

HELPING HEALERS HEAL: RESILIENCY RESOURCES FOR NOW, LATER, & LONG-TERM

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NYC HEALTH + HOSPITALS

FRIDAY, MAY 27TH 2022

1:30-3:00PM



LEARNING OBJECTIVES

- APPLY LEARNING ABOUT THE CURRENT CHALLENGES AND CLIMATE THAT IMPACTS WORKFORCE WELLNESS AND HOW TO LEVERAGE THE 8 DIMENSIONS OF WELLNESS TO FOSTER A SUPPORTIVE APPROACH AND WORK ENVIRONMENT
- DISCUSS STRATEGIC SOLUTIONS THAT INSTITUTIONS CAN USE TO CREATE A MORE RESILIENT CULTURE FOR INDIVIDUALS, TEAMS, AND THE OVERALL ORGANIZATION
- UNDERSTAND THE CRUCIAL LINK BETWEEN WORKFORCE WELLNESS, QUALITY, PATIENT SAFETY, AND SUSTAINED WELL-BEING BOTH PERSONALLY AND PROFESSIONALLY
- DEPLOY THE HELPING HEALERS HEAL (H3) FRAMEWORK TO DEVELOP A HOLISTIC WORKFORCE WELLNESS CULTURE FOR YOU AND YOUR TEAM



DISCLOSURE

THE PRESENTER, JEREMY SEGALL, HAS NO RELEVANT FINANCIAL OR NON-FINANCIAL RELATIONSHIP WITH THE CONFERENCE ORGANIZERS OR WITHIN THE SERVICES DESCRIBED, REVIEWED, EVALUATED, OR COMPARED IN THIS PRESENTATION

- NYC Health + Hospitals is the **largest public health care system** in the United States
- We provide essential **inpatient, outpatient, and home-based services** to more than **one million New Yorkers every year** in more than 70 locations across the city's five boroughs
- Our **11 acute care hospitals** provide top-ranked trauma care and provide up to **60% of all mental health services** in New York City making communities healthy through a robust network of hospital-based inpatient and primary care services for children and adults
- Our **five post-acute/long-term care facilities** have earned the highest five and four star ratings by the Centers for Medicaid and Medicare for their excellent long-term care, skilled nursing care, and rehabilitation services
- Gotham Health is our **network of Federally Qualified Health Center clinics** across the five boroughs that offers patient-centered primary and preventive care services for the entire family
- Community Care offers **comprehensive care management** and better access to social support services in patients' homes and communities
- Our diverse workforce is uniquely focused on **empowering New Yorkers**, without exception, to **live their healthiest life possible**



CHANGE IS POSSIBLE

“DON’T JUDGE EACH DAY BY
THE HARVEST YOU REAP, BUT
BY THE SEEDS YOU PLANT.”

- **ROBERT LOUIS STEVENSON**



CAUTION

High psychological and emotional danger ahead



Be open – this is a safe space

You know yourself best – participate to the level you are comfortable

Everything you share, think, and feel during this session is confidential

Spectrograms: I believe that...



1 ...my organization is healthy & coping well

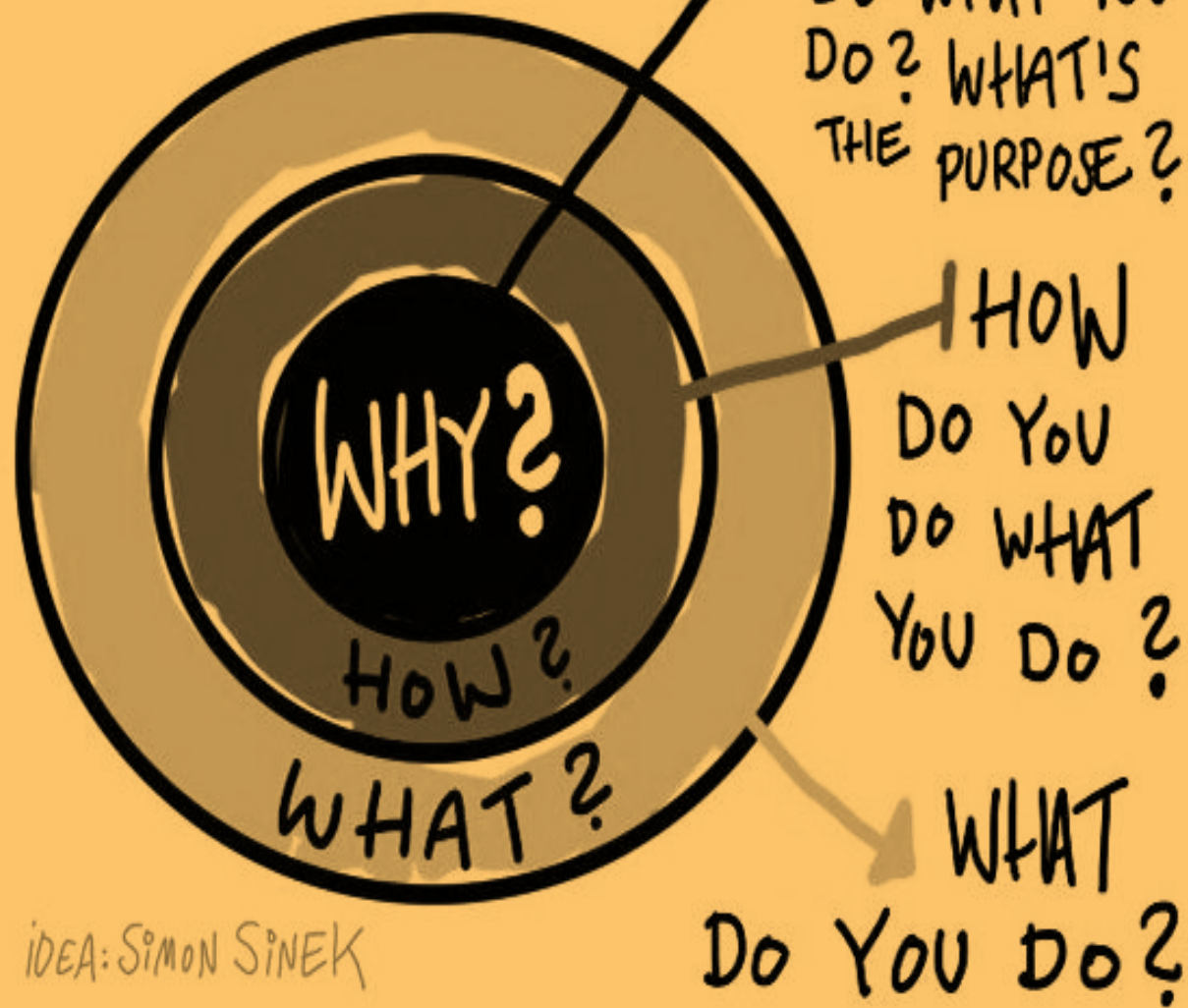
2 ...my leadership team is healthy & coping well

