.780 Ann for faculty.  
NOTE Confidence: 0.84590334

00:05:38.330 --> 00:05:41.174 We came together as a single  
NOTE Confidence: 0.84590334

00:05:41.174 --> 00:05:43.579 entity hospital and medical school  
NOTE Confidence: 0.84590334

00:05:43.579 --> 00:05:46.540 leadership in a task force that for  
NOTE Confidence: 0.84590334

00:05:46.540 --> 00:05:49.585 much of the past year and a half,  
NOTE Confidence: 0.84590334

00:05:49.590 --> 00:05:52.776 met three times a week to organize a network  
NOTE Confidence: 0.84590334

00:05:52.776 --> 00:05:56.077 of support services and the participants.  
NOTE Confidence: 0.84590334

00:05:56.080 --> 00:05:58.245 In this task force include  
NOTE Confidence: 0.84590334

00:05:58.245 --> 00:06:00.410 some of the speakers today,  
NOTE Confidence: 0.84590334

00:06:00.410 --> 00:06:02.142 Doctor Robert Rohrbaugh, RR,  
NOTE Confidence: 0.84590334

00:06:02.142 --> 00:06:03.874 Moderator Doctor Jack Tibs,  
NOTE Confidence: 0.84590334

00:06:03.880 --> 00:06:06.911 who will be talking about his experience  
NOTE Confidence: 0.84590334

00:06:06.911 --> 00:06:10.308 with the stress and resilience town halls.  
NOTE Confidence: 0.84590334

00:06:10.310 --> 00:06:11.363 Doctor Linda Mays,  
NOTE Confidence: 0.84590334

00:06:11.363 --> 00:06:13.469 who with charter about led the  
NOTE Confidence: 0.84590334

00:06:13.469 --> 00:06:14.853 leadership Initiative Parenting

NOTE Confidence: 0.84590334

00:06:14.853 --> 00:06:17.278 Initiative in child care initiatives.

NOTE Confidence: 0.80103636

00:06:19.780 --> 00:06:22.708 So let me let's.

NOTE Confidence: 0.80103636

00:06:22.710 --> 00:06:25.797 Talk a little bit about the context.

NOTE Confidence: 0.80103636

00:06:25.800 --> 00:06:28.888 This picture is a picture of my local

NOTE Confidence: 0.80103636

00:06:28.888 --> 00:06:31.556 grocery store from March 2020 when

NOTE Confidence: 0.80103636

00:06:31.556 --> 00:06:33.826 literally the shelves were picked

NOTE Confidence: 0.80103636

00:06:33.826 --> 00:06:36.707 clean and and very limited resources

NOTE Confidence: 0.80103636

00:06:36.707 --> 00:06:39.052 were available in our community

NOTE Confidence: 0.80103636

00:06:39.060 --> 00:06:42.042 for the basics like toilet paper

NOTE Confidence: 0.80103636

00:06:42.042 --> 00:06:45.350 and paper towels and disinfectant.

NOTE Confidence: 0.80103636

00:06:45.350 --> 00:06:48.870 At the peak of COVID out of the 1500 beds,

NOTE Confidence: 0.80103636

00:06:48.870 --> 00:06:50.630 roughly 1500 beds at Yale,

NOTE Confidence: 0.80103636

00:06:50.630 --> 00:06:53.510 New Haven Hospital. 500 patients,

NOTE Confidence: 0.80103636

00:06:53.510 --> 00:06:57.577 500 beds were filled with COVID patients.

NOTE Confidence: 0.80103636

00:06:57.580 --> 00:06:59.980 We maxed out our utilization

NOTE Confidence: 0.80103636

00:06:59.980 --> 00:07:02.380 of intensive care unit beds,  
NOTE Confidence: 0.80103636

00:07:02.380 --> 00:07:04.715 creating additional intensive care unit  
NOTE Confidence: 0.80103636

00:07:04.715 --> 00:07:08.140 spaces and expanding the pool of ventilators.  
NOTE Confidence: 0.80103636

00:07:08.140 --> 00:07:11.005 6 units were converted to  
NOTE Confidence: 0.80103636

00:07:11.005 --> 00:07:13.297 care for COVID patients.  
NOTE Confidence: 0.80103636

00:07:13.300 --> 00:07:15.460 In non ambulatory, non urgent,  
NOTE Confidence: 0.80103636

00:07:15.460 --> 00:07:18.046 ambulatory services were closed as mentioned.  
NOTE Confidence: 0.82843715

00:07:20.210 --> 00:07:23.714 Faculty staff throughout the hospital were  
NOTE Confidence: 0.82843715

00:07:23.714 --> 00:07:26.616 redeployed from settings quite distinct  
NOTE Confidence: 0.82843715

00:07:26.616 --> 00:07:29.976 from the urgent care of COVID patients.  
NOTE Confidence: 0.82843715

00:07:29.980 --> 00:07:33.076 Now playing new roles, leading clinical  
NOTE Confidence: 0.82843715

00:07:33.076 --> 00:07:35.960 programs and caring for patients.  
NOTE Confidence: 0.82843715

00:07:35.960 --> 00:07:39.218 With this initially unknown, not well.  
NOTE Confidence: 0.89399934

00:07:41.870 --> 00:07:44.110 So what I'm going to talk 1st about  
NOTE Confidence: 0.89399934

00:07:44.110 --> 00:07:46.498 are the stress levels in doctors and  
NOTE Confidence: 0.89399934

00:07:46.498 --> 00:07:48.844 nurses and then about the support

NOTE Confidence: 0.89399934  
00:07:48.844 --> 00:07:50.928 interventions that were offered.  
NOTE Confidence: 0.89399934  
00:07:50.930 --> 00:07:53.906 And if you'd like to read  
NOTE Confidence: 0.89399934  
00:07:53.906 --> 00:07:55.890 more about about this,  
NOTE Confidence: 0.89399934  
00:07:55.890 --> 00:07:58.816 I refer you to the website care  
NOTE Confidence: 0.89399934  
00:07:58.816 --> 00:08:01.155 for the caregivers website at  
NOTE Confidence: 0.89399934  
00:08:01.155 --> 00:08:03.660 medicine.yale.edu or to a paper  
NOTE Confidence: 0.89399934  
00:08:03.660 --> 00:08:06.906 that we published in 2021 in  
NOTE Confidence: 0.89399934  
00:08:06.906 --> 00:08:08.559 General Hospital psychiatry  
NOTE Confidence: 0.89399934  
00:08:08.559 --> 00:08:10.763 that describes our efforts.  
NOTE Confidence: 0.902367384761905  
00:08:14.100 --> 00:08:15.648 One of the first.  
NOTE Confidence: 0.902367384761905  
00:08:15.648 --> 00:08:17.970 Things that we realized that our  
NOTE Confidence: 0.902367384761905  
00:08:18.056 --> 00:08:20.426 community needed was a way to  
NOTE Confidence: 0.902367384761905  
00:08:20.426 --> 00:08:23.020 take their own stress temperature.  
NOTE Confidence: 0.902367384761905  
00:08:23.020 --> 00:08:25.375 In other words, people were  
NOTE Confidence: 0.902367384761905  
00:08:25.375 --> 00:08:26.788 under enormous stress.  
NOTE Confidence: 0.902367384761905

00:08:26.790 --> 00:08:29.514 They had little time to devote  
NOTE Confidence: 0.902367384761905

00:08:29.514 --> 00:08:32.897 to getting a sense of their own  
NOTE Confidence: 0.902367384761905

00:08:32.897 --> 00:08:35.843 level of stress and and paying  
NOTE Confidence: 0.902367384761905

00:08:35.843 --> 00:08:38.558 attention to their own self care.  
NOTE Confidence: 0.902367384761905

00:08:38.560 --> 00:08:41.488 And so our group created something  
NOTE Confidence: 0.902367384761905

00:08:41.488 --> 00:08:44.594 called the Yale Stress Self Assessment  
NOTE Confidence: 0.902367384761905

00:08:44.594 --> 00:08:47.780 and made it available through the  
NOTE Confidence: 0.902367384761905

00:08:47.780 --> 00:08:50.388 website that I just mentioned.  
NOTE Confidence: 0.902367384761905

00:08:50.390 --> 00:08:53.070 That questionnaire that stressed  
NOTE Confidence: 0.902367384761905

00:08:53.070 --> 00:08:56.420 self assessment was accessed over  
NOTE Confidence: 0.902367384761905

00:08:56.420 --> 00:08:59.890 25,000 times with over 17,000 fully  
NOTE Confidence: 0.902367384761905

00:08:59.890 --> 00:09:03.125 completed surveys and what I'm showing  
NOTE Confidence: 0.902367384761905

00:09:03.125 --> 00:09:06.573 you are here in this figure are are  
NOTE Confidence: 0.902367384761905

00:09:06.573 --> 00:09:09.750 the number of times these assessments  
NOTE Confidence: 0.902367384761905

00:09:09.750 --> 00:09:13.100 were assessed from October to April.  
NOTE Confidence: 0.902367384761905

00:09:13.100 --> 00:09:16.070 Although this the assessments actually

NOTE Confidence: 0.902367384761905  
00:09:16.070 --> 00:09:21.220 began back in May and you notice that they.  
NOTE Confidence: 0.902367384761905  
00:09:21.220 --> 00:09:23.645 Are in bursts because these  
NOTE Confidence: 0.902367384761905  
00:09:23.645 --> 00:09:26.070 bursts represent times in which  
NOTE Confidence: 0.902367384761905  
00:09:26.154 --> 00:09:28.784 our community was invited and  
NOTE Confidence: 0.902367384761905  
00:09:28.784 --> 00:09:30.888 reminded about the availability  
NOTE Confidence: 0.902367384761905  
00:09:30.888 --> 00:09:33.720 of the stress assessment tool.  
NOTE Confidence: 0.902367384761905  
00:09:33.720 --> 00:09:36.330 So as you can see,  
NOTE Confidence: 0.902367384761905  
00:09:36.330 --> 00:09:38.930 there wasn't a steady utilization,  
NOTE Confidence: 0.902367384761905  
00:09:38.930 --> 00:09:42.070 but when reminded about the  
NOTE Confidence: 0.902367384761905  
00:09:42.070 --> 00:09:43.954 availability that these.  
NOTE Confidence: 0.902367384761905  
00:09:43.960 --> 00:09:45.394 Questionnaires and surveys  
NOTE Confidence: 0.902367384761905  
00:09:45.394 --> 00:09:46.828 were highly utilized.  
NOTE Confidence: 0.8214228  
00:09:48.930 --> 00:09:51.825 These are some of the themes that  
NOTE Confidence: 0.8214228  
00:09:51.825 --> 00:09:54.507 doctors and nurses identified when they  
NOTE Confidence: 0.8214228  
00:09:54.507 --> 00:09:57.087 completed this stress self assessment.  
NOTE Confidence: 0.8214228

00:09:57.090 --> 00:09:59.600 Think these themes in both  
NOTE Confidence: 0.8214228

00:09:59.600 --> 00:10:01.608 groups include family life,  
NOTE Confidence: 0.8214228

00:10:01.610 --> 00:10:04.694 the threats of COVID.  
NOTE Confidence: 0.8214228

00:10:04.694 --> 00:10:07.007 The political upheaval.  
NOTE Confidence: 0.8214228

00:10:07.010 --> 00:10:10.886 The impact of COVID on schools,  
NOTE Confidence: 0.8214228

00:10:10.890 --> 00:10:13.580 children, parents.  
NOTE Confidence: 0.8214228

00:10:13.580 --> 00:10:15.970 The health concerns the anxiety,  
NOTE Confidence: 0.8214228

00:10:15.970 --> 00:10:18.749 the high level of stress and and  
NOTE Confidence: 0.8214228

00:10:18.749 --> 00:10:21.775 the you know the general themes  
NOTE Confidence: 0.8214228

00:10:21.775 --> 00:10:24.095 that that people described.  
NOTE Confidence: 0.86338747

00:10:26.190 --> 00:10:28.486 What I'm going to show you across the  
NOTE Confidence: 0.86338747

00:10:28.486 --> 00:10:30.644 next couple of slides are predominantly  
NOTE Confidence: 0.86338747

00:10:30.644 --> 00:10:32.930 the overall stress levels and nurses,  
NOTE Confidence: 0.86338747

00:10:32.930 --> 00:10:34.274 which are generally similar  
NOTE Confidence: 0.86338747

00:10:34.274 --> 00:10:35.954 to those reported in doctors,  
NOTE Confidence: 0.86338747

00:10:35.960 --> 00:10:40.660 but a little bit higher and you can see that.

NOTE Confidence: 0.86338747

00:10:40.660 --> 00:10:45.052 If the all group in this slide represents

NOTE Confidence: 0.86338747

00:10:45.052 --> 00:10:48.610 all healthcare workers from from staff,

NOTE Confidence: 0.86338747

00:10:48.610 --> 00:10:50.882 people, support staff, faculty,

NOTE Confidence: 0.86338747

00:10:50.882 --> 00:10:53.151 trainees, students and here

NOTE Confidence: 0.86338747

00:10:53.151 --> 00:10:56.553 on the right are the nurses,

NOTE Confidence: 0.86338747

00:10:56.560 --> 00:11:01.570 and so you can see that.

NOTE Confidence: 0.86338747

00:11:01.570 --> 00:11:02.872 That in October,

NOTE Confidence: 0.86338747

00:11:02.872 --> 00:11:05.910 about 1/3 of of overall staff and

NOTE Confidence: 0.86338747

00:11:05.997 --> 00:11:08.902 nurses reported not feeling confident

NOTE Confidence: 0.86338747

00:11:08.902 --> 00:11:12.923 about their ability to manage work and

NOTE Confidence: 0.86338747

00:11:12.923 --> 00:11:15.995 family that nurses reported a higher

NOTE Confidence: 0.86338747

00:11:15.995 --> 00:11:19.304 overall level of exposure to death.

NOTE Confidence: 0.86338747

00:11:19.304 --> 00:11:23.443 And that high rates a little bit

NOTE Confidence: 0.86338747

00:11:23.443 --> 00:11:27.636 higher rate of feeling out of control.

NOTE Confidence: 0.86338747

00:11:27.640 --> 00:11:30.265 Or feeling guilty or ashamed

NOTE Confidence: 0.86338747



00:11:30.265 --> 00:11:31.840 and blaming others.  
NOTE Confidence: 0.86338747

00:11:31.840 --> 00:11:36.019 And these are whether they had these  
NOTE Confidence: 0.86338747

00:11:36.019 --> 00:11:39.280 experiences fairly often or very often.  
NOTE Confidence: 0.86338747

00:11:39.280 --> 00:11:42.538 And then what you can see is that overall,  
NOTE Confidence: 0.86338747

00:11:42.540 --> 00:11:44.104 and among the nurses,  
NOTE Confidence: 0.86338747

00:11:44.104 --> 00:11:46.450 that there was a relatively high  
NOTE Confidence: 0.86338747

00:11:46.526 --> 00:11:48.696 and sustained level of stress.  
NOTE Confidence: 0.86338747

00:11:48.700 --> 00:11:53.548 From October all the way through this March.  
NOTE Confidence: 0.86338747

00:11:53.550 --> 00:11:56.784 And that applies across all of these  
NOTE Confidence: 0.86338747

00:11:56.784 --> 00:11:58.940 different categories of symptoms.  
NOTE Confidence: 0.86338747

00:11:58.940 --> 00:11:59.712 So so,  
NOTE Confidence: 0.86338747

00:11:59.712 --> 00:12:03.406 a lot of people were feeling a lot of  
NOTE Confidence: 0.86338747

00:12:03.406 --> 00:12:06.454 stress related to the challenges that  
NOTE Confidence: 0.86338747

00:12:06.454 --> 00:12:10.304 they faced in managing both their work  
NOTE Confidence: 0.86338747

00:12:10.304 --> 00:12:15.920 life and their family life through COVID.  
NOTE Confidence: 0.86338747

00:12:15.920 --> 00:12:19.400 If we look at at again nursing staff

NOTE Confidence: 0.86338747

00:12:19.400 --> 00:12:23.083 overtime and now look at the levels of

NOTE Confidence: 0.86338747

00:12:23.083 --> 00:12:26.499 different kinds of stress related symptoms,

NOTE Confidence: 0.86338747

00:12:26.500 --> 00:12:29.566 we see that the most commonly reported

NOTE Confidence: 0.86338747

00:12:29.566 --> 00:12:33.237 symptom was a feeling exhausted or tired,

NOTE Confidence: 0.86338747

00:12:33.240 --> 00:12:36.607 and that these rates approached and even

NOTE Confidence: 0.86338747

00:12:36.607 --> 00:12:39.970 surpassed 80% of nurses in the hospital.

NOTE Confidence: 0.86338747

00:12:39.970 --> 00:12:42.742 The doctor rate of of exhaustion

NOTE Confidence: 0.86338747

00:12:42.742 --> 00:12:45.260 was a little bit lower,

NOTE Confidence: 0.86338747

00:12:45.260 --> 00:12:48.270 more in the low 70s.

NOTE Confidence: 0.86338747

00:12:48.270 --> 00:12:51.060 But still very very high.

NOTE Confidence: 0.86338747

00:12:51.060 --> 00:12:54.133 I'm at a slightly lower rate where

NOTE Confidence: 0.86338747

00:12:54.133 --> 00:12:57.231 symptoms that we would associate it

NOTE Confidence: 0.86338747

00:12:57.231 --> 00:13:00.615 associate with the experience of stress,

NOTE Confidence: 0.86338747

00:13:00.620 --> 00:13:01.922 anxiety, tension,

NOTE Confidence: 0.86338747

00:13:01.922 --> 00:13:02.573 irritability,

NOTE Confidence: 0.86338747

00:13:02.573 --> 00:13:05.828 and sleeping difficulties and these  
NOTE Confidence: 0.86338747

00:13:05.828 --> 00:13:09.183 levels of of symptoms were fairly  
NOTE Confidence: 0.86338747

00:13:09.183 --> 00:13:12.640 sustained from October to March as well.  
NOTE Confidence: 0.86338747

00:13:12.640 --> 00:13:15.776 The next level of symptoms that we  
NOTE Confidence: 0.86338747

00:13:15.776 --> 00:13:18.222 saw were symptoms that reflected  
NOTE Confidence: 0.86338747

00:13:18.222 --> 00:13:21.270 the functional impact of all of  
NOTE Confidence: 0.86338747

00:13:21.270 --> 00:13:23.839 these stress related symptoms.  
NOTE Confidence: 0.86338747

00:13:23.840 --> 00:13:26.380 Having difficulty focusing on work,  
NOTE Confidence: 0.86338747

00:13:26.380 --> 00:13:29.440 forgetting things, being distracted.  
NOTE Confidence: 0.86338747

00:13:29.440 --> 00:13:31.720 In experiencing headaches,  
NOTE Confidence: 0.86338747

00:13:31.720 --> 00:13:35.520 these symptoms were present in  
NOTE Confidence: 0.86338747

00:13:35.520 --> 00:13:39.891 in about mid 30s to mid 40% as  
NOTE Confidence: 0.86338747

00:13:39.891 --> 00:13:43.146 high as 50% of nurses.  
NOTE Confidence: 0.8572585

00:13:45.250 --> 00:13:48.813 Perhaps the most concerning where the more  
NOTE Confidence: 0.8572585

00:13:48.813 --> 00:13:51.928 severe depression and PTSD like symptoms,  
NOTE Confidence: 0.8572585

00:13:51.930 --> 00:13:55.020 feeling distant cut off from others,

NOTE Confidence: 0.8572585

00:13:55.020 --> 00:13:58.170 having racing or slow thoughts.

NOTE Confidence: 0.8572585

00:13:58.170 --> 00:14:00.910 Feeling cut off are lonely.

NOTE Confidence: 0.8572585

00:14:00.910 --> 00:14:01.535 Reminiscing,

NOTE Confidence: 0.8572585

00:14:01.535 --> 00:14:05.285 having negative thoughts about the past.

NOTE Confidence: 0.8572585

00:14:05.290 --> 00:14:09.916 Becoming losing interest in one's activity.

NOTE Confidence: 0.8572585

00:14:09.920 --> 00:14:12.688 In increasing alcohol use.

NOTE Confidence: 0.8572585

00:14:12.688 --> 00:14:15.456 These symptoms were present

NOTE Confidence: 0.8572585

00:14:15.456 --> 00:14:20.280 in about 20 to 40% of nurses.

NOTE Confidence: 0.8572585

00:14:20.280 --> 00:14:22.120 And persistently present throughout,

NOTE Confidence: 0.8572585

00:14:22.120 --> 00:14:25.760 these are not just the presence of symptoms,

NOTE Confidence: 0.8572585

00:14:25.760 --> 00:14:28.712 but rather an increase in the

NOTE Confidence: 0.8572585

00:14:28.712 --> 00:14:31.285 level of these symptoms relative

NOTE Confidence: 0.8572585

00:14:31.285 --> 00:14:33.835 to their pre COVID life.