3 ...my peers/colleagues/workforce are healthy & coping well

4 ...I am healthy & coping well



GOLDEN CIRCLE



IDEA: SIMON SINEK

Systemic Racism
Compensation

Workplace Conditions
Patient Demands

COVID-19
War in Ukraine

Regulatory Agencies
Bureaucracy/Politics

QAPI
Evaluations

Downsizing/Attrition

Financial Crises

Safe Staffing

Workplace Violence

HEALTHCARE STRESSORS

Jeremy Segall, MA, RDT, LCAT

Moral Injury

Divorce

Inequities

Micro/Macro Aggressions

Rising Responsibilities

Commute

Shame

Workplace Conflict

Isolation/Loneliness

Remote Learning

Guilt

Physical Illness

Insecurities

Elections

Housing Insecurity

Constant Change/New Norms

Remote Work

Stigma

Sadness/Depression

Anxieties

Fear of Uncertainty

Grief/Loss Job Changes/Loss

Lack of Work/Life Balance

Helplessness/Hopelessness

Pet care Family/Friend Dynamics

Traumatic Stress Food Insecurity

Civil Unrest Child/Elder Care

Digitization/Technology

Natural & Person-made Disasters

WHO defines **burnout** as “a **disease of the 21st century**”.

- ▶ feelings of energy depletion or exhaustion
- ▶ reduced professional efficacy
- ▶ uncommunicative work teams
- ▶ a culture of inequity, diversity and fear



UNIQUE PSYCHOSOCIAL STRESSORS

Everchanging
disease with
changing
guidelines



Healthcare teams
overwhelmed with
patients seeking
care



Civil unrest, racial
injustice,
workplace
violence, disasters,
humanitarian
crises



Worries about
PPE, visitation,
patient satisfaction



Possible
transmissions of
disease to self and
loved ones,
quarantine,
childcare



“5th Wave” where
staff are called
back into “battle”

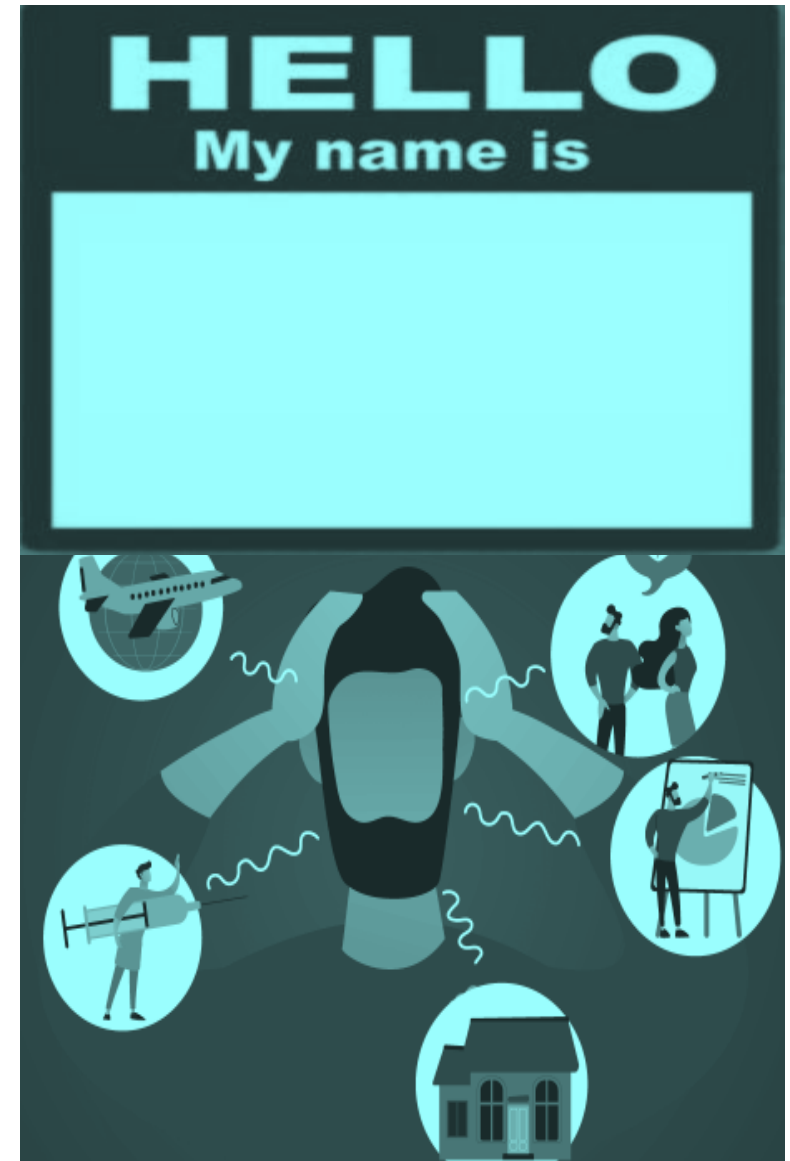


This leads to new levels of:
Anxiety
Depression
Burnout
Compassion Fatigue
Hopelessness/Helplessness
Stress
Guilt



PEDIATRIC DENTAL STRESSORS

- TOLL OF WORKING WITH FAMILIES WHO FACE COMPLEX BARRIERS AND CHALLENGES (E.G. - DISEASE RATES, LIMITED RESOURCES, DIFFICULTY MAKING BEHAVIOR CHANGE, FAMILY DYNAMICS)
- PARENTS NOT VALUING PROFESSIONAL OPINIONS DUE TO UBIQUITY, MISINFORMATION, AND ACCESS TO INFORMATION OF THE INTERNAL/SOCIAL MEDIA
- **WORKING MORE DUE TO BURDENSOME STUDENT LOAN DEBT**
- BUREAUCRACY, REGULATIONS, CHARTING, DOCUMENTATION, PRODUCTIVITY EXPECTATIONS AND DECREASED REIMBURSEMENT & TIME WITH PATIENTS AND FAMILIES
- **INCREASED DEMANDS SECONDARY TO COVID-19**
- MANAGING PROFESSIONAL AND FAMILY RESPONSIBILITIES WHEN PARTNERS ARE ALSO WORKING
- **DEVELOPING/MAINTAINING NON-WORK LIVES/RELATIONSHIPS & TRANSITIONING TO A LIFE THAT IS NOT SOLELY FOCUSED ON WORK**
- **WORK SETTINGS WITH NO OR FEW COLLEAGUES LEADING TO ISOLATION OR LACK OF REGULAR COLLEGIAL SUPPORT IN NAVIGATING CHALLENGES**



Workplace (Pandemic)

- Witnessing intense pain, isolation, and loss
- Few opportunities for rest and breaks
- Surge in care demands
- PPE (Lack of personal physical safety, emotionally/psychologically draining and disconnect from patients/barrier, not feeling seen, abandonment, physical discomfort)
- Psychological stress in care settings



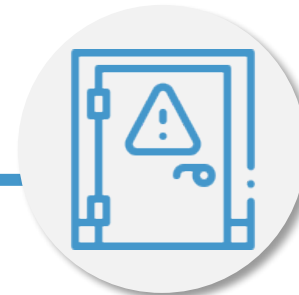
Home

- Remote work & learning is hard
- 24-hour childcare responsibilities on top of work
- Can't unwind with friends, go to the movies, or engage with any coping strategies that typically relieve stress
- Having to be "on" all the time for family and friends
- Hard to stop thinking when my head hits the pillow



Quarantine

- Keeping my family safe
- Getting enough food and medication
- Fear of dying
- Going back too soon
- Emotional fallout (can happen after we recover physically)
- Constantly reading the news and social media
- Lack of answers and changes about the illness and recovery





23%

Pediatric dentists
reporting high
emotional exhaustion*



12%

Pediatric dentists
reporting high
depersonalization*



10%

Pediatric dentists
reporting feelings of
low personal
accomplishment*



25% | 34%

Combined emotional
exhaustion with high
depersonalization;
34% physically
exhausted^{1/2}

Resource: *Occupational burnout and depression among paediatric dentists in the United States; Internal Journal of Pediatric Dentistry; **Stress, burnout, anxiety and depression among dentists



70%

Employees saying
now is the most
stressful time of their
lives*



78%

Report COVID-19 is a
significant stressor**



83%

Workers suffering
from work-related
stress, on a daily
basis***



77%

Professionals
reporting having
experienced burnout
at their current job****



42%

Say their stress at work is unmanageable*



38% | 16%

Dentists always or frequently worried or anxious; 16% Dentists diagnosed with anxiety^{2/5}



48%

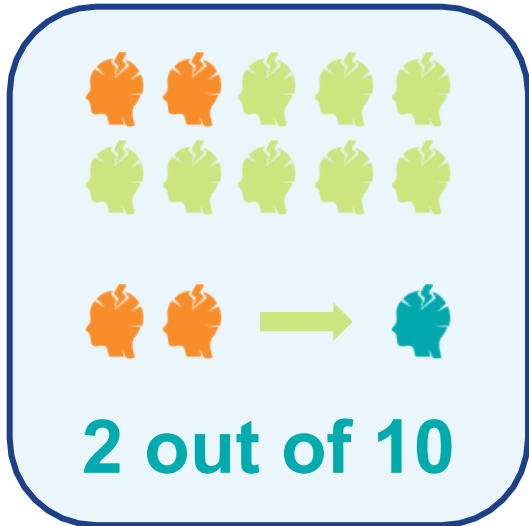
Physicians reporting burnout while on the job***