NOTE Confidence: 0.8572585

00:14:33.840 --> 00:14:37.488 So people were these nurses like

NOTE Confidence: 0.8572585

00:14:37.488 --> 00:14:41.210 all elements of our community,

NOTE Confidence: 0.8572585

00:14:41.210 --> 00:14:44.530 were experiencing substantial levels  
NOTE Confidence: 0.8572585

00:14:44.530 --> 00:14:48.680 of symptoms of anxiety stress.  
NOTE Confidence: 0.8572585

00:14:48.680 --> 00:14:51.040 And PTSD like symptoms.  
NOTE Confidence: 0.8524633

00:14:53.550 --> 00:14:57.519 So in summary, what I've shown you is some  
NOTE Confidence: 0.8524633

00:14:57.519 --> 00:15:00.731 evidence about the significant mental health  
NOTE Confidence: 0.8524633

00:15:00.731 --> 00:15:04.370 impact of being engaged in the COVID.  
NOTE Confidence: 0.8524633

00:15:04.370 --> 00:15:08.312 The war on COVID. If you will, symptoms  
NOTE Confidence: 0.8524633

00:15:08.312 --> 00:15:10.280 of exhaustion, functional impairment,  
NOTE Confidence: 0.8524633

00:15:10.280 --> 00:15:12.848 depression and trauma symptoms,  
NOTE Confidence: 0.8524633

00:15:12.848 --> 00:15:17.880 and increased alcohol use. Surprisingly.  
NOTE Confidence: 0.8524633

00:15:17.880 --> 00:15:22.320 You might say that even though the particular  
NOTE Confidence: 0.8524633

00:15:22.320 --> 00:15:25.560 stresses might wax and wane overtime.  
NOTE Confidence: 0.8524633

00:15:25.560 --> 00:15:28.535 That the level of stress and stress  
NOTE Confidence: 0.8524633

00:15:28.535 --> 00:15:31.409 related symptoms was maintained overtime.  
NOTE Confidence: 0.8524633

00:15:31.410 --> 00:15:34.170 And there was a sort of subtle shift.  
NOTE Confidence: 0.8524633

00:15:34.170 --> 00:15:37.470 From the acute experience of stress.

NOTE Confidence: 0.8524633

00:15:37.470 --> 00:15:40.890 To them or persisting.

NOTE Confidence: 0.8524633

00:15:40.890 --> 00:15:43.455 Stress and depression like symptoms

NOTE Confidence: 0.8524633

00:15:43.455 --> 00:15:46.750 that we might associate with burnout.

NOTE Confidence: 0.8524633

00:15:46.750 --> 00:15:49.012 And this was also accompanied by

NOTE Confidence: 0.8524633

00:15:49.012 --> 00:15:50.860 rising levels of alcohol use.

NOTE Confidence: 0.9200723

00:15:54.000 --> 00:15:57.115 OK, so let's talk a little bit

NOTE Confidence: 0.9200723

00:15:57.115 --> 00:16:00.445 about what we tried to do in

NOTE Confidence: 0.9200723

00:16:00.445 --> 00:16:02.805 our Group of of volunteers.

NOTE Confidence: 0.9200723

00:16:02.810 --> 00:16:05.015 So some of the challenges that we

NOTE Confidence: 0.9200723

00:16:05.015 --> 00:16:06.929 face right from the beginning.

NOTE Confidence: 0.9200723

00:16:06.930 --> 00:16:09.426 Was related to engaging the people

NOTE Confidence: 0.9200723

00:16:09.426 --> 00:16:11.859 who needed our help the most.

NOTE Confidence: 0.9200723

00:16:11.860 --> 00:16:13.780 Simply offering services didn't

NOTE Confidence: 0.9200723

00:16:13.780 --> 00:16:16.660 always get people engaged in in

NOTE Confidence: 0.9200723

00:16:16.743 --> 00:16:18.993 the support efforts and partly

NOTE Confidence: 0.9200723

00:16:18.993 --> 00:16:21.243 this was because people were  
NOTE Confidence: 0.9200723

00:16:21.320 --> 00:16:23.990 exhausted partly because they were.  
NOTE Confidence: 0.9200723

00:16:23.990 --> 00:16:28.166 They did not feel that he had the time  
NOTE Confidence: 0.9200723

00:16:28.166 --> 00:16:33.057 to step away from their responsibilities.  
NOTE Confidence: 0.9200723

00:16:33.060 --> 00:16:34.224 Some of this, though,  
NOTE Confidence: 0.9200723

00:16:34.224 --> 00:16:36.834 turned out to be a lack of appreciation  
NOTE Confidence: 0.9200723

00:16:36.834 --> 00:16:39.234 of what stress related symptoms were  
NOTE Confidence: 0.9200723

00:16:39.234 --> 00:16:41.660 that they needed to pay attention.  
NOTE Confidence: 0.9200723

00:16:41.660 --> 00:16:43.025 Some of them,  
NOTE Confidence: 0.9200723

00:16:43.025 --> 00:16:45.300 some people described not being  
NOTE Confidence: 0.9200723

00:16:45.300 --> 00:16:48.452 aware of the support resources that  
NOTE Confidence: 0.9200723

00:16:48.452 --> 00:16:51.686 could were already available to them.  
NOTE Confidence: 0.9200723

00:16:51.690 --> 00:16:54.161 Also, there was a need to build  
NOTE Confidence: 0.9200723

00:16:54.161 --> 00:16:55.869 trust in the in the.  
NOTE Confidence: 0.9200723

00:16:55.870 --> 00:16:58.222 Both in the the effectiveness of  
NOTE Confidence: 0.9200723

00:16:58.222 --> 00:17:00.314 the support services that were

NOTE Confidence: 0.9200723

00:17:00.314 --> 00:17:02.569 offered and in the confidentiality.

NOTE Confidence: 0.9200723

00:17:02.570 --> 00:17:05.426 And then there are a number of

NOTE Confidence: 0.9200723

00:17:05.426 --> 00:17:07.599 typical barriers that were faced.

NOTE Confidence: 0.9200723

00:17:07.600 --> 00:17:09.572 Stigma associated with mental

NOTE Confidence: 0.9200723

00:17:09.572 --> 00:17:11.544 illness and its treatment.

NOTE Confidence: 0.9200723

00:17:11.550 --> 00:17:12.015 Stoicism,

NOTE Confidence: 0.9200723

00:17:12.015 --> 00:17:13.875 usually an admirable trait

NOTE Confidence: 0.9200723

00:17:13.875 --> 00:17:15.735 among health care workers,

NOTE Confidence: 0.9200723

00:17:15.740 --> 00:17:17.940 but sometimes a barrier

NOTE Confidence: 0.9200723

00:17:17.940 --> 00:17:20.140 to seeking needed help.

NOTE Confidence: 0.9200723

00:17:20.140 --> 00:17:21.865 Concerns about privacy.

NOTE Confidence: 0.9200723

00:17:21.865 --> 00:17:24.740 And also feelings of hopelessness

NOTE Confidence: 0.9200723

00:17:24.740 --> 00:17:26.370 and exhaustion that,

NOTE Confidence: 0.9200723

00:17:26.370 --> 00:17:29.370 as I mentioned.

NOTE Confidence: 0.9200723

00:17:29.370 --> 00:17:31.595 What we developed overtime was

NOTE Confidence: 0.9200723



00:17:31.595 --> 00:17:34.444 the safety net strategy and we  
NOTE Confidence: 0.9200723

00:17:34.444 --> 00:17:36.624 appreciated that different people  
NOTE Confidence: 0.9200723

00:17:36.624 --> 00:17:39.349 could be most effectively reached.  
NOTE Confidence: 0.9200723

00:17:39.350 --> 00:17:41.825 By providing an array of  
NOTE Confidence: 0.9200723

00:17:41.825 --> 00:17:44.300 different services that might be  
NOTE Confidence: 0.9200723

00:17:44.396 --> 00:17:47.180 particularly attractive to them.  
NOTE Confidence: 0.9200723

00:17:47.180 --> 00:17:50.519 And so we created a web of  
NOTE Confidence: 0.9200723

00:17:50.519 --> 00:17:53.472 services that I'll describe by  
NOTE Confidence: 0.9200723

00:17:53.472 --> 00:17:56.300 redeploying our our faculty,  
NOTE Confidence: 0.9200723

00:17:56.300 --> 00:17:57.482 and trainees,  
NOTE Confidence: 0.9200723

00:17:57.482 --> 00:18:00.437 mobilizing over 200 volunteers from  
NOTE Confidence: 0.9200723

00:18:00.437 --> 00:18:03.708 mental health experts in our community.  
NOTE Confidence: 0.8867338

00:18:06.210 --> 00:18:09.282 The notion was that we created  
NOTE Confidence: 0.8867338

00:18:09.282 --> 00:18:11.330 a tiered support system.  
NOTE Confidence: 0.8867338

00:18:11.330 --> 00:18:14.015 With services oriented to the  
NOTE Confidence: 0.8867338

00:18:14.015 --> 00:18:15.626 individual support services,

NOTE Confidence: 0.8867338

00:18:15.630 --> 00:18:18.780 targeting the clinical team or department

NOTE Confidence: 0.8867338

00:18:18.780 --> 00:18:23.135 or section and then services open to the

NOTE Confidence: 0.8867338

00:18:23.135 --> 00:18:26.387 entire community at the individual levels,

NOTE Confidence: 0.8867338

00:18:26.390 --> 00:18:28.542 the employee employee Assistant

NOTE Confidence: 0.8867338

00:18:28.542 --> 00:18:31.770 assistance programs of Yale and Yale.

NOTE Confidence: 0.8867338

00:18:31.770 --> 00:18:34.278 Even hospital were available.

NOTE Confidence: 0.8867338

00:18:34.278 --> 00:18:38.040 We highlighted the available 24/7 hotlines

NOTE Confidence: 0.8867338

00:18:38.134 --> 00:18:41.968 and we created a one to one support service.

NOTE Confidence: 0.8867338

00:18:41.970 --> 00:18:44.022 Uhm? And I'll come back to

NOTE Confidence: 0.8867338

00:18:44.022 --> 00:18:46.399 this in just a little bit.

NOTE Confidence: 0.8867338

00:18:46.400 --> 00:18:49.248 We provided Wellness checks.

NOTE Confidence: 0.8867338

00:18:49.250 --> 00:18:52.330 Quiet rooms close to high acuity error

NOTE Confidence: 0.8867338

00:18:52.330 --> 00:18:55.118 areas where people could get a break.

NOTE Confidence: 0.8867338

00:18:55.120 --> 00:18:58.445 Provided meals to caregivers and as noted,

NOTE Confidence: 0.8867338

00:18:58.450 --> 00:19:01.775 housing when necessary at the team level,

NOTE Confidence: 0.8867338

00:19:01.780 --> 00:19:04.160 we provided support meetings for  
NOTE Confidence: 0.8867338

00:19:04.160 --> 00:19:06.540 debriefing meetings for town halls.  
NOTE Confidence: 0.8867338

00:19:06.540 --> 00:19:09.668 We had a body system we had drop  
NOTE Confidence: 0.8867338

00:19:09.668 --> 00:19:13.286 Inns on literally every unit in the  
NOTE Confidence: 0.8867338

00:19:13.286 --> 00:19:17.228 hospital nearly every day of the most  
NOTE Confidence: 0.8867338

00:19:17.228 --> 00:19:20.528 urgent phases of the COVID pandemic.  
NOTE Confidence: 0.8867338

00:19:20.530 --> 00:19:23.794 And then for units like the  
NOTE Confidence: 0.8867338

00:19:23.794 --> 00:19:25.426 palliative care areas,  
NOTE Confidence: 0.8867338

00:19:25.430 --> 00:19:26.844 the ICU's,  
NOTE Confidence: 0.8867338

00:19:26.844 --> 00:19:30.379 we reinstated support meetings like  
NOTE Confidence: 0.8867338

00:19:30.379 --> 00:19:33.645 palliative care debriefing meetings to  
NOTE Confidence: 0.8867338

00:19:33.645 --> 00:19:37.829 help people manage the stress of the work.  
NOTE Confidence: 0.8867338

00:19:37.830 --> 00:19:40.693 You will also hear about the leadership  
NOTE Confidence: 0.8867338

00:19:40.693 --> 00:19:42.823 initiative that provided support and  
NOTE Confidence: 0.8867338

00:19:42.823 --> 00:19:45.319 guidance to newly formed clinical teams.  
NOTE Confidence: 0.8867338

00:19:45.320 --> 00:19:47.606 Another onsite consultations at the level

NOTE Confidence: 0.8867338

00:19:47.606 --> 00:19:50.832 of the at the Community we provided town

NOTE Confidence: 0.8867338

00:19:50.832 --> 00:19:54.050 hall meetings open to the entire community.

NOTE Confidence: 0.8867338

00:19:54.050 --> 00:19:56.682 At the beginning we had town halls

NOTE Confidence: 0.8867338

00:19:56.682 --> 00:19:59.049 every morning and every afternoon,

NOTE Confidence: 0.8867338

00:19:59.050 --> 00:20:01.130 every day of the week.

NOTE Confidence: 0.8867338

00:20:01.130 --> 00:20:03.620 On those tapered off over time,

NOTE Confidence: 0.8867338

00:20:03.620 --> 00:20:06.746 as as they as utilization declined.

NOTE Confidence: 0.8867338

00:20:06.750 --> 00:20:07.440 Also,

NOTE Confidence: 0.8867338

00:20:07.440 --> 00:20:09.510 mindfulness education from

NOTE Confidence: 0.8867338

00:20:09.510 --> 00:20:11.580 the stress centers.

NOTE Confidence: 0.8867338

00:20:11.580 --> 00:20:13.788 So let me begin first by describing the

NOTE Confidence: 0.8867338

00:20:13.788 --> 00:20:16.416 one to support one to one support program

NOTE Confidence: 0.8867338

00:20:16.416 --> 00:20:18.660 which worked from the Zoom platform,

NOTE Confidence: 0.8867338

00:20:18.660 --> 00:20:21.396 and the idea was that that access to this

NOTE Confidence: 0.8867338

00:20:21.396 --> 00:20:23.820 program was built into the stress survey.

NOTE Confidence: 0.8867338

00:20:23.820 --> 00:20:26.076 As people completed the stress self  
NOTE Confidence: 0.8867338

00:20:26.076 --> 00:20:28.198 assessment and got their stress stores  
NOTE Confidence: 0.8867338

00:20:28.198 --> 00:20:31.071 all they had to do was click a box and  
NOTE Confidence: 0.8867338

00:20:31.071 --> 00:20:33.178 be taken to the website where they  
NOTE Confidence: 0.8867338

00:20:33.178 --> 00:20:36.357 could sign up for one to one support.  
NOTE Confidence: 0.8867338

00:20:36.360 --> 00:20:40.302 Everyone who signed up was then  
NOTE Confidence: 0.8867338

00:20:40.302 --> 00:20:43.510 contacted within 24 hours for.  
NOTE Confidence: 0.8867338

00:20:43.510 --> 00:20:45.370 A kind of debriefing, support,  
NOTE Confidence: 0.8867338

00:20:45.370 --> 00:20:45.830 therapy,  
NOTE Confidence: 0.8867338

00:20:45.830 --> 00:20:48.130 and clinical referral for long  
NOTE Confidence: 0.8867338

00:20:48.130 --> 00:20:49.970 term treatment if needed.  
NOTE Confidence: 0.8867338

00:20:49.970 --> 00:20:52.880 The treatment was provided by doctoral  
NOTE Confidence: 0.8867338

00:20:52.880 --> 00:20:55.408 level traders and all cheaters  
NOTE Confidence: 0.8867338

00:20:55.408 --> 00:20:58.414 were trained on a evidence based  
NOTE Confidence: 0.8867338

00:20:58.414 --> 00:21:00.556 trauma focused brief intervention  
NOTE Confidence: 0.8867338

00:21:00.556 --> 00:21:03.306 that was developed and validated

NOTE Confidence: 0.8867338

00:21:03.306 --> 00:21:07.100 within the Child Study Center.

NOTE Confidence: 0.8867338

00:21:07.100 --> 00:21:10.194 And they received two to four sessions

NOTE Confidence: 0.8867338

00:21:10.194 --> 00:21:12.769 and referrals were made as needed.

NOTE Confidence: 0.8867338

00:21:12.770 --> 00:21:15.950 The major challenge here was that

NOTE Confidence: 0.8867338

00:21:15.950 --> 00:21:18.549 we created an infrastructure that

NOTE Confidence: 0.8867338

00:21:18.549 --> 00:21:21.693 was not utilized as much as we would

NOTE Confidence: 0.8867338

00:21:21.693 --> 00:21:24.743 like and and which remains a bit of

NOTE Confidence: 0.8867338

00:21:24.743 --> 00:21:28.699 a mystery to us in a way but but also

NOTE Confidence: 0.8867338

00:21:28.699 --> 00:21:32.609 a reflection of how challenging it is

NOTE Confidence: 0.8867338

00:21:32.609 --> 00:21:35.834 to engage the healthcare community.

NOTE Confidence: 0.8867338

00:21:35.840 --> 00:21:40.430 In such a challenging work environment.

NOTE Confidence: 0.8867338

00:21:40.430 --> 00:21:41.710 This unit level support,

NOTE Confidence: 0.8867338

00:21:41.710 --> 00:21:43.630 as mentioned provided by a doctor

NOTE Confidence: 0.8867338

00:21:43.687 --> 00:21:44.569 Mazin Rohrbough.

NOTE Confidence: 0.8867338

00:21:44.570 --> 00:21:46.824 I'm going to let them talk about

NOTE Confidence: 0.8867338

00:21:46.824 --> 00:21:48.370 that in more detail.  
NOTE Confidence: 0.79754084

00:21:50.610 --> 00:21:52.734 Frontline nurses received drop  
NOTE Confidence: 0.79754084

00:21:52.734 --> 00:21:55.920 in support from from a group,  
NOTE Confidence: 0.79754084

00:21:55.920 --> 00:21:57.513 including our Psychological  
NOTE Confidence: 0.79754084

00:21:57.513 --> 00:21:59.637 Medicine service at Yale,  
NOTE Confidence: 0.79754084

00:21:59.640 --> 00:22:02.295 New Haven Hospital and Doctors  
NOTE Confidence: 0.79754084

00:22:02.295 --> 00:22:04.419 Capo from palliative Medicine,  
NOTE Confidence: 0.79754084

00:22:04.420 --> 00:22:07.606 and Ariana for a from psychiatry  
NOTE Confidence: 0.79754084

00:22:07.606 --> 00:22:09.730 or psychological medicine service,  
NOTE Confidence: 0.79754084

00:22:09.730 --> 00:22:12.315 participated in huddles in icy  
NOTE Confidence: 0.79754084

00:22:12.315 --> 00:22:15.570 with ICU and COVID unit staff.  
NOTE Confidence: 0.8279959

00:22:19.570 --> 00:22:22.706 Doctor teams is shortly going to describe  
NOTE Confidence: 0.8279959

00:22:22.706 --> 00:22:25.730 the stress and religion resilience.  
NOTE Confidence: 0.8279959

00:22:25.730 --> 00:22:28.295 Town halls that enabled people  
NOTE Confidence: 0.8279959

00:22:28.295 --> 00:22:30.860 to engage in support session.  
NOTE Confidence: 0.8279959

00:22:30.860 --> 00:22:33.360 Some very general about the

NOTE Confidence: 0.8279959

00:22:33.360 --> 00:22:35.360 stresses and resilient strategies

NOTE Confidence: 0.8279959

00:22:35.360 --> 00:22:37.528 that they were uncovering.

NOTE Confidence: 0.8279959

00:22:37.530 --> 00:22:42.600 Some very focused on on various.

NOTE Confidence: 0.8279959

00:22:42.600 --> 00:22:45.144 Particular issues in particular

NOTE Confidence: 0.8279959

00:22:45.144 --> 00:22:48.324 groups targeting a variety of

NOTE Confidence: 0.8279959

00:22:48.324 --> 00:22:51.049 positive resilience strategies.

NOTE Confidence: 0.8577567

00:22:53.490 --> 00:22:56.674 So in summary, the COVID stress in our

NOTE Confidence: 0.8577567

00:22:56.674 --> 00:22:59.522 health community resembled that reported in

NOTE Confidence: 0.8577567

00:22:59.522 --> 00:23:02.480 health care communities around the world.

NOTE Confidence: 0.8577567

00:23:02.480 --> 00:23:04.952 We did our best to create a safety

NOTE Confidence: 0.8577567

00:23:04.952 --> 00:23:08.172 net of both individual team based and

NOTE Confidence: 0.8577567

00:23:08.172 --> 00:23:10.697 community based services to identify

NOTE Confidence: 0.8577567

00:23:10.775 --> 00:23:13.637 and support our health care community.

NOTE Confidence: 0.8577567

00:23:13.640 --> 00:23:16.100 And with that I will.

NOTE Confidence: 0.8577567

00:23:16.100 --> 00:23:22.150 I will stop my slides and I'd be happy to.