67% | 30%

Working parents reporting significantly higher stress; Approx. 30% of dentists with severe stress at home^{4/5}

Resource: *2020 PSJH Caregiver Experience Survey; **Stress, burnout, anxiety and depression among dentists; ***US News & World Report, Sept 20; ****American Psychological Association; *****ADA 2021 Dentist Well-being Survey Report



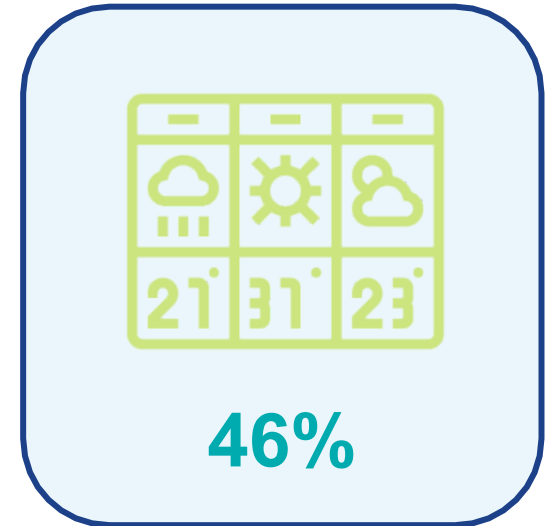
Adults having a diagnosable mental illness each year; 50% go untreated*



Americans now reporting suffering from anxiety, depression, or stress**



Growing incidence of mental health issues since the pandemic started**

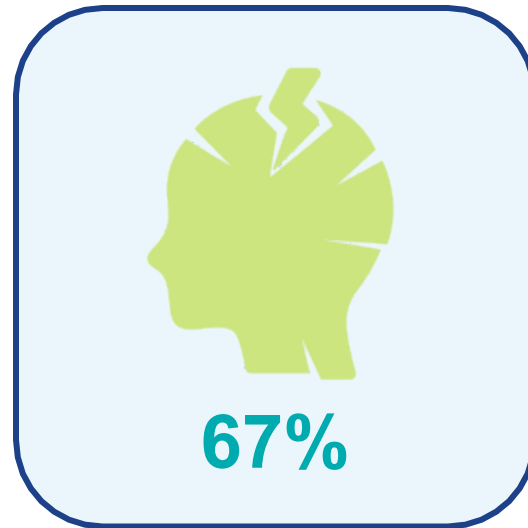


Adults within the US that will experience some type of mental health disorder in their lifetime***

Resource: *Headspace Health 2021; **Derek Van Brunt DRPH, CredibleMind Oct 2021; ***Willis Towers Watson 2015/2017 Global Staying@Work Survey, NCHS National Vital Statistics System



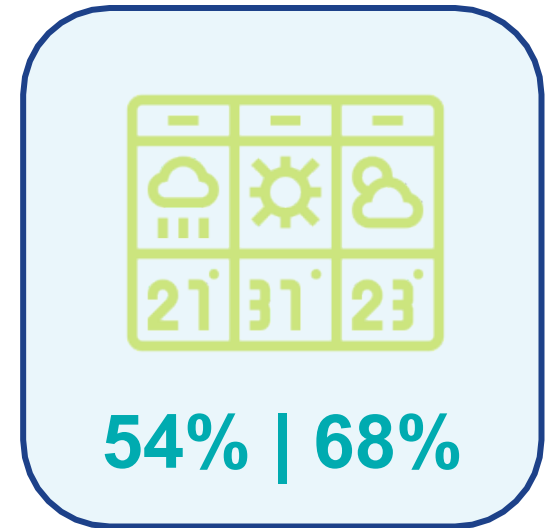
Approx. 24% percent of dentists say they don't protect themselves against stress*



Dental students experiencing possible pathological anxiety*



Dentists reported taking a leave of absence**



Dentists with medium/high total score of risk for depression; 68% under 40 yrs. old **