NOTE Confidence: 0.8577567



00:23:22.150 --> 00:23:24.778 Answer any questions.  
NOTE Confidence: 0.8577567

00:23:24.780 --> 00:23:25.548 If there's time.  
NOTE Confidence: 0.76917946

00:23:28.200 --> 00:23:31.938 Thanks so much John for that overview.  
NOTE Confidence: 0.76917946

00:23:31.940 --> 00:23:34.313 Just a reminder, if you do have  
NOTE Confidence: 0.76917946

00:23:34.313 --> 00:23:36.959 questions to to use the Q&A function  
NOTE Confidence: 0.76917946

00:23:36.959 --> 00:23:39.293 and type those questions into the  
NOTE Confidence: 0.76917946

00:23:39.370 --> 00:23:41.478 into the chat, that's down there.  
NOTE Confidence: 0.7789868

00:23:46.880 --> 00:23:48.355 Perhaps Will will go right  
NOTE Confidence: 0.7789868

00:23:48.355 --> 00:23:49.535 onto to doctor teams,  
NOTE Confidence: 0.7789868

00:23:49.540 --> 00:23:51.010 and if there are questions,  
NOTE Confidence: 0.7789868

00:23:51.010 --> 00:23:53.551 will catch those at the end of  
NOTE Confidence: 0.7789868

00:23:53.551 --> 00:23:56.190 the of the web and R. Thank you.  
NOTE Confidence: 0.8427715

00:24:00.160 --> 00:24:02.554 It's a pleasure to introduce Jack Tibbs,  
NOTE Confidence: 0.8427715

00:24:02.560 --> 00:24:03.940 who's professor of psychiatry  
NOTE Confidence: 0.8427715

00:24:03.940 --> 00:24:06.010 professor in the Child Study Center  
NOTE Confidence: 0.8427715

00:24:06.064 --> 00:24:07.709 and Professor of Public Health.

NOTE Confidence: 0.8427715

00:24:07.710 --> 00:24:09.738 He's director of the Division of

NOTE Confidence: 0.8427715

00:24:09.738 --> 00:24:11.090 Prevention and Community Research

NOTE Confidence: 0.8427715

00:24:11.148 --> 00:24:12.738 for the Department of Psychiatry

NOTE Confidence: 0.8427715

00:24:12.738 --> 00:24:14.760 and is chief psychologist for the

NOTE Confidence: 0.8427715

00:24:14.760 --> 00:24:16.276 Connecticut Mental Health Center,

NOTE Confidence: 0.8427715

00:24:16.280 --> 00:24:18.639 and he'll tell us more about the

NOTE Confidence: 0.8427715

00:24:18.639 --> 00:24:20.399 stress and resilience town halls.

NOTE Confidence: 0.8427715

00:24:20.400 --> 00:24:21.768 Thanks so much, Jack.

NOTE Confidence: 0.628306865

00:24:23.700 --> 00:24:29.648 Thank you Bob. Come. You see the way.

NOTE Confidence: 0.77940744

00:24:35.650 --> 00:24:37.618 My slides are not coming up,

NOTE Confidence: 0.77940744

00:24:37.620 --> 00:24:40.236 so let me just get a minute here.

NOTE Confidence: 0.8556124

00:24:47.610 --> 00:24:49.314 Give me one second. Had a

NOTE Confidence: 0.8556124

00:24:49.314 --> 00:24:51.349 little bit of a glitch here.

NOTE Confidence: 0.882025

00:24:55.580 --> 00:24:58.660 We can get them up there we go.

NOTE Confidence: 0.882025

00:24:58.660 --> 00:25:02.368 We got it alright thank you.

NOTE Confidence: 0.882025

00:25:02.370 --> 00:25:04.946 So I'm happy to be here today to  
NOTE Confidence: 0.882025

00:25:04.946 --> 00:25:07.441 talk to you about some of our  
NOTE Confidence: 0.882025

00:25:07.441 --> 00:25:10.180 work in the stress and resilience.  
NOTE Confidence: 0.882025

00:25:10.180 --> 00:25:12.412 Townhalls as John had spoken about  
NOTE Confidence: 0.882025

00:25:12.412 --> 00:25:15.599 earlier today, I'll be describing.  
NOTE Confidence: 0.882025

00:25:15.600 --> 00:25:17.604 Little bit of an overview on  
NOTE Confidence: 0.882025

00:25:17.604 --> 00:25:18.940 traumatic stress and resilience  
NOTE Confidence: 0.882025

00:25:19.001 --> 00:25:20.446 in the aftermath of COVID.  
NOTE Confidence: 0.882025

00:25:20.450 --> 00:25:22.178 What we've learned about that in  
NOTE Confidence: 0.882025

00:25:22.178 --> 00:25:24.000 the Yale stress and resilience,  
NOTE Confidence: 0.882025

00:25:24.000 --> 00:25:25.690 townhalls and then share some  
NOTE Confidence: 0.882025

00:25:25.690 --> 00:25:27.769 tips and resources that we did  
NOTE Confidence: 0.882025

00:25:27.769 --> 00:25:29.725 during the pandemic in the town  
NOTE Confidence: 0.882025

00:25:29.725 --> 00:25:31.430 halls for building resilience.  
NOTE Confidence: 0.882025

00:25:31.430 --> 00:25:33.638 Uh, we know that stress involves  
NOTE Confidence: 0.882025

00:25:33.638 --> 00:25:35.909 an event or series of events

NOTE Confidence: 0.882025  
00:25:35.909 --> 00:25:38.436 that places a demand on us that  
NOTE Confidence: 0.882025  
00:25:38.436 --> 00:25:40.636 requires some adaptive response  
NOTE Confidence: 0.882025  
00:25:40.636 --> 00:25:42.988 will experience stress physically,  
NOTE Confidence: 0.882025  
00:25:42.990 --> 00:25:44.268 perhaps emotionally, cognitively,  
NOTE Confidence: 0.882025  
00:25:44.268 --> 00:25:45.546 or behaviorally physically.  
NOTE Confidence: 0.882025  
00:25:45.550 --> 00:25:47.655 We may experience bodily tension  
NOTE Confidence: 0.882025  
00:25:47.655 --> 00:25:49.760 that may also be experienced  
NOTE Confidence: 0.882025  
00:25:49.830 --> 00:25:51.970 emotionally as fear or anxiety.  
NOTE Confidence: 0.882025  
00:25:51.970 --> 00:25:52.467 Cognitively,  
NOTE Confidence: 0.882025  
00:25:52.467 --> 00:25:55.449 we might have trouble concentrating or  
NOTE Confidence: 0.882025  
00:25:55.449 --> 00:25:58.156 have some impairment or decision making  
NOTE Confidence: 0.882025  
00:25:58.156 --> 00:26:01.440 and behaviourally it may cause us to overeat.  
NOTE Confidence: 0.882025  
00:26:01.440 --> 00:26:03.736 Drink alcohol to excess or withdraw socially.  
NOTE Confidence: 0.882025  
00:26:03.740 --> 00:26:05.606 It's important to track these these  
NOTE Confidence: 0.882025  
00:26:05.606 --> 00:26:08.020 different ways in which we experience stress.  
NOTE Confidence: 0.882025

00:26:08.020 --> 00:26:09.332 'cause as we introduce  
NOTE Confidence: 0.882025

00:26:09.332 --> 00:26:10.972 ways to reduce our stress,  
NOTE Confidence: 0.882025

00:26:10.980 --> 00:26:14.228 we can see how well we're doing.  
NOTE Confidence: 0.882025

00:26:14.230 --> 00:26:17.126 We know that COVID is been a traumatic  
NOTE Confidence: 0.882025

00:26:17.126 --> 00:26:19.085 stressor because it provides for  
NOTE Confidence: 0.882025

00:26:19.085 --> 00:26:21.025 adverse effects on our functioning  
NOTE Confidence: 0.882025

00:26:21.025 --> 00:26:23.631 and well being and often overwhelms  
NOTE Confidence: 0.882025

00:26:23.631 --> 00:26:25.826 our ability to adapt effectively.  
NOTE Confidence: 0.882025

00:26:25.830 --> 00:26:29.030 It's resulted in more than 600,000 US deaths.  
NOTE Confidence: 0.882025

00:26:29.030 --> 00:26:31.030 Health disparities for individuals who  
NOTE Confidence: 0.882025

00:26:31.030 --> 00:26:33.430 are black, Latin X American Indian,  
NOTE Confidence: 0.882025

00:26:33.430 --> 00:26:34.630 or Alaska native.  
NOTE Confidence: 0.882025

00:26:34.630 --> 00:26:37.030 There's an increase in hate crimes,  
NOTE Confidence: 0.882025

00:26:37.030 --> 00:26:37.932 Tord individuals,  
NOTE Confidence: 0.882025

00:26:37.932 --> 00:26:40.638 or Asian American or Pacific Islander  
NOTE Confidence: 0.882025

00:26:40.638 --> 00:26:42.668 recent studies have shown there's

NOTE Confidence: 0.882025

00:26:42.668 --> 00:26:45.146 been at least a \$16 trillion impact.

NOTE Confidence: 0.882025

00:26:45.150 --> 00:26:47.280 On the economy just through 2020,

NOTE Confidence: 0.882025

00:26:47.280 --> 00:26:49.325 with millions of people unemployed

NOTE Confidence: 0.882025

00:26:49.325 --> 00:26:51.370 and it's revealed a national

NOTE Confidence: 0.882025

00:26:51.435 --> 00:26:53.575 childcare and schooling crisis that

NOTE Confidence: 0.882025

00:26:53.575 --> 00:26:55.715 we're now starting to address.

NOTE Confidence: 0.882025

00:26:55.720 --> 00:26:59.000 Each year, the CDC, on a regular basis,

NOTE Confidence: 0.882025

00:26:59.000 --> 00:27:01.020 tracks symptoms of anxiety or

NOTE Confidence: 0.882025

00:27:01.020 --> 00:27:02.636 depressive disorder through a

NOTE Confidence: 0.882025

00:27:02.636 --> 00:27:04.329 mental health pulse survey.

NOTE Confidence: 0.882025

00:27:04.330 --> 00:27:07.200 You may be familiar with that survey.

NOTE Confidence: 0.882025

00:27:07.200 --> 00:27:08.020 Last year,

NOTE Confidence: 0.882025

00:27:08.020 --> 00:27:10.070 the tracking of those symptoms.

NOTE Confidence: 0.882025

00:27:10.070 --> 00:27:11.574 There's two anxiety symptoms

NOTE Confidence: 0.882025

00:27:11.574 --> 00:27:13.830 of anxiety disorder and two of

NOTE Confidence: 0.882025

00:27:13.897 --> 00:27:15.809 depressive disorder over here.  
NOTE Confidence: 0.882025

00:27:15.810 --> 00:27:16.959 On the left,  
NOTE Confidence: 0.882025

00:27:16.959 --> 00:27:21.138 you can see in the spring of last year 2019,  
NOTE Confidence: 0.882025

00:27:21.140 --> 00:27:23.290 eleven percent of individuals reported  
NOTE Confidence: 0.882025

00:27:23.290 --> 00:27:26.030 symptoms of anxiety and depressive disorder.  
NOTE Confidence: 0.882025

00:27:26.030 --> 00:27:27.215 A year later,  
NOTE Confidence: 0.882025

00:27:27.215 --> 00:27:30.300 after the pandemic had arrived in the US,  
NOTE Confidence: 0.882025

00:27:30.300 --> 00:27:32.240 that was tripled to 30,  
NOTE Confidence: 0.882025

00:27:32.240 --> 00:27:32.980 almost 34%,  
NOTE Confidence: 0.882025

00:27:32.980 --> 00:27:35.940 and what I've done here is I've tracked  
NOTE Confidence: 0.882025

00:27:36.021 --> 00:27:39.213 that across time pretty much to the present.  
NOTE Confidence: 0.882025

00:27:39.220 --> 00:27:40.384 Using that survey.  
NOTE Confidence: 0.882025

00:27:40.384 --> 00:27:42.324 And as you can see,  
NOTE Confidence: 0.882025

00:27:42.330 --> 00:27:44.650 roughly 40% of individuals until  
NOTE Confidence: 0.882025

00:27:44.650 --> 00:27:46.970 very recently reported symptoms of  
NOTE Confidence: 0.882025

00:27:47.041 --> 00:27:48.981 anxiety or depressive disorder with

NOTE Confidence: 0.882025

00:27:48.981 --> 00:27:52.029 a drop over the last several months.

NOTE Confidence: 0.882025

00:27:52.030 --> 00:27:55.138 Those symptoms vary by gender and age.

NOTE Confidence: 0.882025

00:27:55.140 --> 00:27:57.185 With women it's reporting slightly

NOTE Confidence: 0.882025

00:27:57.185 --> 00:27:59.230 higher symptoms of anxiety or

NOTE Confidence: 0.882025

00:27:59.299 --> 00:28:01.235 depressive disorder than men

NOTE Confidence: 0.882025

00:28:01.235 --> 00:28:02.687 and younger individuals.

NOTE Confidence: 0.882025

00:28:02.690 --> 00:28:04.910 Younger adults 18 to 29,

NOTE Confidence: 0.882025

00:28:04.910 --> 00:28:07.130 the highest percentage of symptoms

NOTE Confidence: 0.882025

00:28:07.130 --> 00:28:09.350 of anxiety or depressive disorder,

NOTE Confidence: 0.882025

00:28:09.350 --> 00:28:11.570 some hovering close to 60%,

NOTE Confidence: 0.882025

00:28:11.570 --> 00:28:13.790 but holding pretty steady during

NOTE Confidence: 0.882025

00:28:13.790 --> 00:28:16.896 the pandemic at around 50% of young

NOTE Confidence: 0.882025

00:28:16.896 --> 00:28:18.668 people experiencing those symptoms,

NOTE Confidence: 0.882025

00:28:18.670 --> 00:28:20.920 the least symptoms reported were

NOTE Confidence: 0.882025

00:28:20.920 --> 00:28:22.720 by the oldest groups.

NOTE Confidence: 0.8562312



00:28:22.720 --> 00:28:24.916 Those in their 70s and 80s  
NOTE Confidence: 0.8562312

00:28:24.916 --> 00:28:26.756 reporting around 20% of the  
NOTE Confidence: 0.8562312

00:28:26.756 --> 00:28:27.860 population reporting symptoms.  
NOTE Confidence: 0.8562312

00:28:27.860 --> 00:28:30.040 Other age groups were  
NOTE Confidence: 0.8562312

00:28:30.040 --> 00:28:32.220 somewhere in the middle.  
NOTE Confidence: 0.8562312

00:28:32.220 --> 00:28:34.663 Now the pandemic a curd in the  
NOTE Confidence: 0.8562312

00:28:34.663 --> 00:28:36.562 back draft backdrop of racial  
NOTE Confidence: 0.8562312

00:28:36.562 --> 00:28:38.517 violence that occurred in our  
NOTE Confidence: 0.8562312

00:28:38.517 --> 00:28:40.631 country and that was emphasized  
NOTE Confidence: 0.8562312

00:28:40.631 --> 00:28:43.247 through the murder of George Floyd.  
NOTE Confidence: 0.8562312

00:28:43.250 --> 00:28:46.796 That happened at the end of May in 2020,  
NOTE Confidence: 0.8562312

00:28:46.800 --> 00:28:49.187 and what I've listed here is these  
NOTE Confidence: 0.8562312

00:28:49.187 --> 00:28:51.153 symptoms of anxiety or depressive  
NOTE Confidence: 0.8562312

00:28:51.153 --> 00:28:53.333 disorder for different racial and  
NOTE Confidence: 0.8562312

00:28:53.333 --> 00:28:55.469 ethnic groups through the present.  
NOTE Confidence: 0.8562312

00:28:55.470 --> 00:28:57.435 The loss of George Floyd

NOTE Confidence: 0.8562312

00:28:57.435 --> 00:28:59.007 preceded by Brianna Taylor,

NOTE Confidence: 0.8562312

00:28:59.010 --> 00:29:03.006 Ahmad Arbury, and so many others.

NOTE Confidence: 0.8562312

00:29:03.010 --> 00:29:06.223 Led to a spike in anxiety or

NOTE Confidence: 0.8562312

00:29:06.223 --> 00:29:08.639 depressive disorders the week after.

NOTE Confidence: 0.8562312

00:29:08.640 --> 00:29:10.077 George Floyd's death,

NOTE Confidence: 0.8562312

00:29:10.077 --> 00:29:12.472 particularly among Asian American and

NOTE Confidence: 0.8562312

00:29:12.472 --> 00:29:15.197 Pacific Islander blacks and American Indian,

NOTE Confidence: 0.8562312

00:29:15.200 --> 00:29:16.658 Alaska native individuals,

NOTE Confidence: 0.8562312

00:29:16.658 --> 00:29:19.574 and then several months later that

NOTE Confidence: 0.8562312

00:29:19.574 --> 00:29:22.355 elevation persisted for all other racial

NOTE Confidence: 0.8562312

00:29:22.355 --> 00:29:24.580 ethnic groups until only recently.

NOTE Confidence: 0.8562312

00:29:24.580 --> 00:29:26.460 Again since January 20,

NOTE Confidence: 0.8562312

00:29:26.460 --> 00:29:26.930 2021,

NOTE Confidence: 0.8562312

00:29:26.930 --> 00:29:30.206 did those numbers start to come down?

NOTE Confidence: 0.8889796

00:29:32.360 --> 00:29:35.209 Now, taking a step back of the

NOTE Confidence: 0.8889796

00:29:35.209 --> 00:29:37.050 consequences of trauma we can,  
NOTE Confidence: 0.8889796

00:29:37.050 --> 00:29:40.586 we can think about trauma in a broader  
NOTE Confidence: 0.8889796

00:29:40.586 --> 00:29:42.918 population perspective in that most of us,  
NOTE Confidence: 0.8889796

00:29:42.920 --> 00:29:46.043 virtually all of us 94% are likely to  
NOTE Confidence: 0.8889796

00:29:46.043 --> 00:29:48.389 experience some trauma in our life,  
NOTE Confidence: 0.8889796

00:29:48.390 --> 00:29:51.302 and that will translate in our lifetime  
NOTE Confidence: 0.8889796

00:29:51.302 --> 00:29:55.433 to a rate of PTSD of about 9% as a result  
NOTE Confidence: 0.8889796

00:29:55.433 --> 00:29:58.170 of that exposure in any given year,  
NOTE Confidence: 0.8889796

00:29:58.170 --> 00:30:00.609 it's about 5%.  
NOTE Confidence: 0.8889796

00:30:00.610 --> 00:30:03.554 Good research has done has shown us though,  
NOTE Confidence: 0.8889796

00:30:03.560 --> 00:30:05.410 that it's not just PTSD,  
NOTE Confidence: 0.8889796

00:30:05.410 --> 00:30:07.780 but it's other mental health challenges  
NOTE Confidence: 0.8889796

00:30:07.780 --> 00:30:10.176 and substance abuse challenges that people  
NOTE Confidence: 0.8889796

00:30:10.176 --> 00:30:12.066 will experience following trauma from  
NOTE Confidence: 0.8889796

00:30:12.066 --> 00:30:14.545 exposure and data has shown that about  
NOTE Confidence: 0.8889796

00:30:14.545 --> 00:30:16.471 one in three individuals will report

NOTE Confidence: 0.8889796

00:30:16.480 --> 00:30:19.056 some mental health or substance use disorder,

NOTE Confidence: 0.8889796

00:30:19.060 --> 00:30:21.268 including PTSD in response to trauma,

NOTE Confidence: 0.8889796

00:30:21.270 --> 00:30:24.062 and that may vary based on a prior

NOTE Confidence: 0.8889796

00:30:24.062 --> 00:30:26.050 history of a disorder, persons,

NOTE Confidence: 0.8889796

00:30:26.050 --> 00:30:27.100 childhood trauma, history,

NOTE Confidence: 0.8889796

00:30:27.100 --> 00:30:30.075 the type of trauma it is with their

NOTE Confidence: 0.8889796

00:30:30.075 --> 00:30:31.707 other secondary traumas result.

NOTE Confidence: 0.8889796

00:30:31.710 --> 00:30:35.112 Or if you belong to a particular

NOTE Confidence: 0.8889796

00:30:35.112 --> 00:30:36.570 social identity group,

NOTE Confidence: 0.8889796

00:30:36.570 --> 00:30:39.000 important thing to recognize, though,

NOTE Confidence: 0.8889796

00:30:39.000 --> 00:30:41.916 is that the response to trauma,

NOTE Confidence: 0.8889796

00:30:41.920 --> 00:30:44.350 the normative response to trauma,

NOTE Confidence: 0.8889796

00:30:44.350 --> 00:30:45.590 is resilience.

NOTE Confidence: 0.8889796

00:30:45.590 --> 00:30:48.070 Most people are resilient

NOTE Confidence: 0.8889796

00:30:48.070 --> 00:30:49.930 despite experiencing trauma.