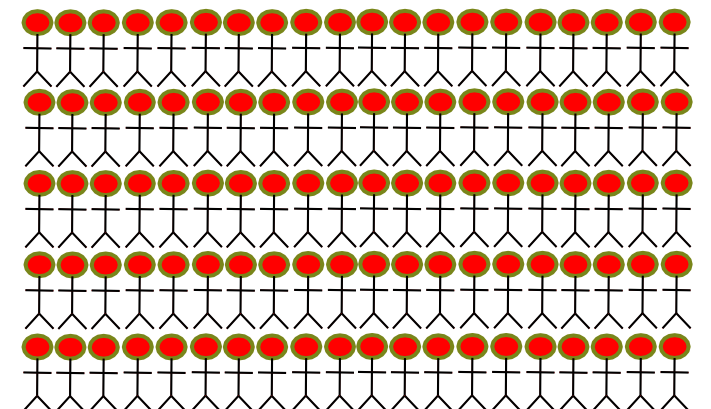
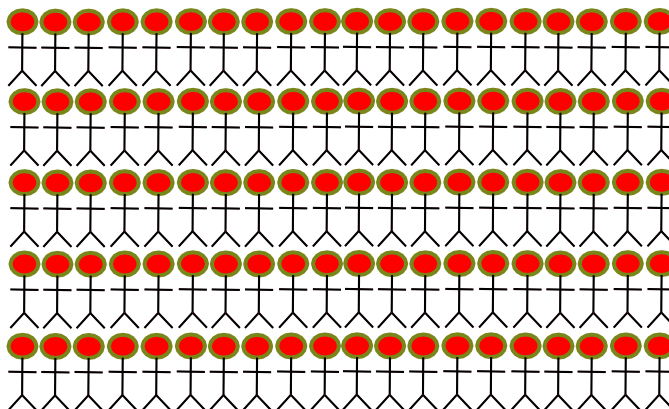
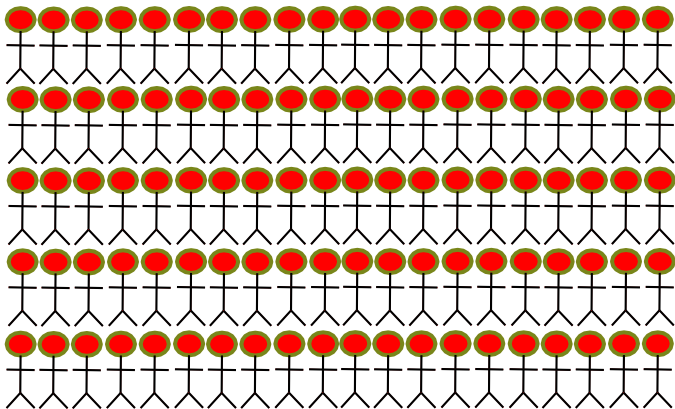
Resource: *Stress, burnout, anxiety and depression among dentists ; **ADA 2021 Dentist Well-being Survey Report

- We lose a doctor a day to death by suicide in the US
- 300-400 physicians/year
- 3-4 medical school classes a year
- Top occupation for risk of death by suicide

The Relative Risk of Physician Suicide

Compared to the general population

♀ **2.27x** ♂ **1.41x**



2020 AMERICAN DEATHS

SUICIDE

47,511

DIABETES

87,647

ALZHEIMER'S

121,499

DEATH BY SUICIDE

- SUICIDE IS THE **10TH** LEADING CAUSE OF DEATH IN THE UNITED STATES
- IN 2020, THERE WERE AN ESTIMATED:
 - 3.5 MILLION PEOPLE WHO PLANNED A SUICIDE
 - 1.4 MILLION DOCUMENTED SUICIDE ATTEMPTS
 - FOR EVERY COMPLETED SUICIDE IT IS REPORTED THAT THERE ARE **25** UNSUCCESSFUL ATTEMPTS
 - 47,511 DEATHS BY SUICIDE
- FIREARMS WERE INVOLVED IN HALF OF ALL SUICIDES IN 2020
- MORE THAN TWICE AS MANY DEATHS BY SUICIDE THAN BY HOMICIDE
- RISK FACTORS:
 - ENVIRONMENTAL FACTORS SUCH AS STRESSFUL LIFE EVENTS
 - MENTAL HEALTH DISORDERS AND SUBSTANCE USE DISORDERS ARE THE MOST SIGNIFICANT RISK FACTORS
 - ACCESS TO LETHAL MEANS SUCH AS FIREARMS
 - PREVIOUS SUICIDE ATTEMPTS AND A FAMILY HISTORY OF SUICIDE



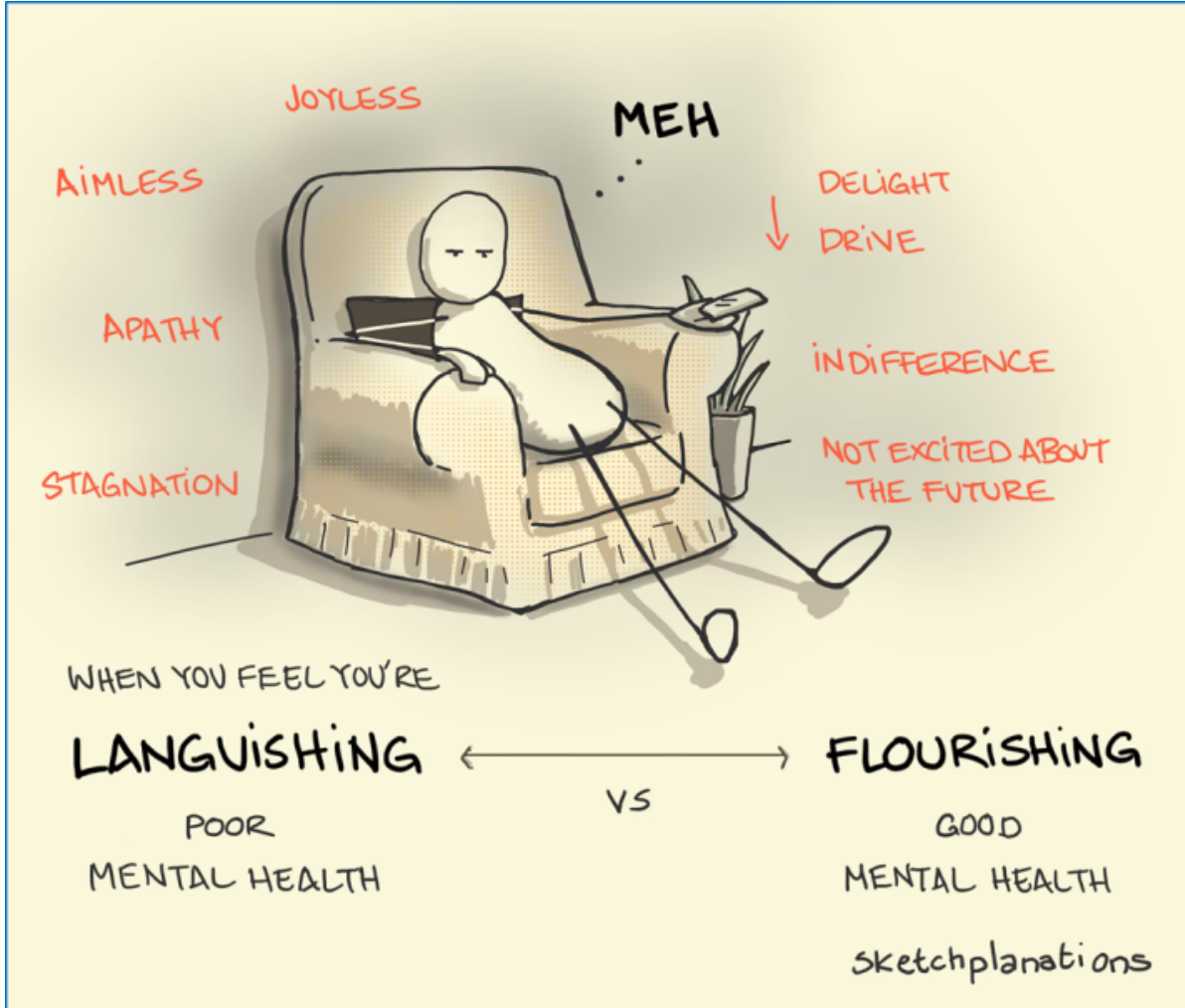
Resource: America's Health Ranking 2021 Report

DEATH BY SUICIDE

- **THE RATE OF SUICIDE IS HIGHEST IN MIDDLE-AGED WHITE MEN**
- **IN 2020, MEN DIED BY SUICIDE 3.88X MORE THAN WOMEN**
- **ON AVERAGE, THERE ARE 130 SUICIDES PER DAY**
- **WHITE MALES ACCOUNTED FOR 69.68% OF SUICIDE DEATHS IN 2020**
- **IN 2020, FIREARMS ACCOUNTED FOR 52.83% OF ALL SUICIDE DEATHS**
- **93% OF ADULTS SURVEYED IN THE U.S. THINK SUICIDE CAN BE PREVENTED**

Resource: AFSP Annual Report, Retrieved 2/2022





ARE YOU LANGUISHING? T P R

The concept of Languishing is a really important one to understand right now. Here's some recent thoughts collated by Adam Grant that we think will help a lot.

WHAT IS IT?

A chronic condition that feels like you're looking at life through a fogged window. Feelings of stagnation/emptiness/muddling through.

Languishing builds over time, so you might not easily notice your drift into this state.



Languishing is present when there is an absence of wellbeing and can potentially be a precursor to mental health problems.

WHAT WILL YOU NOTICE?



Motivation reduces.



Focus decreases.



Commitment to work significantly reduced.

HOW YOU CAN HELP?



1 Name it. Use the term to label your feelings. Own your languishing!



2 Know you're not alone - this is a very common state right now.



3 Look for tasks and activities that uplift you and get you into flow briefly



4 Look to take small steps to achieving a meaningful goal for you.



5 Schedule uninterrupted time in your day & switch off all distractions for set periods.



6 Find some fellow languishers and share what's helping.

www.theperformanceroom.co.uk

Moral Injury: the perpetrating, inability to prevent, or witnessing of events that challenge deeply held personal morals, beliefs, values or societal expectations that negatively impacts your well-being.