NOTE Confidence: 0.8889796

00:30:49.930 --> 00:30:52.330 And so one way to think about that  
NOTE Confidence: 0.8889796

00:30:52.330 --> 00:30:54.940 is that will experience the trauma.  
NOTE Confidence: 0.8889796

00:30:54.940 --> 00:30:57.088 We will have a stress reaction.  
NOTE Confidence: 0.8889796

00:30:57.090 --> 00:30:57.764 And then,  
NOTE Confidence: 0.8889796

00:30:57.764 --> 00:30:59.449 although a portion will experience  
NOTE Confidence: 0.8889796

00:30:59.449 --> 00:31:01.030 symptoms and problem behaviors,  
NOTE Confidence: 0.8889796

00:31:01.030 --> 00:31:03.478 the majority of individuals will overtime  
NOTE Confidence: 0.8889796

00:31:03.478 --> 00:31:05.544 report no substantial permanent change  
NOTE Confidence: 0.8889796

00:31:05.544 --> 00:31:07.409 or even growth or transformation.  
NOTE Confidence: 0.8889796

00:31:07.410 --> 00:31:09.528 And that's how we define resilience.  
NOTE Confidence: 0.8889796

00:31:09.530 --> 00:31:11.078 Successful adaptation despite adversity  
NOTE Confidence: 0.8889796

00:31:11.078 --> 00:31:12.626 either continued development or  
NOTE Confidence: 0.8889796

00:31:12.626 --> 00:31:14.118 enhanced development when well being.  
NOTE Confidence: 0.8889796

00:31:14.120 --> 00:31:15.880 It's important to note, though,  
NOTE Confidence: 0.8889796

00:31:15.880 --> 00:31:17.650 that resilience is multi dimensional.  
NOTE Confidence: 0.8889796

00:31:17.650 --> 00:31:20.114 It's not an all or nothing thing.

NOTE Confidence: 0.8889796

00:31:20.120 --> 00:31:21.885 It includes indicators of well

NOTE Confidence: 0.8889796

00:31:21.885 --> 00:31:23.650 being as well as dysfunction,

NOTE Confidence: 0.8889796

00:31:23.650 --> 00:31:25.660 so individuals the presence of well

NOTE Confidence: 0.8889796

00:31:25.660 --> 00:31:27.797 being the absence of dysfunction is

NOTE Confidence: 0.8889796

00:31:27.797 --> 00:31:29.993 one way to think about resilience.

NOTE Confidence: 0.8889796

00:31:30.000 --> 00:31:32.198 But it also can vary in the

NOTE Confidence: 0.8889796

00:31:32.198 --> 00:31:33.890 same person in overtime,

NOTE Confidence: 0.8889796

00:31:33.890 --> 00:31:36.498 so that you may be doing a good

NOTE Confidence: 0.8889796

00:31:36.498 --> 00:31:38.550 job taking care of patients.

NOTE Confidence: 0.8889796

00:31:38.550 --> 00:31:40.916 But then come home have trouble sleeping

NOTE Confidence: 0.8889796

00:31:40.916 --> 00:31:42.970 or have difficulty in relationships.

NOTE Confidence: 0.8889796

00:31:42.970 --> 00:31:44.362 That's why because there's

NOTE Confidence: 0.8889796

00:31:44.362 --> 00:31:47.010 it's not all or none in covers.

NOTE Confidence: 0.8889796

00:31:47.010 --> 00:31:48.850 All aspects of 1's life.

NOTE Confidence: 0.8889796

00:31:48.850 --> 00:31:51.574 It's important to have multiple strategies

NOTE Confidence: 0.8889796

00:31:51.574 --> 00:31:54.150 and pathways towards building resilience.  
NOTE Confidence: 0.8889796

00:31:54.150 --> 00:31:56.130 So is John had mentioned,  
NOTE Confidence: 0.8889796

00:31:56.130 --> 00:31:58.902 but one of the parts of Yale's  
NOTE Confidence: 0.8889796

00:31:58.902 --> 00:32:00.552 institutional response to COVID  
NOTE Confidence: 0.8889796

00:32:00.552 --> 00:32:02.856 was to create a tiered approach.  
NOTE Confidence: 0.8889796

00:32:02.860 --> 00:32:05.555 The community approaches with the stress in  
NOTE Confidence: 0.8889796

00:32:05.555 --> 00:32:08.410 town halls have been emblematic of doing.  
NOTE Confidence: 0.8889796

00:32:08.410 --> 00:32:10.786 We begin with the core belief  
NOTE Confidence: 0.8889796

00:32:10.786 --> 00:32:12.370 that everyone experiences stress  
NOTE Confidence: 0.8889796

00:32:12.434 --> 00:32:14.349 and everyone can be resilient.  
NOTE Confidence: 0.8889796

00:32:14.350 --> 00:32:16.852 And So what we do is these 45 to  
NOTE Confidence: 0.8889796

00:32:16.852 --> 00:32:19.491 one on one hour interactive zoom  
NOTE Confidence: 0.8889796

00:32:19.491 --> 00:32:22.325 town halls that facilitated by a  
NOTE Confidence: 0.8889796

00:32:22.325 --> 00:32:24.705 psychiatrist and or a psychologist.  
NOTE Confidence: 0.8889796

00:32:24.710 --> 00:32:26.495 To support yell affiliated health  
NOTE Confidence: 0.8889796

00:32:26.495 --> 00:32:27.923 care workers in Connecticut,

NOTE Confidence: 0.8889796

00:32:27.930 --> 00:32:29.720 Rhode Island, and Westchester County,

NOTE Confidence: 0.8889796

00:32:29.720 --> 00:32:32.128 New York and all the different hospital

NOTE Confidence: 0.8889796

00:32:32.128 --> 00:32:34.379 systems and healthcare systems that entails,

NOTE Confidence: 0.8889796

00:32:34.380 --> 00:32:37.708 as well as family members and other yell

NOTE Confidence: 0.8889796

00:32:37.708 --> 00:32:40.587 affiliated group in the Tri State Community.

NOTE Confidence: 0.8889796

00:32:40.590 --> 00:32:43.446 We'll do a single town hall or a

NOTE Confidence: 0.8889796

00:32:43.446 --> 00:32:46.582 series of two to four town halls

NOTE Confidence: 0.8889796

00:32:46.582 --> 00:32:47.983 across several weeks,

NOTE Confidence: 0.8889796

00:32:47.990 --> 00:32:49.975 begins with a brief presentation

NOTE Confidence: 0.8889796

00:32:49.975 --> 00:32:51.960 and then followed by participants

NOTE Confidence: 0.8715166

00:32:52.028 --> 00:32:54.560 sharing their own stresses and resilience.

NOTE Confidence: 0.8715166

00:32:54.560 --> 00:32:56.942 Strategies and facilitators job is to

NOTE Confidence: 0.8715166

00:32:56.942 --> 00:32:59.012 affirm evidence based strategies and

NOTE Confidence: 0.8715166

00:32:59.012 --> 00:33:01.137 provide online resources to participants.

NOTE Confidence: 0.8715166

00:33:01.140 --> 00:33:02.784 This combined psychoeducation about

NOTE Confidence: 0.8715166



00:33:02.784 --> 00:33:05.250 stress and resilience with mutual support,  
NOTE Confidence: 0.8715166

00:33:05.250 --> 00:33:08.253 both of which are evidence based strategies  
NOTE Confidence: 0.8715166

00:33:08.253 --> 00:33:10.878 to help people cope with stress.  
NOTE Confidence: 0.8715166

00:33:10.880 --> 00:33:13.676 As you can see listed here,  
NOTE Confidence: 0.8715166

00:33:13.680 --> 00:33:17.649 there have been many types of town halls that  
NOTE Confidence: 0.8715166

00:33:17.649 --> 00:33:21.125 we've done focusing on anxiety or sleep,  
NOTE Confidence: 0.8715166

00:33:21.130 --> 00:33:22.062 breathing, relaxation,  
NOTE Confidence: 0.8715166

00:33:22.062 --> 00:33:23.926 managing stress, using routines,  
NOTE Confidence: 0.8715166

00:33:23.930 --> 00:33:25.766 poetry and pandemic loss.  
NOTE Confidence: 0.8715166

00:33:25.766 --> 00:33:27.602 Family challenges dealing with  
NOTE Confidence: 0.8715166

00:33:27.602 --> 00:33:29.984 race related trauma and parenting  
NOTE Confidence: 0.8715166

00:33:29.984 --> 00:33:31.844 stress through the pandemic.  
NOTE Confidence: 0.8715166

00:33:31.850 --> 00:33:34.180 Thus far over 4000 people  
NOTE Confidence: 0.8715166

00:33:34.180 --> 00:33:36.510 have attended 140 town halls.  
NOTE Confidence: 0.8715166

00:33:36.510 --> 00:33:39.144 I've been privileged to work with  
NOTE Confidence: 0.8715166

00:33:39.144 --> 00:33:41.640 a dedicated group of faculty,

NOTE Confidence: 0.8715166

00:33:41.640 --> 00:33:42.378 psychiatrists, psychologists.

NOTE Confidence: 0.8715166

00:33:42.378 --> 00:33:44.223 That have volunteered their time

NOTE Confidence: 0.8715166

00:33:44.223 --> 00:33:45.330 during this pandemic.

NOTE Confidence: 0.8715166

00:33:45.330 --> 00:33:47.370 We're diverse in terms of discipline,

NOTE Confidence: 0.8715166

00:33:47.370 --> 00:33:49.060 age, race, ethnicity, academic rank,

NOTE Confidence: 0.8715166

00:33:49.060 --> 00:33:51.594 and we're also supported by a team

NOTE Confidence: 0.8715166

00:33:51.594 --> 00:33:54.490 behind the scenes to make all of this work.

NOTE Confidence: 0.8715166

00:33:54.490 --> 00:33:56.962 One of the things that we do is

NOTE Confidence: 0.8715166

00:33:56.962 --> 00:33:59.570 we take notes at each town hall.

NOTE Confidence: 0.8715166

00:33:59.570 --> 00:34:00.272 That's anonymous.

NOTE Confidence: 0.8715166

00:34:00.272 --> 00:34:02.729 That allows us to see what people

NOTE Confidence: 0.8715166

00:34:02.729 --> 00:34:05.064 are experiencing in terms of stress

NOTE Confidence: 0.8715166

00:34:05.064 --> 00:34:06.596 as well as resilience.

NOTE Confidence: 0.8715166

00:34:06.600 --> 00:34:09.534 Here we've identified 6 core stresses

NOTE Confidence: 0.8715166

00:34:09.534 --> 00:34:13.019 that have been reported in the town halls.

NOTE Confidence: 0.8715166

00:34:13.020 --> 00:34:13.780 Work stress,  
NOTE Confidence: 0.8715166

00:34:13.780 --> 00:34:16.060 family stress and stress signs and  
NOTE Confidence: 0.8715166

00:34:16.060 --> 00:34:18.090 symptoms are three of those six.  
NOTE Confidence: 0.8715166

00:34:18.090 --> 00:34:20.652 About 1/3 of individuals in the town  
NOTE Confidence: 0.8715166

00:34:20.652 --> 00:34:23.158 halls reports some kind of work stress.  
NOTE Confidence: 0.8715166

00:34:23.160 --> 00:34:25.326 Worry about getting sick at work.  
NOTE Confidence: 0.8715166

00:34:25.330 --> 00:34:28.282 Maybe bring it home to the family feeling  
NOTE Confidence: 0.8715166

00:34:28.282 --> 00:34:31.119 guilt about not being on the front lines,  
NOTE Confidence: 0.8715166

00:34:31.120 --> 00:34:33.810 managing the changes that occur  
NOTE Confidence: 0.8715166

00:34:33.810 --> 00:34:35.424 through service lines.  
NOTE Confidence: 0.8715166

00:34:35.430 --> 00:34:37.656 Staying up late and getting up  
NOTE Confidence: 0.8715166

00:34:37.656 --> 00:34:39.829 early to meet deadlines for work.  
NOTE Confidence: 0.8715166

00:34:39.830 --> 00:34:42.032 For those who are working remotely  
NOTE Confidence: 0.8715166

00:34:42.032 --> 00:34:43.133 for those reporting,  
NOTE Confidence: 0.8715166

00:34:43.140 --> 00:34:44.692 family and parenting stress.  
NOTE Confidence: 0.8715166

00:34:44.692 --> 00:34:47.020 This quote comes from a participant

NOTE Confidence: 0.8715166

00:34:47.081 --> 00:34:48.413 that was really characteristic

NOTE Confidence: 0.8715166

00:34:48.413 --> 00:34:50.840 with so many in the town halls.

NOTE Confidence: 0.8715166

00:34:50.840 --> 00:34:52.324 Person talked about feeling

NOTE Confidence: 0.8715166

00:34:52.324 --> 00:34:54.550 ineffective as both a parent and

NOTE Confidence: 0.8715166

00:34:54.618 --> 00:34:56.383 a professional because demands on

NOTE Confidence: 0.8715166

00:34:56.383 --> 00:34:58.935 both fronts are so high and part

NOTE Confidence: 0.8715166

00:34:58.935 --> 00:35:00.745 that's due to lacking childcare,

NOTE Confidence: 0.8715166

00:35:00.750 --> 00:35:02.218 balancing work and family,

NOTE Confidence: 0.8715166

00:35:02.218 --> 00:35:03.319 elderly loved ones,

NOTE Confidence: 0.8715166

00:35:03.320 --> 00:35:04.082 needing assistance,

NOTE Confidence: 0.8715166

00:35:04.082 --> 00:35:05.987 managing schooling during the pandemic.

NOTE Confidence: 0.8715166

00:35:05.990 --> 00:35:09.154 A lot of challenges that families had

NOTE Confidence: 0.8715166

00:35:09.154 --> 00:35:12.128 and then others to almost 20% report

NOTE Confidence: 0.8715166

00:35:12.128 --> 00:35:15.054 stress signs and symptoms that are not

NOTE Confidence: 0.8715166

00:35:15.054 --> 00:35:17.867 really tied to any particular problem.

NOTE Confidence: 0.8715166

00:35:17.870 --> 00:35:20.070 They're just reporting those symptoms,

NOTE Confidence: 0.8715166

00:35:20.070 --> 00:35:22.270 feeling of doom, feeling exhausted,

NOTE Confidence: 0.8715166

00:35:22.270 --> 00:35:24.030 angry and irritable, guilty,

NOTE Confidence: 0.8715166

00:35:24.030 --> 00:35:26.490 craving, comfort foods.

NOTE Confidence: 0.8715166

00:35:26.490 --> 00:35:28.695 Three other stresses reported by

NOTE Confidence: 0.8715166

00:35:28.695 --> 00:35:31.352 a large percentages of people in

NOTE Confidence: 0.8715166

00:35:31.352 --> 00:35:33.608 the town halls is societal stress,

NOTE Confidence: 0.8715166

00:35:33.610 --> 00:35:34.450 social isolation,

NOTE Confidence: 0.8715166

00:35:34.450 --> 00:35:36.550 stress and self care stress.

NOTE Confidence: 0.8715166

00:35:36.550 --> 00:35:39.182 Societal stress has to do with the

NOTE Confidence: 0.8715166

00:35:39.182 --> 00:35:41.160 current toxic political environment.

NOTE Confidence: 0.8715166

00:35:41.160 --> 00:35:44.457 Our response to COVID as a government

NOTE Confidence: 0.8715166

00:35:44.457 --> 00:35:47.636 and in communities and the kind of

NOTE Confidence: 0.8715166

00:35:47.636 --> 00:35:50.776 the the racist and other responses to

NOTE Confidence: 0.8715166

00:35:50.776 --> 00:35:53.944 individuals of color during the pandemic.

NOTE Confidence: 0.8715166

00:35:53.950 --> 00:35:56.071 One of the things that people talked

NOTE Confidence: 0.8715166

00:35:56.071 --> 00:35:58.578 about is how the media was assigned

NOTE Confidence: 0.8715166

00:35:58.578 --> 00:36:00.876 stress during the pandemic and watching

NOTE Confidence: 0.8715166

00:36:00.946 --> 00:36:03.664 and feeling more stress as a result of that.

NOTE Confidence: 0.8715166

00:36:03.670 --> 00:36:04.804 Individuals are concerned,

NOTE Confidence: 0.8715166

00:36:04.804 --> 00:36:06.316 specially health care workers,

NOTE Confidence: 0.8715166

00:36:06.320 --> 00:36:08.300 had reported the difficulty of

NOTE Confidence: 0.8715166

00:36:08.300 --> 00:36:10.280 dealing with patients that thought

NOTE Confidence: 0.8715166

00:36:10.344 --> 00:36:12.815 COVID was a hoax and also the

NOTE Confidence: 0.8715166

00:36:12.815 --> 00:36:13.874 toxic political environment.

NOTE Confidence: 0.8715166

00:36:13.880 --> 00:36:15.388 Others describe social isolation

NOTE Confidence: 0.8715166

00:36:15.388 --> 00:36:16.519 stress being isolated,

NOTE Confidence: 0.8354513

00:36:16.520 --> 00:36:18.405 lonely, the lack of interaction

NOTE Confidence: 0.8354513

00:36:18.405 --> 00:36:19.913 with friends and family.

NOTE Confidence: 0.8354513

00:36:19.920 --> 00:36:21.810 The challenge of that posed,

NOTE Confidence: 0.8354513

00:36:21.810 --> 00:36:23.322 and finally, some individuals

NOTE Confidence: 0.8354513

00:36:23.322 --> 00:36:24.834 reported self care stress.  
NOTE Confidence: 0.8354513

00:36:24.840 --> 00:36:26.510 The things that we usually  
NOTE Confidence: 0.8354513

00:36:26.510 --> 00:36:29.000 do to take care of ourselves,  
NOTE Confidence: 0.8354513

00:36:29.000 --> 00:36:31.763 such as go to the gym or find ways  
NOTE Confidence: 0.8354513

00:36:31.763 --> 00:36:34.726 in which taking care of ourselves.  
NOTE Confidence: 0.8354513

00:36:34.730 --> 00:36:36.095 Then involves others.  
NOTE Confidence: 0.8354513

00:36:36.095 --> 00:36:38.370 Those were limited during the  
NOTE Confidence: 0.8354513

00:36:38.370 --> 00:36:40.990 pandemic and made it more difficult.  
NOTE Confidence: 0.8354513

00:36:40.990 --> 00:36:42.352 Despite those stresses,  
NOTE Confidence: 0.8354513

00:36:42.352 --> 00:36:44.168 individuals also reported strategies  
NOTE Confidence: 0.8354513

00:36:44.168 --> 00:36:46.429 of resilience during the conference.  
NOTE Confidence: 0.8354513

00:36:46.430 --> 00:36:48.238 We identified 8 strategies  
NOTE Confidence: 0.8354513

00:36:48.238 --> 00:36:50.046 during the town halls,  
NOTE Confidence: 0.8354513

00:36:50.050 --> 00:36:52.350 the two most frequently used  
NOTE Confidence: 0.8354513

00:36:52.350 --> 00:36:54.190 ones were practicing acceptance  
NOTE Confidence: 0.8354513

00:36:54.190 --> 00:36:56.520 and using positive appraisal.

NOTE Confidence: 0.8354513

00:36:56.520 --> 00:36:57.975 By practicing acceptance,

NOTE Confidence: 0.8354513

00:36:57.975 --> 00:36:59.915 it's individuals focusing on

NOTE Confidence: 0.8354513

00:36:59.915 --> 00:37:01.690 what's possible right now,

NOTE Confidence: 0.8354513

00:37:01.690 --> 00:37:04.980 taking things one day at a time,

NOTE Confidence: 0.8354513

00:37:04.980 --> 00:37:06.390 accepting the situation,

NOTE Confidence: 0.8354513

00:37:06.390 --> 00:37:08.270 and accepting yourself using

NOTE Confidence: 0.8354513

00:37:08.270 --> 00:37:09.680 positive reappraisal involved.

NOTE Confidence: 0.8354513

00:37:09.680 --> 00:37:11.948 Keeping a positive mindset

NOTE Confidence: 0.8354513

00:37:11.948 --> 00:37:13.649 celebrating small winds.

NOTE Confidence: 0.8354513

00:37:13.650 --> 00:37:15.610 Seeking positive experiences to

NOTE Confidence: 0.8354513

00:37:15.610 --> 00:37:18.060 deal with those negative feelings.

NOTE Confidence: 0.8354513

00:37:18.060 --> 00:37:19.040 Practicing gratitude.

NOTE Confidence: 0.89232844

00:37:21.280 --> 00:37:23.000 Three other strategies that people

NOTE Confidence: 0.89232844

00:37:23.000 --> 00:37:24.720 have reported that high levels

NOTE Confidence: 0.89232844

00:37:24.775 --> 00:37:26.467 was building social connections,

NOTE Confidence: 0.89232844



00:37:26.470 --> 00:37:27.583 practicing self care,  
NOTE Confidence: 0.89232844

00:37:27.583 --> 00:37:29.067 and engaging valued activities.  
NOTE Confidence: 0.89232844

00:37:29.070 --> 00:37:31.744 Again, looking at some of the quotes  
NOTE Confidence: 0.89232844

00:37:31.744 --> 00:37:34.270 in the responses in the town halls,  
NOTE Confidence: 0.89232844

00:37:34.270 --> 00:37:35.314 building social connections,  
NOTE Confidence: 0.89232844

00:37:35.314 --> 00:37:37.402 what we see is that both  
NOTE Confidence: 0.89232844

00:37:37.402 --> 00:37:39.090 giving and receiving support.  
NOTE Confidence: 0.89232844

00:37:39.090 --> 00:37:41.718 People reported being helped by and  
NOTE Confidence: 0.89232844

00:37:41.718 --> 00:37:44.222 making sure to prioritizing the social  
NOTE Confidence: 0.89232844

00:37:44.222 --> 00:37:46.602 connections as a way to deal with  
NOTE Confidence: 0.89232844

00:37:46.602 --> 00:37:48.940 some of the stress is that people  
NOTE Confidence: 0.89232844

00:37:48.940 --> 00:37:51.477 have a variety of self care skills.  
NOTE Confidence: 0.89232844

00:37:51.477 --> 00:37:53.153 We're also described in  
NOTE Confidence: 0.89232844

00:37:53.153 --> 00:37:55.090 practicing self care exercise,  
NOTE Confidence: 0.89232844

00:37:55.090 --> 00:37:56.000 taking walks,  
NOTE Confidence: 0.89232844

00:37:56.000 --> 00:37:58.275 managing nutrition and food intake,

NOTE Confidence: 0.89232844

00:37:58.280 --> 00:38:00.560 meditation and mindfulness of breathing.

NOTE Confidence: 0.89232844

00:38:00.560 --> 00:38:03.296 Prayer for some self care time,

NOTE Confidence: 0.89232844

00:38:03.300 --> 00:38:06.156 increasing control by doing by setting

NOTE Confidence: 0.89232844

00:38:06.156 --> 00:38:08.992 up routines that were stripped away

NOTE Confidence: 0.89232844

00:38:08.992 --> 00:38:11.953 in the early days of the pandemic,

NOTE Confidence: 0.89232844

00:38:11.960 --> 00:38:14.235 and then lastly engaging in

NOTE Confidence: 0.89232844

00:38:14.235 --> 00:38:15.145 valued activities.

NOTE Confidence: 0.89232844

00:38:15.150 --> 00:38:18.335 Things that bring joy to people's lives.

NOTE Confidence: 0.89232844

00:38:18.340 --> 00:38:21.586 Finding creative new experiences to try.

NOTE Confidence: 0.89232844

00:38:21.590 --> 00:38:24.019 New hobbies things a way to connect

NOTE Confidence: 0.89232844

00:38:24.019 --> 00:38:26.283 with with family members and others

NOTE Confidence: 0.89232844

00:38:26.283 --> 00:38:28.593 that you can during the pandemic.

NOTE Confidence: 0.89232844

00:38:28.600 --> 00:38:30.815 Three additional stress resilience of

NOTE Confidence: 0.89232844

00:38:30.815 --> 00:38:33.030 resilient strategies that were reported

NOTE Confidence: 0.89232844

00:38:33.096 --> 00:38:35.460 were making specific adjustments at work,

NOTE Confidence: 0.89232844

00:38:35.460 --> 00:38:38.040 making similar specific adjustments at home,  
NOTE Confidence: 0.89232844

00:38:38.040 --> 00:38:41.718 and then limiting news media consumption.  
NOTE Confidence: 0.89232844

00:38:41.720 --> 00:38:42.923 Typically around making  
NOTE Confidence: 0.89232844

00:38:42.923 --> 00:38:44.527 adjustments at work involved,  
NOTE Confidence: 0.89232844

00:38:44.530 --> 00:38:48.190 creating flexibility around a work schedule.  
NOTE Confidence: 0.89232844

00:38:48.190 --> 00:38:50.402 And the same goes true for the  
NOTE Confidence: 0.89232844

00:38:50.402 --> 00:38:51.896 home environment and limiting  
NOTE Confidence: 0.89232844

00:38:51.896 --> 00:38:53.828 news consumption was critical,  
NOTE Confidence: 0.89232844

00:38:53.830 --> 00:38:56.050 particularly before sleep as individuals  
NOTE Confidence: 0.89232844

00:38:56.050 --> 00:38:58.656 wanted to decompress from the day  
NOTE Confidence: 0.89232844

00:38:58.656 --> 00:39:00.875 rather than watch more news that may  
NOTE Confidence: 0.89232844

00:39:00.875 --> 00:39:03.229 keep them up and reduce their sleep.  
NOTE Confidence: 0.86498004

00:39:05.350 --> 00:39:07.078 What to note about these strategies  
NOTE Confidence: 0.86498004

00:39:07.078 --> 00:39:09.796 as that two of the strategies are  
NOTE Confidence: 0.86498004

00:39:09.796 --> 00:39:11.296 essentially cognitive strategies,  
NOTE Confidence: 0.86498004

00:39:11.300 --> 00:39:13.780 things that we do in our in our

NOTE Confidence: 0.86498004

00:39:13.780 --> 00:39:16.162 heads that are source of reflection

NOTE Confidence: 0.86498004

00:39:16.162 --> 00:39:18.688 about what we're going through a

NOTE Confidence: 0.86498004

00:39:18.764 --> 00:39:21.347 way to get some distance from them,

NOTE Confidence: 0.86498004

00:39:21.350 --> 00:39:23.750 and then to either practice acceptance

NOTE Confidence: 0.86498004

00:39:23.750 --> 00:39:25.350 or use positive reappraisal

NOTE Confidence: 0.86498004

00:39:25.414 --> 00:39:26.929 to deal with that stress.

NOTE Confidence: 0.86498004

00:39:26.930 --> 00:39:28.414 Three of those strategies

NOTE Confidence: 0.86498004

00:39:28.414 --> 00:39:29.527 are behavioral strategies,

NOTE Confidence: 0.86498004

00:39:29.530 --> 00:39:31.014 like building social connections,

NOTE Confidence: 0.86498004

00:39:31.014 --> 00:39:32.127 practicing self care,

NOTE Confidence: 0.86498004

00:39:32.130 --> 00:39:33.654 engaging and valued activities,

NOTE Confidence: 0.86498004

00:39:33.654 --> 00:39:35.559 things that activate ourselves behaviourally.

NOTE Confidence: 0.86498004

00:39:35.560 --> 00:39:37.653 To do something about our stress and

NOTE Confidence: 0.86498004

00:39:37.653 --> 00:39:39.624 then three others are some combination

NOTE Confidence: 0.86498004

00:39:39.624 --> 00:39:41.652 of those depending on the context.

NOTE Confidence: 0.86498004

00:39:41.660 --> 00:39:42.623 Sometimes at work,  
NOTE Confidence: 0.86498004

00:39:42.623 --> 00:39:44.870 it might involve talking to an employee.  
NOTE Confidence: 0.86498004

00:39:44.870 --> 00:39:47.180 If you're a manager talking to someone  
NOTE Confidence: 0.86498004

00:39:47.180 --> 00:39:49.039 that needs support during a time,  
NOTE Confidence: 0.86498004

00:39:49.040 --> 00:39:51.287 other times it may involve not intervening,  
NOTE Confidence: 0.86498004

00:39:51.290 --> 00:39:52.925 because that's the appropriate thing  
NOTE Confidence: 0.86498004

00:39:52.925 --> 00:39:54.820 to have people work things out.  
NOTE Confidence: 0.86498004

00:39:54.820 --> 00:39:56.445 Limiting news consumption might involve  
NOTE Confidence: 0.86498004

00:39:56.445 --> 00:39:58.670 not turning on your phone before bed,  
NOTE Confidence: 0.86498004

00:39:58.670 --> 00:39:59.256 for example,  
NOTE Confidence: 0.86498004

00:39:59.256 --> 00:40:01.307 or not turning or turning off the  
NOTE Confidence: 0.86498004

00:40:01.307 --> 00:40:03.385 TV or the media that sometimes  
NOTE Confidence: 0.86498004

00:40:03.385 --> 00:40:04.765 so depending on context,  
NOTE Confidence: 0.86498004

00:40:04.770 --> 00:40:07.578 it could be a cognitive or  
NOTE Confidence: 0.86498004

00:40:07.578 --> 00:40:08.514 behavioral strategy.  
NOTE Confidence: 0.86498004

00:40:08.520 --> 00:40:10.886 So what are some take home tips

NOTE Confidence: 0.86498004

00:40:10.886 --> 00:40:13.028 backed by research that we know of

NOTE Confidence: 0.86498004

00:40:13.028 --> 00:40:15.094 that as a result of the pandemic

NOTE Confidence: 0.86498004

00:40:15.094 --> 00:40:17.584 that we've learned in the tunnels?

NOTE Confidence: 0.86498004

00:40:17.590 --> 00:40:17.886 Well,

NOTE Confidence: 0.86498004

00:40:17.886 --> 00:40:19.662 some specific tips for using cognitive

NOTE Confidence: 0.86498004

00:40:19.662 --> 00:40:21.619 strategies is about practicing acceptance.

NOTE Confidence: 0.86498004

00:40:21.620 --> 00:40:23.270 Is using appraisal is thinking

NOTE Confidence: 0.86498004

00:40:23.270 --> 00:40:24.920 about yourself ways in which

NOTE Confidence: 0.86498004

00:40:24.984 --> 00:40:26.328 you can accept yourself.

NOTE Confidence: 0.86498004

00:40:26.330 --> 00:40:27.840 Perhaps talking to someone that

NOTE Confidence: 0.86498004

00:40:27.840 --> 00:40:30.465 will not be may be as judgmental or

NOTE Confidence: 0.86498004

00:40:30.465 --> 00:40:32.215 critical about the about yourself

NOTE Confidence: 0.86498004

00:40:32.215 --> 00:40:34.011 in your response to pandemic

NOTE Confidence: 0.86498004

00:40:34.011 --> 00:40:36.063 that you might be of yourself.

NOTE Confidence: 0.86498004

00:40:36.070 --> 00:40:38.506 And focusing on what you can do.

NOTE Confidence: 0.86498004

00:40:38.510 --> 00:40:40.700 Rather than what you can't do.  
NOTE Confidence: 0.86498004

00:40:40.700 --> 00:40:42.088 Using a gratitude exercise  
NOTE Confidence: 0.86498004

00:40:42.088 --> 00:40:43.476 on a regular basis,  
NOTE Confidence: 0.86498004

00:40:43.480 --> 00:40:45.675 writing down what you're grateful  
NOTE Confidence: 0.86498004

00:40:45.675 --> 00:40:48.638 for the things you've learned in the  
NOTE Confidence: 0.86498004

00:40:48.638 --> 00:40:51.074 pandemic that will help you get through  
NOTE Confidence: 0.86498004

00:40:51.074 --> 00:40:53.658 the next day or next several weeks.  
NOTE Confidence: 0.86498004

00:40:53.660 --> 00:40:54.782 Behavioral strategies around  
NOTE Confidence: 0.86498004

00:40:54.782 --> 00:40:55.530 sustaining connections,  
NOTE Confidence: 0.86498004

00:40:55.530 --> 00:40:57.425 practicing self care and engaging  
NOTE Confidence: 0.86498004

00:40:57.425 --> 00:40:58.941 valued activities are prioritizing  
NOTE Confidence: 0.86498004

00:40:58.941 --> 00:41:01.120 one thing for valuing social connect.  
NOTE Confidence: 0.86498004

00:41:01.120 --> 00:41:02.239 Building social connections  
NOTE Confidence: 0.86498004

00:41:02.239 --> 00:41:03.358 is prioritizing relationships,  
NOTE Confidence: 0.86498004

00:41:03.360 --> 00:41:05.810 making sure to reach out to others  
NOTE Confidence: 0.86498004

00:41:05.810 --> 00:41:08.440 because it's not happening and are along

NOTE Confidence: 0.86498004

00:41:08.440 --> 00:41:11.190 the normal course of events and again,

NOTE Confidence: 0.86498004

00:41:11.190 --> 00:41:13.934 giving support can be as helpful to you

NOTE Confidence: 0.86498004

00:41:13.934 --> 00:41:16.408 as receiving support from someone else.

NOTE Confidence: 0.86498004

00:41:16.410 --> 00:41:19.394 One of the things that we heard many,

NOTE Confidence: 0.86498004

00:41:19.400 --> 00:41:21.638 many times in the town halls.

NOTE Confidence: 0.86498004

00:41:21.640 --> 00:41:23.690 So the importance of practicing

NOTE Confidence: 0.86498004

00:41:23.690 --> 00:41:24.920 kindness to others.

NOTE Confidence: 0.86498004

00:41:24.920 --> 00:41:26.714 And as you can see below

NOTE Confidence: 0.86498004

00:41:26.714 --> 00:41:27.910 around practicing self care,

NOTE Confidence: 0.86498004

00:41:27.910 --> 00:41:29.795 besides doing some of these

NOTE Confidence: 0.86498004

00:41:29.795 --> 00:41:31.303 things or trying them.

NOTE Confidence: 0.86498004

00:41:31.310 --> 00:41:33.458 People often talk to each other

NOTE Confidence: 0.86498004

00:41:33.458 --> 00:41:35.254 and support each other when

NOTE Confidence: 0.86498004

00:41:35.254 --> 00:41:37.284 they had a slip in their self,

NOTE Confidence: 0.86498004

00:41:37.290 --> 00:41:38.614 clear people were encouraging

NOTE Confidence: 0.86498004



00:41:38.614 --> 00:41:39.938 others to forgive themselves.  
NOTE Confidence: 0.86498004

00:41:39.940 --> 00:41:42.172 When they don't meet their own  
NOTE Confidence: 0.86498004

00:41:42.172 --> 00:41:43.660 expectations just to center  
NOTE Confidence: 0.86498004

00:41:43.731 --> 00:41:45.754 yourselves and get back on to try  
NOTE Confidence: 0.86498004

00:41:45.754 --> 00:41:47.971 on track to be able to practice  
NOTE Confidence: 0.86498004

00:41:47.971 --> 00:41:49.897 your own self care and finally  
NOTE Confidence: 0.86498004

00:41:49.900 --> 00:41:51.560 in engaging in valued activities,  
NOTE Confidence: 0.86498004

00:41:51.560 --> 00:41:53.492 identify things that bring you joy  
NOTE Confidence: 0.86498004

00:41:53.492 --> 00:41:55.946 and then try to do those things  
NOTE Confidence: 0.86498004

00:41:55.946 --> 00:41:58.148 even in small ways for making  
NOTE Confidence: 0.86498004

00:41:58.148 --> 00:42:00.188 adjustments at work or in the family.  
NOTE Confidence: 0.86498004

00:42:00.190 --> 00:42:01.850 It depends on the context,  
NOTE Confidence: 0.90694416

00:42:01.850 --> 00:42:04.830 but mostly. Focusing on flexibility.  
NOTE Confidence: 0.90694416

00:42:04.830 --> 00:42:06.940 Taking advantage of of stress  
NOTE Confidence: 0.90694416

00:42:06.940 --> 00:42:09.050 protocols at work at pandemic  
NOTE Confidence: 0.90694416

00:42:09.128 --> 00:42:11.420 protocols that are put in place.

NOTE Confidence: 0.90694416

00:42:11.420 --> 00:42:13.360 Recognizing the need to build

NOTE Confidence: 0.90694416

00:42:13.360 --> 00:42:15.802 well being and connections in for

NOTE Confidence: 0.90694416

00:42:15.802 --> 00:42:17.538 children and extended family,

NOTE Confidence: 0.90694416

00:42:17.540 --> 00:42:20.230 and lastly reducing and minimizing

NOTE Confidence: 0.90694416

00:42:20.230 --> 00:42:22.382 media exposure is something

NOTE Confidence: 0.90694416

00:42:22.382 --> 00:42:24.200 forefront for many people.

NOTE Confidence: 0.90694416

00:42:24.200 --> 00:42:26.587 Less clearly mentioned in the town halls,

NOTE Confidence: 0.90694416

00:42:26.590 --> 00:42:29.102 but we know from research is dealing with

NOTE Confidence: 0.90694416

00:42:29.102 --> 00:42:31.716 our own responses to trauma and grief.

NOTE Confidence: 0.90694416

00:42:31.720 --> 00:42:33.088 Monitoring our own trauma

NOTE Confidence: 0.90694416

00:42:33.088 --> 00:42:34.114 and grief reactions.

NOTE Confidence: 0.90694416

00:42:34.120 --> 00:42:36.712 The triggers for those and then

NOTE Confidence: 0.90694416

00:42:36.712 --> 00:42:38.440 implementing resilience strategies to

NOTE Confidence: 0.90694416

00:42:38.503 --> 00:42:41.303 the extent that we can and reaching out

NOTE Confidence: 0.90694416

00:42:41.303 --> 00:42:43.655 to professionals and keeping up with

NOTE Confidence: 0.90694416

00:42:43.655 --> 00:42:45.635 professional help before giving them.  
NOTE Confidence: 0.90694416

00:42:45.640 --> 00:42:47.245 John already talked about the  
NOTE Confidence: 0.90694416

00:42:47.245 --> 00:42:48.850 care for the caregivers website.  
NOTE Confidence: 0.90694416

00:42:48.850 --> 00:42:51.739 I encourage you to go there to see it.  
NOTE Confidence: 0.90694416

00:42:51.740 --> 00:42:53.340 It's a very useful site.  
NOTE Confidence: 0.90694416

00:42:53.340 --> 00:42:55.440 It also has that stress survey that  
NOTE Confidence: 0.90694416

00:42:55.440 --> 00:42:57.704 you can take anonymously to kind of  
NOTE Confidence: 0.90694416

00:42:57.704 --> 00:43:00.368 track your own stress and the VA put  
NOTE Confidence: 0.90694416

00:43:00.368 --> 00:43:02.968 out a really terrific app called COVID Coach.  
NOTE Confidence: 0.90694416

00:43:02.970 --> 00:43:04.896 If you haven't seen it already,  
NOTE Confidence: 0.90694416

00:43:04.900 --> 00:43:07.063 it's free in the App Store or  
NOTE Confidence: 0.90694416

00:43:07.063 --> 00:43:09.069 wherever you get your your apps.  
NOTE Confidence: 0.90694416

00:43:09.070 --> 00:43:10.033 It's very useful,  
NOTE Confidence: 0.90694416

00:43:10.033 --> 00:43:11.959 has a lot of useful programs.  
NOTE Confidence: 0.90694416

00:43:11.960 --> 00:43:14.046 It's helpful to track both the kinds  
NOTE Confidence: 0.90694416

00:43:14.046 --> 00:43:16.228 of self care things you're doing.

NOTE Confidence: 0.90694416  
00:43:16.230 --> 00:43:17.562 The social connections parenting  
NOTE Confidence: 0.90694416  
00:43:17.562 --> 00:43:19.227 issues that are going on.  
NOTE Confidence: 0.90694416  
00:43:19.230 --> 00:43:21.468 It's quite helpful.  
NOTE Confidence: 0.90694416  
00:43:21.470 --> 00:43:22.214 So with that,  
NOTE Confidence: 0.90694416  
00:43:22.214 --> 00:43:24.470 I'll take any of your questions or comments.  
NOTE Confidence: 0.86249727  
00:43:29.350 --> 00:43:30.658 Thanks so much, Jack.  
NOTE Confidence: 0.86249727  
00:43:30.658 --> 00:43:31.639 That's that's great.  
NOTE Confidence: 0.86249727  
00:43:31.640 --> 00:43:33.602 We have a question from a  
NOTE Confidence: 0.86249727  
00:43:33.602 --> 00:43:34.910 from an audience member.  
NOTE Confidence: 0.8477327  
00:43:36.990 --> 00:43:40.238 And it might be for both Jack and for.  
NOTE Confidence: 0.8477327  
00:43:40.240 --> 00:43:42.676 For John, you focused on stress generally  
NOTE Confidence: 0.8477327  
00:43:42.676 --> 00:43:44.569 and traumatic stress in particular.  
NOTE Confidence: 0.8477327  
00:43:44.570 --> 00:43:46.380 But what about burning out?  
NOTE Confidence: 0.8477327  
00:43:46.380 --> 00:43:47.820 Which is better than  
NOTE Confidence: 0.8477327  
00:43:47.820 --> 00:43:49.260 epidemic rate in physicians?  
NOTE Confidence: 0.8477327

00:43:49.260 --> 00:43:51.065 Your strategies of engagement and  
NOTE Confidence: 0.8477327

00:43:51.065 --> 00:43:53.960 support would seem to help that. Have you  
NOTE Confidence: 0.8477327

00:43:53.960 --> 00:43:55.040 been measuring burnout?  
NOTE Confidence: 0.8477327

00:43:55.040 --> 00:43:58.290 Mean in many ways, it's a very good question.  
NOTE Confidence: 0.8477327

00:43:58.290 --> 00:44:00.712 It's one that we hear a lot  
NOTE Confidence: 0.8477327

00:44:00.712 --> 00:44:02.933 frequently burnout is is a synonym  
NOTE Confidence: 0.8477327

00:44:02.933 --> 00:44:04.783 for many health care workers.  
NOTE Confidence: 0.8477327

00:44:04.790 --> 00:44:06.290 For things like depression,  
NOTE Confidence: 0.8477327

00:44:06.290 --> 00:44:07.415 it's often feeling.  
NOTE Confidence: 0.8477327

00:44:07.420 --> 00:44:08.302 Oppressed by work,  
NOTE Confidence: 0.8477327

00:44:08.302 --> 00:44:10.360 and which then can make a person  
NOTE Confidence: 0.8477327

00:44:10.420 --> 00:44:12.150 feel depressed because they feel  
NOTE Confidence: 0.8477327

00:44:12.150 --> 00:44:14.920 unable to change their life in critical ways.  
NOTE Confidence: 0.8477327

00:44:14.920 --> 00:44:17.664 And so we track burnout to the extent  
NOTE Confidence: 0.8477327

00:44:17.664 --> 00:44:20.456 that people come to us in the town halls.  
NOTE Confidence: 0.8477327

00:44:20.460 --> 00:44:22.416 They say I'm really burned out.