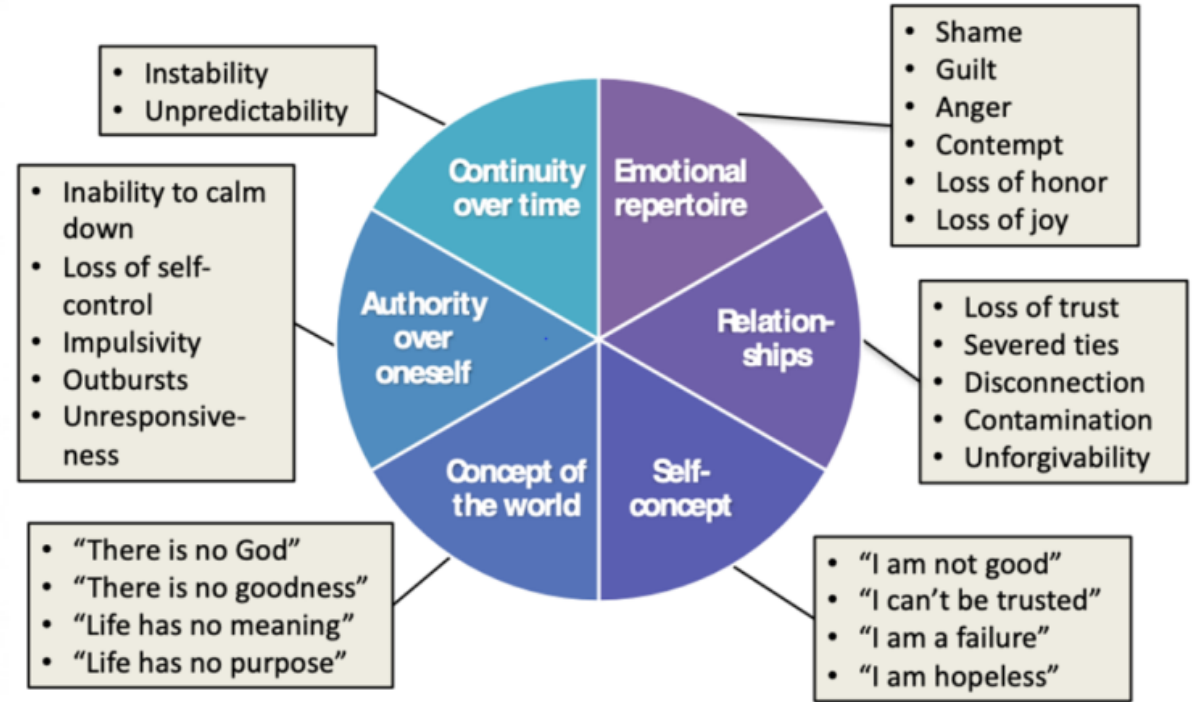
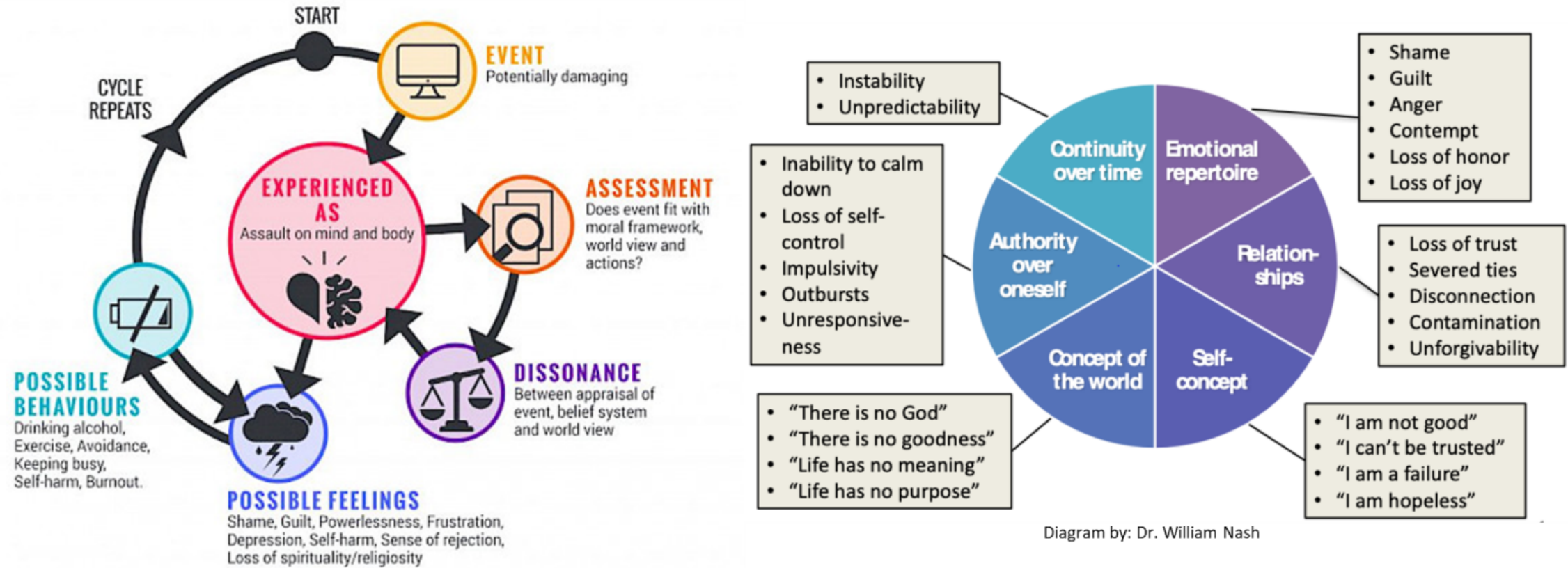


Diagram by: Dr. William Nash

The Great Resignation [*proper noun*]: a mass, voluntary exodus from the workforce



1 out of 5 healthcare workers have left their job since the pandemic started*

11.5M

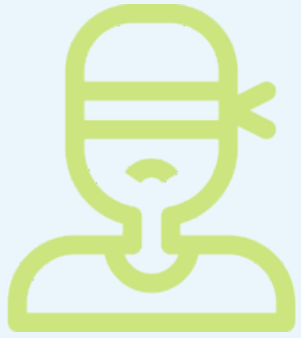
employees quit their job
April-June 2021¹