NOTE Confidence: 0.8477327

00:44:22.420 --> 00:44:23.720 I'm exhausted, I'm tired.

NOTE Confidence: 0.8477327

00:44:23.720 --> 00:44:25.020 What can I do?

NOTE Confidence: 0.8477327

00:44:25.020 --> 00:44:27.668 And what they hear is other people who've

NOTE Confidence: 0.8477327

00:44:27.668 --> 00:44:29.590 experienced some of those same things,

NOTE Confidence: 0.8477327

00:44:29.590 --> 00:44:31.844 but maybe are a little bit further

NOTE Confidence: 0.8477327

00:44:31.844 --> 00:44:33.499 along and dealing with them.

NOTE Confidence: 0.8477327

00:44:33.500 --> 00:44:34.892 Recommend some things like

NOTE Confidence: 0.8477327

00:44:34.892 --> 00:44:35.936 behavioral activation strategies

NOTE Confidence: 0.8477327

00:44:35.936 --> 00:44:37.329 or things around practicing

NOTE Confidence: 0.8477327

00:44:37.329 --> 00:44:38.819 acceptance of what they can.

NOTE Confidence: 0.8477327

00:44:38.820 --> 00:44:40.450 Control versus what they can't.

NOTE Confidence: 0.78647876

00:44:43.040 --> 00:44:46.370 Thanks, Jack. What will

NOTE Confidence: 0.8378158

00:44:46.370 --> 00:44:49.198 now move on to doctor Linda Mays?

NOTE Confidence: 0.8378158

00:44:49.200 --> 00:44:51.618 Doctor Mays is the Arnold Gesell

NOTE Confidence: 0.8378158

00:44:51.618 --> 00:44:53.234 professor of child, psychiatry,

NOTE Confidence: 0.8378158

00:44:53.234 --> 00:44:54.850 Pediatrics and psychology in  
NOTE Confidence: 0.8378158

00:44:54.850 --> 00:44:56.870 the Yale Child Study Center.  
NOTE Confidence: 0.8378158

00:44:56.870 --> 00:44:59.376 She's chair of the Child Study Center  
NOTE Confidence: 0.8378158

00:44:59.376 --> 00:45:01.780 and his deputy Dean for professionalism  
NOTE Confidence: 0.8378158

00:45:01.780 --> 00:45:04.300 and leadership at the Yale School  
NOTE Confidence: 0.8378158

00:45:04.300 --> 00:45:06.889 of Medicine and she'll be talking  
NOTE Confidence: 0.8378158

00:45:06.889 --> 00:45:08.989 to us about supporting leaders  
NOTE Confidence: 0.8378158

00:45:08.990 --> 00:45:11.420 of health care teams and again,  
NOTE Confidence: 0.8378158

00:45:11.420 --> 00:45:13.958 if there are questions that come  
NOTE Confidence: 0.8378158

00:45:13.958 --> 00:45:15.650 up during the presentation.  
NOTE Confidence: 0.8378158

00:45:15.650 --> 00:45:18.370 Please type them into the Q&A doctor Mays.  
NOTE Confidence: 0.8378158

00:45:18.370 --> 00:45:18.710 Yes,  
NOTE Confidence: 0.8378158

00:45:18.710 --> 00:45:19.050 thank  
NOTE Confidence: 0.8580711

00:45:19.050 --> 00:45:20.856 you ma'am. Thank you very much  
NOTE Confidence: 0.8580711

00:45:20.856 --> 00:45:22.900 and thank you for joining us  
NOTE Confidence: 0.8580711

00:45:22.900 --> 00:45:24.830 this afternoon for this session.

NOTE Confidence: 0.8580711

00:45:24.830 --> 00:45:27.550 We look forward to a discussion with you.

NOTE Confidence: 0.8580711

00:45:27.550 --> 00:45:29.398 I'm going to talk about efforts that

NOTE Confidence: 0.8580711

00:45:29.398 --> 00:45:31.526 we did to bring together specific

NOTE Confidence: 0.8580711

00:45:31.526 --> 00:45:33.651 leadership consulting for the position

NOTE Confidence: 0.8580711

00:45:33.651 --> 00:45:35.709 nurse teams on the COVID floors.

NOTE Confidence: 0.8580711

00:45:35.710 --> 00:45:37.992 But I just want to begin by

NOTE Confidence: 0.8580711

00:45:37.992 --> 00:45:39.901 setting a context which you've

NOTE Confidence: 0.8580711

00:45:39.901 --> 00:45:42.457 already heard a fair amount about.

NOTE Confidence: 0.8580711

00:45:42.460 --> 00:45:45.547 And that is that Kovin brought a

NOTE Confidence: 0.8580711

00:45:45.547 --> 00:45:48.064 very strained healthcare system in so

NOTE Confidence: 0.8580711

00:45:48.064 --> 00:45:50.661 many ways by the volume of patients

NOTE Confidence: 0.8580711

00:45:50.745 --> 00:45:53.295 by the severity of their illness.

NOTE Confidence: 0.8580711

00:45:53.300 --> 00:45:56.219 By the demands on so many health

NOTE Confidence: 0.8580711

00:45:56.219 --> 00:45:58.299 care providers, long hours, long,

NOTE Confidence: 0.8580711

00:45:58.299 --> 00:46:00.777 long times of working in intensive

NOTE Confidence: 0.8580711



00:46:00.777 --> 00:46:02.916 settings an experiencing more loss  
NOTE Confidence: 0.8580711

00:46:02.916 --> 00:46:05.394 and death that had happened before.  
NOTE Confidence: 0.8580711

00:46:05.400 --> 00:46:08.116 So not only is it the strained  
NOTE Confidence: 0.8580711

00:46:08.116 --> 00:46:10.399 healthcare system for the providers,  
NOTE Confidence: 0.8580711

00:46:10.400 --> 00:46:12.870 nurses, physicians, and all staff.  
NOTE Confidence: 0.8580711

00:46:12.870 --> 00:46:14.554 On the healthcare floors.  
NOTE Confidence: 0.8580711

00:46:14.554 --> 00:46:17.080 But also that there is community  
NOTE Confidence: 0.8580711

00:46:17.154 --> 00:46:18.982 and individual stress during  
NOTE Confidence: 0.8580711

00:46:18.982 --> 00:46:21.724 COVID that you've also heard about  
NOTE Confidence: 0.8580711

00:46:21.802 --> 00:46:23.687 and all of us experienced.  
NOTE Confidence: 0.8580711

00:46:23.690 --> 00:46:24.222 Many,  
NOTE Confidence: 0.8580711

00:46:24.222 --> 00:46:27.414 many nurses and physicians are parents  
NOTE Confidence: 0.8580711

00:46:27.414 --> 00:46:31.279 and had children at home that they needed  
NOTE Confidence: 0.8580711

00:46:31.279 --> 00:46:34.420 also to worry about their education.  
NOTE Confidence: 0.8580711

00:46:34.420 --> 00:46:35.383 To worry about,  
NOTE Confidence: 0.8580711

00:46:35.383 --> 00:46:36.988 would they bring COVID home

NOTE Confidence: 0.8580711

00:46:36.988 --> 00:46:39.088 to their families if they had

NOTE Confidence: 0.8580711

00:46:39.088 --> 00:46:40.833 elderly adults in their homes?

NOTE Confidence: 0.8580711

00:46:40.840 --> 00:46:43.206 Were they putting them at greater risk?

NOTE Confidence: 0.8580711

00:46:43.210 --> 00:46:45.622 How would they educate their children

NOTE Confidence: 0.8580711

00:46:45.622 --> 00:46:48.888 while they were at the same time working?

NOTE Confidence: 0.8580711

00:46:48.890 --> 00:46:50.156 For many families,

NOTE Confidence: 0.8580711

00:46:50.156 --> 00:46:51.844 for many individuals working

NOTE Confidence: 0.8580711

00:46:51.844 --> 00:46:53.110 in healthcare settings,

NOTE Confidence: 0.8580711

00:46:53.110 --> 00:46:56.148 one other member of the family might

NOTE Confidence: 0.8580711

00:46:56.148 --> 00:46:59.501 have lost their job and then they became

NOTE Confidence: 0.8580711

00:46:59.501 --> 00:47:02.390 the one the one source of income.

NOTE Confidence: 0.8580711

00:47:02.390 --> 00:47:04.472 So a host of stressors,

NOTE Confidence: 0.8580711

00:47:04.472 --> 00:47:07.314 not just in the hospital setting itself

NOTE Confidence: 0.8580711

00:47:07.314 --> 00:47:09.905 on these individuals and working in

NOTE Confidence: 0.8580711

00:47:09.905 --> 00:47:12.520 the units and leading the teams.

NOTE Confidence: 0.8594885

00:47:14.540 --> 00:47:17.456 The other piece that I would say was a  
NOTE Confidence: 0.8594885

00:47:17.456 --> 00:47:19.622 tremendous dresser that Doctor Rohrbough  
NOTE Confidence: 0.8594885

00:47:19.622 --> 00:47:22.722 mentioned in his introduction is that the  
NOTE Confidence: 0.8594885

00:47:22.722 --> 00:47:25.312 COVID magnified in equities in the United  
NOTE Confidence: 0.8594885

00:47:25.312 --> 00:47:28.060 States and across the world, it magnified  
NOTE Confidence: 0.8594885

00:47:28.060 --> 00:47:30.670 racial in health and equities on both.  
NOTE Confidence: 0.8594885

00:47:30.670 --> 00:47:34.576 In the response to the to the virus and in in  
NOTE Confidence: 0.8594885

00:47:34.576 --> 00:47:37.960 the ability to seek and receive health care.  
NOTE Confidence: 0.8594885

00:47:37.960 --> 00:47:40.984 And this is going to come up as we  
NOTE Confidence: 0.8594885

00:47:40.984 --> 00:47:43.480 talk about the leadership teams  
NOTE Confidence: 0.8594885

00:47:43.480 --> 00:47:46.582 as it became a clearly magnified.  
NOTE Confidence: 0.8594885

00:47:46.590 --> 00:47:49.698 Moral dilemma for so many of the  
NOTE Confidence: 0.8594885

00:47:49.698 --> 00:47:53.509 teams in the health in this hospital.  
NOTE Confidence: 0.8594885

00:47:53.510 --> 00:47:55.725 So you've already heard from  
NOTE Confidence: 0.8594885

00:47:55.725 --> 00:47:57.864 both my colleagues, doctor teams,  
NOTE Confidence: 0.8594885

00:47:57.864 --> 00:48:00.678 and doctor Crystal that this brought together

NOTE Confidence: 0.8594885

00:48:00.678 --> 00:48:03.718 a combination of feelings of uncertainty.

NOTE Confidence: 0.8594885

00:48:03.720 --> 00:48:05.940 Living in all of us,

NOTE Confidence: 0.8594885

00:48:05.940 --> 00:48:08.160 living through the pandemic have

NOTE Confidence: 0.8594885

00:48:08.160 --> 00:48:09.936 lived through tremendous uncertainty.

NOTE Confidence: 0.8594885

00:48:09.940 --> 00:48:13.432 What was next when with the vaccine, come?

NOTE Confidence: 0.8594885

00:48:13.432 --> 00:48:17.930 How risky was it to get out in the community?

NOTE Confidence: 0.8594885

00:48:17.930 --> 00:48:18.425 Tremendously?

NOTE Confidence: 0.8594885

00:48:18.425 --> 00:48:19.415 Rapid change?

NOTE Confidence: 0.8594885

00:48:19.415 --> 00:48:21.890 From social distancing to opening

NOTE Confidence: 0.8594885

00:48:21.890 --> 00:48:24.659 up to when would that happen?

NOTE Confidence: 0.8594885

00:48:24.660 --> 00:48:27.764 Fear a climate of loss that has been

NOTE Confidence: 0.8594885

00:48:27.764 --> 00:48:30.543 across the country with nearly 600,000

NOTE Confidence: 0.8594885

00:48:30.543 --> 00:48:34.330 deaths and so many people sick every day.

NOTE Confidence: 0.8594885

00:48:34.330 --> 00:48:36.518 Tremendous concern for family

NOTE Confidence: 0.8594885

00:48:36.518 --> 00:48:38.706 and friends and neighbors.

NOTE Confidence: 0.8594885

00:48:38.710 --> 00:48:41.450 Fatigue on health care workers,  
NOTE Confidence: 0.8594885

00:48:41.450 --> 00:48:42.923 especially tremendous fatigue.  
NOTE Confidence: 0.8594885

00:48:42.923 --> 00:48:46.840 The moral crisis that I mentioned as you  
NOTE Confidence: 0.8594885

00:48:46.840 --> 00:48:49.661 began to see the magnification of the  
NOTE Confidence: 0.8594885

00:48:49.661 --> 00:48:52.227 inequities in our health care system.  
NOTE Confidence: 0.8594885

00:48:52.230 --> 00:48:54.792 And I'll talk a little bit more  
NOTE Confidence: 0.8594885

00:48:54.792 --> 00:48:57.731 about this at the end, but a sense,  
NOTE Confidence: 0.8594885

00:48:57.731 --> 00:48:59.566 even as we celebrated often,  
NOTE Confidence: 0.8594885

00:48:59.570 --> 00:49:01.034 healthcare professionals as heroes  
NOTE Confidence: 0.8594885

00:49:01.034 --> 00:49:02.864 and working on the frontline,  
NOTE Confidence: 0.8594885

00:49:02.870 --> 00:49:05.702 so many of them experiencing a loss of  
NOTE Confidence: 0.8594885

00:49:05.702 --> 00:49:08.745 meaning and purpose to what they were doing.  
NOTE Confidence: 0.8594885

00:49:08.750 --> 00:49:13.745 And I'll talk about why that was and is.  
NOTE Confidence: 0.8594885

00:49:13.750 --> 00:49:15.680 So hospital realities of a  
NOTE Confidence: 0.8594885

00:49:15.680 --> 00:49:16.838 rapidly unfolding crisis.  
NOTE Confidence: 0.8594885

00:49:16.840 --> 00:49:18.655 Doctor Crystal spoke about this

NOTE Confidence: 0.8594885

00:49:18.655 --> 00:49:21.698 as well that there was a need to

NOTE Confidence: 0.8594885

00:49:21.698 --> 00:49:23.618 quickly convert hospital units to

NOTE Confidence: 0.8594885

00:49:23.618 --> 00:49:25.330 coated floors very quickly,

NOTE Confidence: 0.8594885

00:49:25.330 --> 00:49:27.646 and to do that often overnight,

NOTE Confidence: 0.8594885

00:49:27.650 --> 00:49:30.485 and to do that often without even

NOTE Confidence: 0.8594885

00:49:30.485 --> 00:49:33.141 the unit knowing that it was going

NOTE Confidence: 0.8594885

00:49:33.141 --> 00:49:35.750 to happen in the next 12 hours.

NOTE Confidence: 0.8594885

00:49:35.750 --> 00:49:38.066 Things were moving so fast to

NOTE Confidence: 0.8594885

00:49:38.066 --> 00:49:39.224 redeploy unit staff,

NOTE Confidence: 0.8594885

00:49:39.230 --> 00:49:41.414 even those that might have less

NOTE Confidence: 0.8594885

00:49:41.414 --> 00:49:43.580 acute care experience and sometimes.

NOTE Confidence: 0.8594885

00:49:43.580 --> 00:49:45.915 Even ambulatory staff individuals that

NOTE Confidence: 0.8594885

00:49:45.915 --> 00:49:48.250 worked in outpatient settings hadn't

NOTE Confidence: 0.8594885

00:49:48.315 --> 00:49:50.870 been in inpatient settings in along time,

NOTE Confidence: 0.8594885

00:49:50.870 --> 00:49:54.050 were called in to work in

NOTE Confidence: 0.8594885

00:49:54.050 --> 00:49:55.640 these inpatient settings.  
NOTE Confidence: 0.8594885

00:49:55.640 --> 00:49:58.584 And to move and to redeploy the medical  
NOTE Confidence: 0.8594885

00:49:58.584 --> 00:50:00.700 leadership teams to different floors.  
NOTE Confidence: 0.8594885

00:50:00.700 --> 00:50:02.640 Different areas you all remember,  
NOTE Confidence: 0.8594885

00:50:02.640 --> 00:50:05.062 I'm sure at the beginning of the  
NOTE Confidence: 0.8594885

00:50:05.062 --> 00:50:07.452 pandemic the crisis on the getting  
NOTE Confidence: 0.8594885

00:50:07.452 --> 00:50:09.156 personal protective equipment and  
NOTE Confidence: 0.8594885

00:50:09.156 --> 00:50:11.649 just gearing up the country to  
NOTE Confidence: 0.8594885

00:50:11.649 --> 00:50:13.929 manufacture it will not only where  
NOTE Confidence: 0.8594885

00:50:13.929 --> 00:50:15.480 there's a manufacturing challenge,  
NOTE Confidence: 0.8594885

00:50:15.480 --> 00:50:17.820 but it is a distribution challenge  
NOTE Confidence: 0.8594885

00:50:17.820 --> 00:50:19.368 in the health system.  
NOTE Confidence: 0.8594885

00:50:19.370 --> 00:50:23.650 How do you get it to where it's going to be?  
NOTE Confidence: 0.8594885

00:50:23.650 --> 00:50:27.026 How do you work with more limited supplies?  
NOTE Confidence: 0.8594885

00:50:27.030 --> 00:50:29.193 How do you predict how much longer  
NOTE Confidence: 0.8594885

00:50:29.193 --> 00:50:31.631 you can have and how much longer

NOTE Confidence: 0.8594885

00:50:31.631 --> 00:50:33.075 your supplies will last?

NOTE Confidence: 0.8594885

00:50:33.080 --> 00:50:37.128 How do you help people use it properly?

NOTE Confidence: 0.8594885

00:50:37.130 --> 00:50:39.538 There was limited to have to limit

NOTE Confidence: 0.8594885

00:50:39.538 --> 00:50:42.102 exposure and thus lock down the hospital

NOTE Confidence: 0.8594885

00:50:42.102 --> 00:50:44.286 with no visitors and no families

NOTE Confidence: 0.898962300000001

00:50:44.361 --> 00:50:45.817 and for medical staff.

NOTE Confidence: 0.898962300000001

00:50:45.820 --> 00:50:47.626 That meant then that they had

NOTE Confidence: 0.898962300000001

00:50:47.626 --> 00:50:49.657 the families and all the family

NOTE Confidence: 0.898962300000001

00:50:49.657 --> 00:50:51.177 that individuals needs without

NOTE Confidence: 0.898962300000001

00:50:51.177 --> 00:50:53.542 the benefit of family around them

NOTE Confidence: 0.898962300000001

00:50:53.542 --> 00:50:55.502 and were attending to everything

NOTE Confidence: 0.898962300000001

00:50:55.502 --> 00:50:58.160 that that individual needed.

NOTE Confidence: 0.898962300000001

00:50:58.160 --> 00:51:01.056 And just as the last point on this,

NOTE Confidence: 0.898962300000001

00:51:01.060 --> 00:51:03.045 this line that especially nurses

NOTE Confidence: 0.898962300000001

00:51:03.045 --> 00:51:05.435 were caring for more severely ill

NOTE Confidence: 0.898962300000001



00:51:05.435 --> 00:51:07.469 and often dying patients and they  
NOTE Confidence: 0.8989623000000001

00:51:07.469 --> 00:51:09.572 were not always able to provide  
NOTE Confidence: 0.8989623000000001

00:51:09.572 --> 00:51:11.606 the care and the supportive care  
NOTE Confidence: 0.8989623000000001

00:51:11.606 --> 00:51:13.502 that they especially valued and  
NOTE Confidence: 0.8989623000000001

00:51:13.502 --> 00:51:15.830 that they were there was just  
NOTE Confidence: 0.8989623000000001

00:51:15.908 --> 00:51:18.127 too many people to take care of,  
NOTE Confidence: 0.8989623000000001

00:51:18.130 --> 00:51:20.734 and they had to be very careful  
NOTE Confidence: 0.8989623000000001

00:51:20.734 --> 00:51:22.597 themselves about their own exposure  
NOTE Confidence: 0.8989623000000001

00:51:22.597 --> 00:51:24.956 and how to really care for a  
NOTE Confidence: 0.8989623000000001

00:51:24.956 --> 00:51:27.370 patient severely ill when you have  
NOTE Confidence: 0.8989623000000001

00:51:27.370 --> 00:51:29.370 protective gear all around you.  
NOTE Confidence: 0.8989623000000001

00:51:29.370 --> 00:51:31.610 It's even a risk to hold their  
NOTE Confidence: 0.8989623000000001

00:51:31.610 --> 00:51:33.060 hand as they're dying.  
NOTE Confidence: 0.91573524

00:51:35.120 --> 00:51:39.578 So. In the hospital and in the health system  
NOTE Confidence: 0.91573524

00:51:39.578 --> 00:51:42.619 there is a model called ION leadership.  
NOTE Confidence: 0.91573524

00:51:42.620 --> 00:51:45.728 That is very that is across hospitals

NOTE Confidence: 0.91573524

00:51:45.728 --> 00:51:48.510 across the country and the idea of

NOTE Confidence: 0.91573524

00:51:48.510 --> 00:51:50.958 that model is that a nurse, nurse,

NOTE Confidence: 0.91573524

00:51:50.958 --> 00:51:52.550 leader Anna, physician leader,

NOTE Confidence: 0.91573524

00:51:52.550 --> 00:51:54.746 or paired and that together they

NOTE Confidence: 0.91573524

00:51:54.746 --> 00:51:57.310 lead a unit in the hospital.

NOTE Confidence: 0.91573524

00:51:57.310 --> 00:52:00.470 I've just given you just a sample of

NOTE Confidence: 0.91573524

00:52:00.470 --> 00:52:03.480 articles that are about Diane leadership.

NOTE Confidence: 0.91573524

00:52:03.480 --> 00:52:06.343 And this is the model around which

NOTE Confidence: 0.91573524

00:52:06.343 --> 00:52:08.750 our health system is also based.

NOTE Confidence: 0.91573524

00:52:08.750 --> 00:52:11.790 But when you have a crisis that so

NOTE Confidence: 0.91573524

00:52:11.790 --> 00:52:14.417 rapidly emerging and changing so quickly,

NOTE Confidence: 0.91573524

00:52:14.420 --> 00:52:16.850 mom, as in the COVID situation,

NOTE Confidence: 0.91573524

00:52:16.850 --> 00:52:19.678 even that dyad model is a bit,

NOTE Confidence: 0.91573524

00:52:19.680 --> 00:52:22.110 is it as a bit challenged.

NOTE Confidence: 0.91573524

00:52:22.110 --> 00:52:24.654 So the leadership teams faced these

NOTE Confidence: 0.91573524

00:52:24.654 --> 00:52:26.790 challenges as their units were  
NOTE Confidence: 0.91573524

00:52:26.790 --> 00:52:29.366 moved as they were shifted as they  
NOTE Confidence: 0.91573524

00:52:29.366 --> 00:52:31.429 were deployed in different ways.  
NOTE Confidence: 0.91573524

00:52:31.430 --> 00:52:33.560 They were often leading teams  
NOTE Confidence: 0.91573524

00:52:33.560 --> 00:52:35.690 that they actually didn't know.  
NOTE Confidence: 0.91573524

00:52:35.690 --> 00:52:39.211 That they were just encountering as they  
NOTE Confidence: 0.91573524

00:52:39.211 --> 00:52:43.149 moved all new people onto a COVID unit.  
NOTE Confidence: 0.91573524

00:52:43.150 --> 00:52:45.600 They were sometimes actually removed  
NOTE Confidence: 0.91573524

00:52:45.600 --> 00:52:48.500 from their familiar unit setting and  
NOTE Confidence: 0.91573524

00:52:48.500 --> 00:52:50.756 moved to another unit where their  
NOTE Confidence: 0.91573524

00:52:50.756 --> 00:52:53.239 skills might be more aptly placed.  
NOTE Confidence: 0.91573524

00:52:53.240 --> 00:52:54.317 Some leadership dyads,  
NOTE Confidence: 0.91573524

00:52:54.317 --> 00:52:56.830 physicians and nurses were split up and  
NOTE Confidence: 0.91573524

00:52:56.891 --> 00:52:58.919 they were paired with new partners,  
NOTE Confidence: 0.91573524

00:52:58.920 --> 00:53:01.132 so they might they might work really  
NOTE Confidence: 0.91573524

00:53:01.132 --> 00:53:03.179 well with their previous partner,

NOTE Confidence: 0.91573524

00:53:03.180 --> 00:53:05.620 but they had for a whole host of

NOTE Confidence: 0.91573524

00:53:05.620 --> 00:53:07.836 reasons to be working with site

NOTE Confidence: 0.91573524

00:53:07.836 --> 00:53:10.134 to one nurse parent 1/2 positions

NOTE Confidence: 0.91573524

00:53:10.209 --> 00:53:12.743 might be paired with four nurses and

NOTE Confidence: 0.91573524

00:53:12.743 --> 00:53:15.094 they were just different partners

NOTE Confidence: 0.91573524

00:53:15.094 --> 00:53:16.990 in different configurations.

NOTE Confidence: 0.91573524

00:53:16.990 --> 00:53:18.986 If we, the public,

NOTE Confidence: 0.91573524

00:53:18.986 --> 00:53:20.982 were experiencing tremendous changing

NOTE Confidence: 0.91573524

00:53:20.982 --> 00:53:22.990 communications around COVID in the

NOTE Confidence: 0.91573524

00:53:22.990 --> 00:53:25.181 health care system and on the units,

NOTE Confidence: 0.91573524

00:53:25.190 --> 00:53:28.028 this was an everyday every hour

NOTE Confidence: 0.91573524

00:53:28.028 --> 00:53:29.920 phenomenon that communications were

NOTE Confidence: 0.91573524

00:53:29.997 --> 00:53:32.419 changing rapidly and as a leader you

NOTE Confidence: 0.91573524

00:53:32.419 --> 00:53:35.111 needed to be able to convey what

NOTE Confidence: 0.91573524

00:53:35.111 --> 00:53:37.086 was the most up-to-date policies

NOTE Confidence: 0.91573524

00:53:37.086 --> 00:53:39.306 and communications to your team.  
NOTE Confidence: 0.91573524

00:53:39.306 --> 00:53:42.030 But they were often changing so  
NOTE Confidence: 0.91573524

00:53:42.114 --> 00:53:44.388 quickly that it was very hard  
NOTE Confidence: 0.91573524

00:53:44.388 --> 00:53:46.509 to engender trust in a team,  
NOTE Confidence: 0.91573524

00:53:46.510 --> 00:53:48.258 especially when things were.  
NOTE Confidence: 0.91573524

00:53:48.258 --> 00:53:50.880 And especially if you didn't know  
NOTE Confidence: 0.91573524

00:53:50.953 --> 00:53:53.277 all the members of your new team.  
NOTE Confidence: 0.91573524

00:53:53.280 --> 00:53:55.667 And learning to read lead in a  
NOTE Confidence: 0.91573524

00:53:55.667 --> 00:53:57.857 crisis while you're in the middle of  
NOTE Confidence: 0.91573524

00:53:57.857 --> 00:54:00.250 a crisis can be quite a challenge.  
NOTE Confidence: 0.91573524

00:54:00.250 --> 00:54:02.410 So these were the challenges that  
NOTE Confidence: 0.91573524

00:54:02.410 --> 00:54:03.850 these leadership dyads faced.  
NOTE Confidence: 0.91573524

00:54:03.850 --> 00:54:05.650 And So what we did,  
NOTE Confidence: 0.91573524

00:54:05.650 --> 00:54:08.261 and I hope you also hear that  
NOTE Confidence: 0.91573524

00:54:08.261 --> 00:54:11.039 there's a theme of volunteers here.  
NOTE Confidence: 0.91573524

00:54:11.040 --> 00:54:13.398 Volunteers in what? Doctor Kristal presented.

NOTE Confidence: 0.91573524

00:54:13.400 --> 00:54:16.268 There's there's a tremendous number of

NOTE Confidence: 0.91573524

00:54:16.268 --> 00:54:18.819 volunteers coming together to do this.

NOTE Confidence: 0.91573524

00:54:18.820 --> 00:54:22.148 So we gathered a team of six volunteers,

NOTE Confidence: 0.91573524

00:54:22.150 --> 00:54:24.230 two of the physicians myself,

NOTE Confidence: 0.91573524

00:54:24.230 --> 00:54:25.478 and doctor Rohrbough,

NOTE Confidence: 0.91573524

00:54:25.478 --> 00:54:27.558 and another physician and three

NOTE Confidence: 0.91573524

00:54:27.558 --> 00:54:28.390 organizational psychologists.

NOTE Confidence: 0.91573524

00:54:28.390 --> 00:54:31.718 And we began by just bringing the group,

NOTE Confidence: 0.91573524

00:54:31.720 --> 00:54:33.420 nurses and physicians together,

NOTE Confidence: 0.91573524

00:54:33.420 --> 00:54:36.710 and two town halls to just ask them.

NOTE Confidence: 0.91573524

00:54:36.710 --> 00:54:39.862 What were the worries that they had as

NOTE Confidence: 0.91573524

00:54:39.862 --> 00:54:42.948 they were trying to lead their units.

NOTE Confidence: 0.91573524

00:54:42.950 --> 00:54:45.446 And these again were nurses and

NOTE Confidence: 0.91573524

00:54:45.446 --> 00:54:47.110 physicians leading their units.

NOTE Confidence: 0.91573524

00:54:47.110 --> 00:54:50.818 These are listed on the slide.

NOTE Confidence: 0.91573524

00:54:50.820 --> 00:54:53.658 They need a clear and consistent  
NOTE Confidence: 0.91573524

00:54:53.658 --> 00:54:56.137 communication that they could clearly  
NOTE Confidence: 0.91573524

00:54:56.137 --> 00:54:59.149 convey with confidence to their teams.  
NOTE Confidence: 0.91573524

00:54:59.150 --> 00:55:01.698 They needed time and this is a  
NOTE Confidence: 0.91573524

00:55:01.698 --> 00:55:02.790 part of communication  
NOTE Confidence: 0.8532577

00:55:02.860 --> 00:55:05.308 to prepare their teams for changes.  
NOTE Confidence: 0.8532577

00:55:05.310 --> 00:55:08.217 They needed support in how to engage a very,  
NOTE Confidence: 0.8532577

00:55:08.220 --> 00:55:09.830 very stressed group of people.  
NOTE Confidence: 0.8532577

00:55:09.830 --> 00:55:11.438 Very tired, very stressed,  
NOTE Confidence: 0.8532577

00:55:11.438 --> 00:55:14.322 and also even how to recognize manifestations  
NOTE Confidence: 0.8532577

00:55:14.322 --> 00:55:17.087 of stress in the team 'cause they  
NOTE Confidence: 0.8532577

00:55:17.087 --> 00:55:19.926 were in a new world and we all were.  
NOTE Confidence: 0.8532577

00:55:19.930 --> 00:55:21.780 And they had to understand,  
NOTE Confidence: 0.8532577

00:55:21.780 --> 00:55:24.300 how do you keep to expectations of  
NOTE Confidence: 0.8532577

00:55:24.300 --> 00:55:26.565 a work environment and working in  
NOTE Confidence: 0.8532577

00:55:26.565 --> 00:55:28.785 a climate of fear and uncertainty?

NOTE Confidence: 0.8532577

00:55:28.790 --> 00:55:31.494 How can you expect someone who is just

NOTE Confidence: 0.8532577

00:55:31.494 --> 00:55:33.811 so stressed and so frightened about

NOTE Confidence: 0.8532577

00:55:33.811 --> 00:55:36.163 what might happen to their family?

NOTE Confidence: 0.8532577

00:55:36.170 --> 00:55:39.322 How do you still keep them to the

NOTE Confidence: 0.8532577

00:55:39.322 --> 00:55:41.509 specific expectations you need to have

NOTE Confidence: 0.8532577

00:55:41.509 --> 00:55:43.920 have for their working on the unit?

NOTE Confidence: 0.8532577

00:55:43.920 --> 00:55:47.367 And then how do you in this rapidly changing

NOTE Confidence: 0.8532577

00:55:47.367 --> 00:55:49.937 environment find space and time to support?

NOTE Confidence: 0.8532577

00:55:49.940 --> 00:55:52.490 Those individuals who are struggling on

NOTE Confidence: 0.8532577

00:55:52.490 --> 00:55:56.094 your unit and be able to help them while

NOTE Confidence: 0.8532577

00:55:56.094 --> 00:55:59.140 at the same time leading the whole team.

NOTE Confidence: 0.8532577

00:55:59.140 --> 00:56:01.460 So what did we do?

NOTE Confidence: 0.8532577

00:56:01.460 --> 00:56:03.588 So first I want to give you a

NOTE Confidence: 0.8532577

00:56:03.588 --> 00:56:05.430 sample of the communication.

NOTE Confidence: 0.8532577

00:56:05.430 --> 00:56:07.550 So this is just a brief sample of

NOTE Confidence: 0.8532577



00:56:07.550 --> 00:56:08.980 the many communications coming  
NOTE Confidence: 0.8532577

00:56:08.980 --> 00:56:11.055 out every day every day,  
NOTE Confidence: 0.8532577

00:56:11.060 --> 00:56:13.713 and we still continue to get this  
NOTE Confidence: 0.8532577

00:56:13.713 --> 00:56:15.723 particular COVID status day by day  
NOTE Confidence: 0.8532577

00:56:15.723 --> 00:56:17.991 and you can see the blue line here  
NOTE Confidence: 0.8532577

00:56:17.991 --> 00:56:19.989 was the COVID inpatients and you  
NOTE Confidence: 0.8532577

00:56:19.989 --> 00:56:22.198 can see this is the April peak.  
NOTE Confidence: 0.8532577

00:56:22.198 --> 00:56:24.793 Then it went down in the summer and  
NOTE Confidence: 0.8532577

00:56:24.793 --> 00:56:27.609 then began to peak again over the fall,  
NOTE Confidence: 0.8532577

00:56:27.610 --> 00:56:29.836 never reaching quite as high as  
NOTE Confidence: 0.8532577

00:56:29.836 --> 00:56:32.199 the April spring of 2020 times.  
NOTE Confidence: 0.8532577

00:56:32.200 --> 00:56:34.930 But this white line will show you  
NOTE Confidence: 0.8532577

00:56:34.930 --> 00:56:37.628 also just to give you a sense.  
NOTE Confidence: 0.8532577

00:56:37.630 --> 00:56:40.734 So while we're talking about the COVID units,  
NOTE Confidence: 0.8532577

00:56:40.740 --> 00:56:43.365 the hospital itself was was had was  
NOTE Confidence: 0.8532577

00:56:43.365 --> 00:56:46.558 was full and I want you to notice

NOTE Confidence: 0.8532577

00:56:46.558 --> 00:56:49.380 here that actually then census of the

NOTE Confidence: 0.8532577

00:56:49.380 --> 00:56:52.005 hospital is is above even this hiest

NOTE Confidence: 0.8532577

00:56:52.005 --> 00:56:55.397 time here now as many more people are

NOTE Confidence: 0.8532577

00:56:55.397 --> 00:56:58.079 hospitalized even as COVID goes down.

NOTE Confidence: 0.8532577

00:56:58.080 --> 00:57:00.400 And why to make that point is that

NOTE Confidence: 0.8532577

00:57:00.400 --> 00:57:02.759 these are the same individuals caring

NOTE Confidence: 0.8532577

00:57:02.759 --> 00:57:05.327 for these patients that were actually

NOTE Confidence: 0.8532577

00:57:05.398 --> 00:57:07.810 working during the COVID time and

NOTE Confidence: 0.8532577

00:57:07.810 --> 00:57:10.689 they've been working almost without a break.

NOTE Confidence: 0.8532577

00:57:10.689 --> 00:57:13.227 Every day there was a system

NOTE Confidence: 0.8532577

00:57:13.227 --> 00:57:15.377 incident report that the team,

NOTE Confidence: 0.8532577

00:57:15.380 --> 00:57:17.630 the leaders of the team needed

NOTE Confidence: 0.8532577

00:57:17.630 --> 00:57:19.130 to process and present.

NOTE Confidence: 0.8532577

00:57:19.130 --> 00:57:21.965 There were signs and and various signs

NOTE Confidence: 0.8532577

00:57:21.965 --> 00:57:24.435 being created nearly every day in the

NOTE Confidence: 0.8532577

00:57:24.435 --> 00:57:27.380 crisis and those had to be placed properly.  
NOTE Confidence: 0.8532577

00:57:27.380 --> 00:57:30.340 And again the leaders had  
NOTE Confidence: 0.8532577

00:57:30.340 --> 00:57:32.708 to communicate about that.  
NOTE Confidence: 0.8532577

00:57:32.710 --> 00:57:35.100 So what did we do?  
NOTE Confidence: 0.8532577

00:57:35.100 --> 00:57:36.850 We brought together regular town  
NOTE Confidence: 0.8532577

00:57:36.850 --> 00:57:39.086 halls because one of the requests  
NOTE Confidence: 0.8532577

00:57:39.086 --> 00:57:40.758 of the leader leadership,  
NOTE Confidence: 0.8532577

00:57:40.760 --> 00:57:44.144 dyads was that the noon time was was good.  
NOTE Confidence: 0.8532577

00:57:44.150 --> 00:57:47.174 It was a time that they often had to  
NOTE Confidence: 0.8532577

00:57:47.174 --> 00:57:50.040 get together in various settings.  
NOTE Confidence: 0.8532577

00:57:50.040 --> 00:57:52.446 So we brought together noon town  
NOTE Confidence: 0.8532577

00:57:52.446 --> 00:57:54.988 halls that would begin with very  
NOTE Confidence: 0.8532577

00:57:54.988 --> 00:57:57.138 short presentations on topics that  
NOTE Confidence: 0.8532577

00:57:57.138 --> 00:57:59.528 they had asked us to address.  
NOTE Confidence: 0.8532577

00:57:59.530 --> 00:58:02.050 So the some of the topics are listed  
NOTE Confidence: 0.8532577

00:58:02.050 --> 00:58:04.202 here on the slide. There were.

NOTE Confidence: 0.8532577

00:58:04.202 --> 00:58:06.398 How do you communicate to your

NOTE Confidence: 0.8532577

00:58:06.398 --> 00:58:07.670 teams during stress?

NOTE Confidence: 0.8532577

00:58:07.670 --> 00:58:10.292 How do you define roles and

NOTE Confidence: 0.8532577

00:58:10.292 --> 00:58:12.040 decision who makes decisions?

NOTE Confidence: 0.8532577

00:58:12.040 --> 00:58:13.808 Who can make decisions?

NOTE Confidence: 0.8532577

00:58:13.808 --> 00:58:16.460 How do you have difficult conversations

NOTE Confidence: 0.8788254625

00:58:16.533 --> 00:58:18.987 and you manage conflict when again,

NOTE Confidence: 0.8788254625

00:58:18.990 --> 00:58:20.073 everyone's very strengths.

NOTE Confidence: 0.8788254625

00:58:20.073 --> 00:58:22.239 How do you think about change

NOTE Confidence: 0.8788254625

00:58:22.239 --> 00:58:24.147 when you're living through it,

NOTE Confidence: 0.8788254625

00:58:24.150 --> 00:58:27.345 and how do you think about your team and

NOTE Confidence: 0.8788254625

00:58:27.345 --> 00:58:30.437 your unit as a small organization that

NOTE Confidence: 0.8788254625

00:58:30.437 --> 00:58:33.789 you're trying to build and make change in?

NOTE Confidence: 0.8788254625

00:58:33.790 --> 00:58:37.070 Rebuilding and repairing trust.

NOTE Confidence: 0.8788254625

00:58:37.070 --> 00:58:40.350 Decision making under uncertainty.

NOTE Confidence: 0.8788254625

00:58:40.350 --> 00:58:43.044 On this, the topic about addressing  
NOTE Confidence: 0.8788254625

00:58:43.044 --> 00:58:46.160 racism in the clinical setting came up,  
NOTE Confidence: 0.8788254625

00:58:46.160 --> 00:58:48.836 especially after the George Floyd murder,  
NOTE Confidence: 0.8788254625

00:58:48.840 --> 00:58:51.896 but was also coming up as the leadership  
NOTE Confidence: 0.8788254625

00:58:51.896 --> 00:58:54.871 teams were struggling with the all of  
NOTE Confidence: 0.8788254625

00:58:54.871 --> 00:58:57.597 their teams recognizing the in equities  
NOTE Confidence: 0.8788254625

00:58:57.597 --> 00:59:00.693 exposed by COVID and then recognizing  
NOTE Confidence: 0.8788254625

00:59:00.693 --> 00:59:02.680 stress and recognizing burnout.  
NOTE Confidence: 0.8788254625

00:59:02.680 --> 00:59:06.120 And then as a topic that we got.  
NOTE Confidence: 0.8788254625

00:59:06.120 --> 00:59:08.658 Into more Tord June and July,  
NOTE Confidence: 0.8788254625

00:59:08.660 --> 00:59:11.198 as this became as the teams  
NOTE Confidence: 0.8788254625

00:59:11.198 --> 00:59:12.467 they were leading,  
NOTE Confidence: 0.8788254625

00:59:12.470 --> 00:59:15.980 were so tired to begin to talk about meaning  
NOTE Confidence: 0.8788254625

00:59:15.980 --> 00:59:19.886 and finding meaning in your work, and how.  
NOTE Confidence: 0.8788254625

00:59:19.886 --> 00:59:23.114 How were the most satisfying and  
NOTE Confidence: 0.8788254625

00:59:23.114 --> 00:59:26.700 sustained work is work that has meaning.

NOTE Confidence: 0.8788254625

00:59:26.700 --> 00:59:29.636 Besides the town halls and the town halls,

NOTE Confidence: 0.8788254625

00:59:29.640 --> 00:59:32.172 I should say these presentations were

NOTE Confidence: 0.8788254625

00:59:32.172 --> 00:59:34.780 brief and then encouraged a lot of

NOTE Confidence: 0.8788254625

00:59:34.780 --> 00:59:36.747 discussion and as they went on on

NOTE Confidence: 0.8788254625

00:59:36.823 --> 00:59:39.115 the participants did much more of

NOTE Confidence: 0.8788254625

00:59:39.115 --> 00:59:42.106 the discussion than any of us as the

NOTE Confidence: 0.8788254625

00:59:42.106 --> 00:59:43.926 facilitators the participants began to

NOTE Confidence: 0.8788254625

00:59:43.926 --> 00:59:46.889 help each other and talk across their units.

NOTE Confidence: 0.8788254625

00:59:46.890 --> 00:59:48.285 If you will,

NOTE Confidence: 0.8788254625

00:59:48.285 --> 00:59:50.145 and supporting each other.

NOTE Confidence: 0.8788254625

00:59:50.150 --> 00:59:53.174 We also offered individual coaching sessions

NOTE Confidence: 0.8788254625

00:59:53.174 --> 00:59:57.289 with one of the six members of our team.

NOTE Confidence: 0.8788254625

00:59:57.290 --> 01:00:00.307 And and and those coaching sessions actually

NOTE Confidence: 0.8788254625

01:00:00.307 --> 01:00:03.339 continued for for many of the individuals,

NOTE Confidence: 0.8788254625

01:00:03.340 --> 01:00:07.827 continued from April to August of 2020.

NOTE Confidence: 0.8788254625

01:00:07.830 --> 01:00:09.765 So what do we observe and what we did?  
NOTE Confidence: 0.8788254625

01:00:09.770 --> 01:00:12.380 Did we hear?  
NOTE Confidence: 0.8788254625

01:00:12.380 --> 01:00:15.440 The first thing we saw and heard is that  
NOTE Confidence: 0.8788254625

01:00:15.440 --> 01:00:18.496 the DYAD leadership model was fragile,  
NOTE Confidence: 0.8788254625

01:00:18.500 --> 01:00:19.988 especially under stress,  
NOTE Confidence: 0.8788254625

01:00:19.988 --> 01:00:22.468 and especially when you're actually  
NOTE Confidence: 0.8788254625

01:00:22.468 --> 01:00:25.099 asking diads to work in more units  
NOTE Confidence: 0.8788254625

01:00:25.099 --> 01:00:27.480 or work with people they don't know.  
NOTE Confidence: 0.8788254625

01:00:27.480 --> 01:00:29.808 But those diads who stayed together  
NOTE Confidence: 0.8788254625

01:00:29.808 --> 01:00:32.270 and had worked together well before  
NOTE Confidence: 0.8788254625

01:00:32.270 --> 01:00:34.375 the pandemic fared much better  
NOTE Confidence: 0.8788254625

01:00:34.375 --> 01:00:35.638 in this circumstance.  
NOTE Confidence: 0.8788254625

01:00:35.640 --> 01:00:38.898 They already had a working relationship  
NOTE Confidence: 0.8788254625

01:00:38.898 --> 01:00:41.070 and a strong relationship.  
NOTE Confidence: 0.8788254625

01:00:41.070 --> 01:00:43.386 We learned that the nursing leadership,  
NOTE Confidence: 0.8788254625

01:00:43.390 --> 01:00:45.320 even in a dyad model,

NOTE Confidence: 0.8788254625

01:00:45.320 --> 01:00:47.402 carried the brunt of managing the

NOTE Confidence: 0.8788254625

01:00:47.402 --> 01:00:50.352 team will cause the model had it that

NOTE Confidence: 0.8788254625

01:00:50.352 --> 01:00:52.590 positions more often moved across units

NOTE Confidence: 0.8788254625

01:00:52.662 --> 01:00:55.350 and went with different nursing partners.

NOTE Confidence: 0.8788254625

01:00:55.350 --> 01:00:57.825 Whereas nursing leaders typically stayed

NOTE Confidence: 0.8788254625

01:00:57.825 --> 01:01:01.547 with their unit so that they tended to

NOTE Confidence: 0.8788254625

01:01:01.547 --> 01:01:04.256 carry the brunt of managing a team.

NOTE Confidence: 0.8788254625

01:01:04.260 --> 01:01:06.160 That for all of them,

NOTE Confidence: 0.8788254625

01:01:06.160 --> 01:01:07.432 however well functioning,

NOTE Confidence: 0.8788254625

01:01:07.432 --> 01:01:09.976 they were that there's main struggle

NOTE Confidence: 0.8788254625

01:01:09.976 --> 01:01:12.037 was managing fear and uncertainty

NOTE Confidence: 0.8788254625

01:01:12.037 --> 01:01:14.389 on their teams and keeping them

NOTE Confidence: 0.8788254625

01:01:14.457 --> 01:01:15.549 engaged together.

NOTE Confidence: 0.8788254625

01:01:15.550 --> 01:01:18.799 And that they all were responding also to a

NOTE Confidence: 0.8788254625

01:01:18.799 --> 01:01:21.957 moral crisis and a meaning and word crisis.

NOTE Confidence: 0.8788254625



01:01:21.960 --> 01:01:25.650 So what was the moral crisis?  
NOTE Confidence: 0.8788254625

01:01:25.650 --> 01:01:30.444 Many nurses and physicians alike would  
NOTE Confidence: 0.8788254625

01:01:30.444 --> 01:01:34.870 describe scenarios such as this one.  
NOTE Confidence: 0.8788254625

01:01:34.870 --> 01:01:38.294 That they would be caring for a patient  
NOTE Confidence: 0.8788254625

01:01:38.294 --> 01:01:41.201 with COVID too was terminal not doing  
NOTE Confidence: 0.8788254625

01:01:41.201 --> 01:01:45.400 well at all and was was clearly going to die.  
NOTE Confidence: 0.8788254625

01:01:45.400 --> 01:01:48.358 Within a short period of time.  
NOTE Confidence: 0.8788254625

01:01:48.360 --> 01:01:50.048 That individual could not.  
NOTE Confidence: 0.8788254625

01:01:50.048 --> 01:01:53.584 Their family could not be there because of  
NOTE Confidence: 0.8788254625

01:01:53.584 --> 01:01:56.368 their stricted visiting in the hospital.  
NOTE Confidence: 0.90989345

01:01:56.370 --> 01:02:00.605 And their most difficult experience was to  
NOTE Confidence: 0.90989345

01:02:00.605 --> 01:02:04.837 realize that that person might die alone.  
NOTE Confidence: 0.90989345

01:02:04.840 --> 01:02:07.072 It might die without human contact  
NOTE Confidence: 0.90989345

01:02:07.072 --> 01:02:09.220 because they had tremendous caseloads.  
NOTE Confidence: 0.90989345

01:02:09.220 --> 01:02:12.060 It wasn't that they might be able to  
NOTE Confidence: 0.90989345

01:02:12.060 --> 01:02:15.124 stay by the bedside for the last half

NOTE Confidence: 0.90989345

01:02:15.124 --> 01:02:18.052 hour or last hour that that individual

NOTE Confidence: 0.90989345

01:02:18.052 --> 01:02:21.153 might be alone that they could not

NOTE Confidence: 0.90989345

01:02:21.160 --> 01:02:24.303 an be safe themselves or keep their

NOTE Confidence: 0.90989345

01:02:24.303 --> 01:02:26.221 other patients safe necessarily

NOTE Confidence: 0.90989345

01:02:26.221 --> 01:02:29.644 remove their gloves and hold a hand.

NOTE Confidence: 0.90989345

01:02:29.650 --> 01:02:32.114 That creates for those who go into

NOTE Confidence: 0.90989345

01:02:32.114 --> 01:02:33.936 the caring environment and caring

NOTE Confidence: 0.90989345

01:02:33.936 --> 01:02:36.048 profession and those who are leading

NOTE Confidence: 0.90989345

01:02:36.048 --> 01:02:38.048 others in a caring profession.

NOTE Confidence: 0.90989345

01:02:38.050 --> 01:02:39.510 A tremendous moral crisis.

NOTE Confidence: 0.90989345

01:02:39.510 --> 01:02:41.700 Are they doing the right thing?

NOTE Confidence: 0.90989345

01:02:41.700 --> 01:02:43.982 Are they providing the care that they

NOTE Confidence: 0.90989345

01:02:43.982 --> 01:02:46.438 went into the profession to provide?

NOTE Confidence: 0.90989345

01:02:46.440 --> 01:02:49.040 And many of our leaders as as the

NOTE Confidence: 0.90989345

01:02:49.040 --> 01:02:50.978 Pandemic War on were responding

NOTE Confidence: 0.90989345

01:02:50.978 --> 01:02:53.008 and caring for their teams,  
NOTE Confidence: 0.90989345

01:02:53.010 --> 01:02:55.200 not just in the practical ways,  
NOTE Confidence: 0.90989345

01:02:55.200 --> 01:02:57.210 warehouse the PPE and use of  
NOTE Confidence: 0.90989345

01:02:57.210 --> 01:02:59.220 PPE and hours of working.  
NOTE Confidence: 0.90989345

01:02:59.220 --> 01:03:01.300 But at this much more.  
NOTE Confidence: 0.90989345

01:03:01.300 --> 01:03:03.190 Psychological level.  
NOTE Confidence: 0.76713294

01:03:05.290 --> 01:03:07.880 So finding meaning is really these questions.  
NOTE Confidence: 0.76713294

01:03:07.880 --> 01:03:10.100 Why did you become a nurse?  
NOTE Confidence: 0.76713294

01:03:10.100 --> 01:03:14.600 Why did you want to become a doctor Anaz?  
NOTE Confidence: 0.76713294

01:03:14.600 --> 01:03:16.115 If you will, behind the  
NOTE Confidence: 0.76713294

01:03:16.115 --> 01:03:17.630 scenes on the tandem against,  
NOTE Confidence: 0.76713294

01:03:17.630 --> 01:03:18.842 we celebrate these individuals  
NOTE Confidence: 0.76713294

01:03:18.842 --> 01:03:20.357 who have done so much.  
NOTE Confidence: 0.76713294

01:03:20.360 --> 01:03:22.178 These were the very deep questions  
NOTE Confidence: 0.76713294

01:03:22.178 --> 01:03:23.390 that people were asking,  
NOTE Confidence: 0.76713294

01:03:23.390 --> 01:03:25.208 and a number of our leaders,

NOTE Confidence: 0.76713294

01:03:25.210 --> 01:03:26.550 particularly our nurse leaders,

NOTE Confidence: 0.76713294

01:03:26.550 --> 01:03:28.560 talked about conversations they were having

NOTE Confidence: 0.76713294

01:03:28.613 --> 01:03:30.356 with the younger nurses on their teams.

NOTE Confidence: 0.76713294

01:03:30.360 --> 01:03:32.166 As the younger nurses were asking,

NOTE Confidence: 0.76713294

01:03:32.170 --> 01:03:34.594 is this what it's going to be like?

NOTE Confidence: 0.76713294

01:03:34.600 --> 01:03:36.394 This is not what I thought

NOTE Confidence: 0.76713294

01:03:36.394 --> 01:03:38.540 I wanted to be a nurse for,

NOTE Confidence: 0.76713294

01:03:38.540 --> 01:03:41.076 and trying to keep them in the profession

NOTE Confidence: 0.76713294

01:03:41.076 --> 01:03:43.562 and keep them and help them find the

NOTE Confidence: 0.76713294

01:03:43.562 --> 01:03:45.770 meaning of why they had entered it.

NOTE Confidence: 0.76713294

01:03:45.770 --> 01:03:46.830 In the first place.

NOTE Confidence: 0.89090174

01:03:49.480 --> 01:03:52.804 So as I indicated on the earlier slide, we.

NOTE Confidence: 0.89090174

01:03:52.804 --> 01:03:54.724 Did this intervention or this

NOTE Confidence: 0.89090174

01:03:54.724 --> 01:03:56.800 works between April and August,

NOTE Confidence: 0.89090174

01:03:56.800 --> 01:03:59.390 and as the pandemic began to in

NOTE Confidence: 0.89090174

01:03:59.390 --> 01:04:01.880 the summer slowdown and we all of  
NOTE Confidence: 0.89090174

01:04:01.880 --> 01:04:03.836 course hoped that that would be  
NOTE Confidence: 0.89090174

01:04:03.916 --> 01:04:06.236 the that would be the end of it.  
NOTE Confidence: 0.89090174

01:04:06.240 --> 01:04:08.928 And then came the fall and winter surge.  
NOTE Confidence: 0.89090174

01:04:08.930 --> 01:04:11.090 But how do we phase to a more support  
NOTE Confidence: 0.89090174

01:04:11.090 --> 01:04:13.112 to a supportive structure that was  
NOTE Confidence: 0.89090174

01:04:13.112 --> 01:04:15.718 in a more sustained model and a  
NOTE Confidence: 0.89090174

01:04:15.718 --> 01:04:17.793 number of the individuals continued  
NOTE Confidence: 0.89090174

01:04:17.793 --> 01:04:19.484 their coaching relationship even  
NOTE Confidence: 0.89090174

01:04:19.484 --> 01:04:22.148 as we phased to another model?  
NOTE Confidence: 0.89090174

01:04:22.150 --> 01:04:24.761 We fed back to the hospital leadership  
NOTE Confidence: 0.89090174

01:04:24.761 --> 01:04:26.396 system system leadership about  
NOTE Confidence: 0.89090174

01:04:26.396 --> 01:04:28.196 the structure of communications,  
NOTE Confidence: 0.89090174

01:04:28.200 --> 01:04:30.420 about the importance of maintaining  
NOTE Confidence: 0.89090174

01:04:30.420 --> 01:04:33.443 dyad stability even as you had to  
NOTE Confidence: 0.89090174

01:04:33.443 --> 01:04:35.633 shift units but keep the dietze

NOTE Confidence: 0.89090174

01:04:35.633 --> 01:04:37.869 together and as much as possible,

NOTE Confidence: 0.89090174

01:04:37.870 --> 01:04:40.411 keep the unit teams together so that

NOTE Confidence: 0.89090174

01:04:40.411 --> 01:04:42.854 they take their working style and

NOTE Confidence: 0.89090174

01:04:42.854 --> 01:04:44.984 their working process before COVID

NOTE Confidence: 0.89090174

01:04:44.984 --> 01:04:47.937 into how they're working now and then,

NOTE Confidence: 0.89090174

01:04:47.940 --> 01:04:49.960 actually to provide ongoing leadership,

NOTE Confidence: 0.89090174

01:04:49.960 --> 01:04:51.970 training and support to Diane's

NOTE Confidence: 0.89090174

01:04:51.970 --> 01:04:54.620 to actually ask, they become Dyas.

NOTE Confidence: 0.89090174

01:04:54.620 --> 01:04:57.500 To give them basic training and

NOTE Confidence: 0.89090174

01:04:57.500 --> 01:05:00.517 leadership skills on many of the topics

NOTE Confidence: 0.89090174

01:05:00.517 --> 01:05:03.997 that we've provided in the in the town halls.

NOTE Confidence: 0.89090174

01:05:04.000 --> 01:05:06.527 The hospital brought to the health system,

NOTE Confidence: 0.89090174

01:05:06.530 --> 01:05:09.113 brought together a group called the Wellness

NOTE Confidence: 0.89090174

01:05:09.113 --> 01:05:10.859 Engagement and Leadership Task Force,

NOTE Confidence: 0.89090174

01:05:10.860 --> 01:05:13.684 and there's a number of CONTINUITY'S in that

NOTE Confidence: 0.89090174

01:05:13.684 --> 01:05:16.640 group with the members of our voluntary team.

NOTE Confidence: 0.89090174

01:05:16.640 --> 01:05:18.440 So there's a continuity of

NOTE Confidence: 0.89090174

01:05:18.440 --> 01:05:19.880 experience and information across,

NOTE Confidence: 0.89090174

01:05:19.880 --> 01:05:22.372 and also some of the nursing and

NOTE Confidence: 0.89090174

01:05:22.372 --> 01:05:24.747 physician dyads that were in our coaching

NOTE Confidence: 0.89090174

01:05:24.747 --> 01:05:27.093 and an works in town hall sessions

NOTE Confidence: 0.89090174

01:05:27.093 --> 01:05:29.625 are members of that Wellness Group,

NOTE Confidence: 0.89090174

01:05:29.630 --> 01:05:32.382 so there is a continuity of experience that

NOTE Confidence: 0.89090174

01:05:32.382 --> 01:05:35.525 we learn together and hopefully to take that.

NOTE Confidence: 0.89090174

01:05:35.530 --> 01:05:38.866 And then change some aspects of how the

NOTE Confidence: 0.89090174

01:05:38.866 --> 01:05:41.852 health system works so that we're not

NOTE Confidence: 0.89090174

01:05:41.852 --> 01:05:44.558 only are better prepared for another

NOTE Confidence: 0.89090174

01:05:44.558 --> 01:05:47.206 crisis and may there not be one,

NOTE Confidence: 0.89090174

01:05:47.210 --> 01:05:50.648 but that it works even better

NOTE Confidence: 0.89090174

01:05:50.648 --> 01:05:52.367 with day-to-day healthcare.

NOTE Confidence: 0.89090174

01:05:52.370 --> 01:05:55.023 And what I would say in closing

NOTE Confidence: 0.89090174

01:05:55.023 --> 01:05:58.181 is that justice COVID has been a

NOTE Confidence: 0.89090174

01:05:58.181 --> 01:06:00.117 magnifier of health inequities.

NOTE Confidence: 0.89090174

01:06:00.120 --> 01:06:02.757 It is also been a magnifier of many needs

NOTE Confidence: 0.89090174

01:06:02.757 --> 01:06:05.448 to restructure our health care system,

NOTE Confidence: 0.89090174

01:06:05.450 --> 01:06:07.580 not just in the supply chains.

NOTE Confidence: 0.89090174

01:06:07.580 --> 01:06:08.274 For PPE.

NOTE Confidence: 0.89090174

01:06:08.274 --> 01:06:10.703 Not not in all of those things

NOTE Confidence: 0.89090174

01:06:10.703 --> 01:06:13.260 that have been more in the news,

NOTE Confidence: 0.89090174

01:06:13.260 --> 01:06:16.446 but as we learned to actually begin to think,

NOTE Confidence: 0.89090174

01:06:16.450 --> 01:06:18.760 how do you create stable relationships

NOTE Confidence: 0.89090174

01:06:18.760 --> 01:06:20.995 among leadership teams so that they

NOTE Confidence: 0.89090174

01:06:20.995 --> 01:06:23.193 they are ready to meet any challenge?

NOTE Confidence: 0.89090174

01:06:23.200 --> 01:06:26.040 And how do you keep them together as

NOTE Confidence: 0.89090174

01:06:26.040 --> 01:06:28.958 any kind of challenge comes forward?

NOTE Confidence: 0.89090174

01:06:28.960 --> 01:06:30.580 So I'm going to stop there,

NOTE Confidence: 0.89090174



01:06:30.580 --> 01:06:32.302 and I'd be glad to take questions  
NOTE Confidence: 0.89090174

01:06:32.302 --> 01:06:34.270 or even turn to my colleague Doctor  
NOTE Confidence: 0.89090174

01:06:34.270 --> 01:06:36.250 Rohrbough who did this work with us.  
NOTE Confidence: 0.89090174

01:06:36.250 --> 01:06:37.330 Thank you very much.  
NOTE Confidence: 0.8784841

01:06:50.780 --> 01:06:52.632 Thanks so much Linda,  
NOTE Confidence: 0.8784841

01:06:52.632 --> 01:06:54.947 who really appreciate that presentation  
NOTE Confidence: 0.8784841

01:06:54.947 --> 01:06:57.696 and thanks to each of our speakers.  
NOTE Confidence: 0.8784841

01:06:57.700 --> 01:06:59.640 And to the our audience,  
NOTE Confidence: 0.8784841

01:06:59.640 --> 01:07:01.570 for your attention and participation,  
NOTE Confidence: 0.8784841

01:07:01.570 --> 01:07:04.342 care of the health care workforce was  
NOTE Confidence: 0.8784841

01:07:04.342 --> 01:07:06.562 obviously a hugely important component  
NOTE Confidence: 0.8784841

01:07:06.562 --> 01:07:09.430 of responding to the COVID crisis.  
NOTE Confidence: 0.8784841

01:07:09.430 --> 01:07:11.187 I'm sure that we all hope that  
NOTE Confidence: 0.8784841

01:07:11.187 --> 01:07:13.512 some of the lessons learned will be  
NOTE Confidence: 0.8784841

01:07:13.512 --> 01:07:15.397 incorporated into the ongoing system  
NOTE Confidence: 0.8784841

01:07:15.397 --> 01:07:17.810 of support across the United States.

NOTE Confidence: 0.8784841

01:07:17.810 --> 01:07:19.634 I hope each of you enjoy

NOTE Confidence: 0.8784841

01:07:19.634 --> 01:07:21.490 the rest of alumni weekend,

NOTE Confidence: 0.8784841

01:07:21.490 --> 01:07:22.442 and particularly,

NOTE Confidence: 0.8784841

01:07:22.442 --> 01:07:25.774 there's a session that's just started with

NOTE Confidence: 0.8784841

01:07:25.774 --> 01:07:28.670 Doctor Braverman on the art of medicine.

NOTE Confidence: 0.8784841

01:07:28.670 --> 01:07:29.330 Thanks again.