65%

of US Workers are
looking for a new job²

90%

of companies are seeing
higher turnover than
usual²



40%

Say that their employer hasn't supported their mental health*



#1

Work stress being the reason why employees quit their jobs during the pandemic**



56%

Blame their employer for failing to encourage open conversations about burnout**

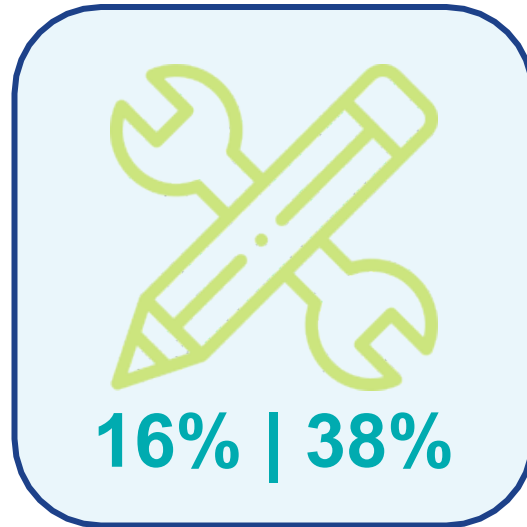


77%

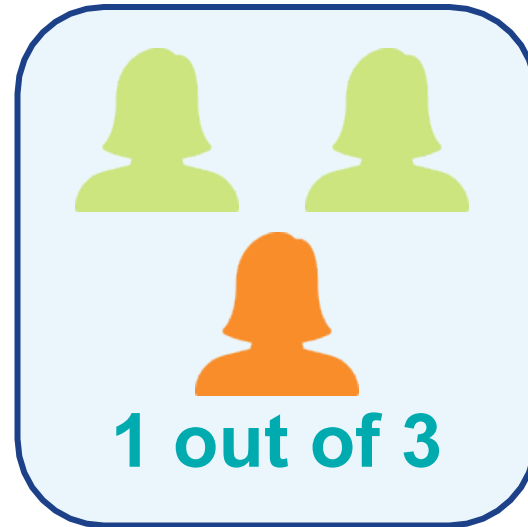
Of professionals have experienced burnout at their current job**



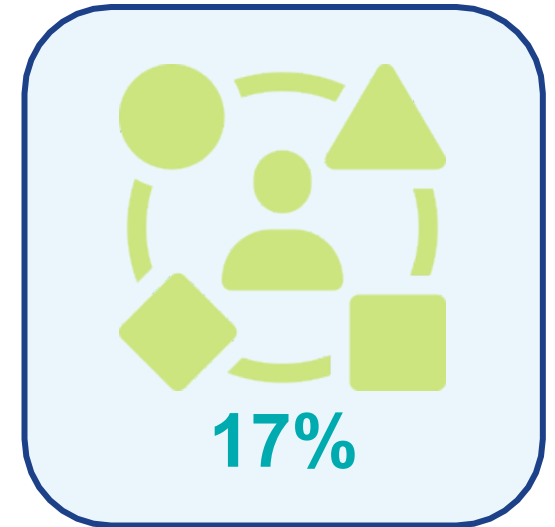
Employees cite lack of development as a reason for quitting*



New hires reporting they possess skills they need for their current roles; 38% dentists doubting their own competence^{2/5}



Women considering leaving the workforce or changing their careers due to the pandemic***



Millennials that leave the workforce due to a lack of diversity, equity, and inclusion****

Resource: *Express Employment Professionals; **Gartner; ***McKinsey & LeanIn.org; ****Whil, Rethink 2021; *****ADA 2021 Dentist Well-being Survey Report

WHAT ABOUT THE BODY?

- 84% OF DENTISTS REPORT PAIN OR DISCOMFORT WHILE WORKING
- 63% REPORT THAT THEY HAVE EXPERIENCED A MEDICAL CONDITION
 - TOP 5: BACK PROBLEMS (27%), ELEVATED CHOLESTEROL (16%), ANXIETY (16%), DEPRESSION (13%), & HEADACHES (12%)
- 26% REPORT ALWAYS OR FREQUENTLY HAVING HEADACHES OR BACKACHES
- DENTISTS MOST OFTEN REPORTED GETTING BETWEEN FOUR TO SEVEN HOURS OF SLEEP IN A TYPICAL NIGHT

Resource: Stress, burnout, anxiety and depression among dentists; ADA 2021 Dentist Well-being Survey Report



BENEFIT OF EMPLOYEE RECOGNITION PROGRAMS

RECOGNITION = RESILIENCE



Enhances employee happiness and satisfaction levels

- 78% of employees respect the abilities of the individual to whom they report.
- 78% of employees feel respected by their direct manager.



Improves employee retention rate

- 62% of respondents feel there is a climate of trust and feel respected by the organization.



Cultivates a culture of self-improvement

- 56% of employees are satisfied with the recognition they receive for doing a good job.



Acts as an effective morale booster



Provides employees with a sense of purpose

- 90% of employees believe their work is meaningful.
- 67% of employees feel valued by the organization.

2021 H+H Employee Feedback Survey (n = 13,177)

NATIONAL DRIVERS OF INTENTIONS TO STAY

Stay with Org Three Years

Stay with Org if Offered Another Job



Healthcare Must-Haves

Respondents who give Unfavorable scores to “Org values diversity” are 4.3-4.6 times as likely to give Unfavorable scores to Intent to Stay items

Relative Risk, Unfavorable Scores

- Responses from n=410,000 employees offered the Diversity & Equity Module in 2021
 - Last survey: completed 09-29-2021
- Press Ganey Data Science, Oct. 2021c



86%

Dentists reporting satisfaction with their practice*



95%

Dentists reporting feeling respected by the people they work with*



92%

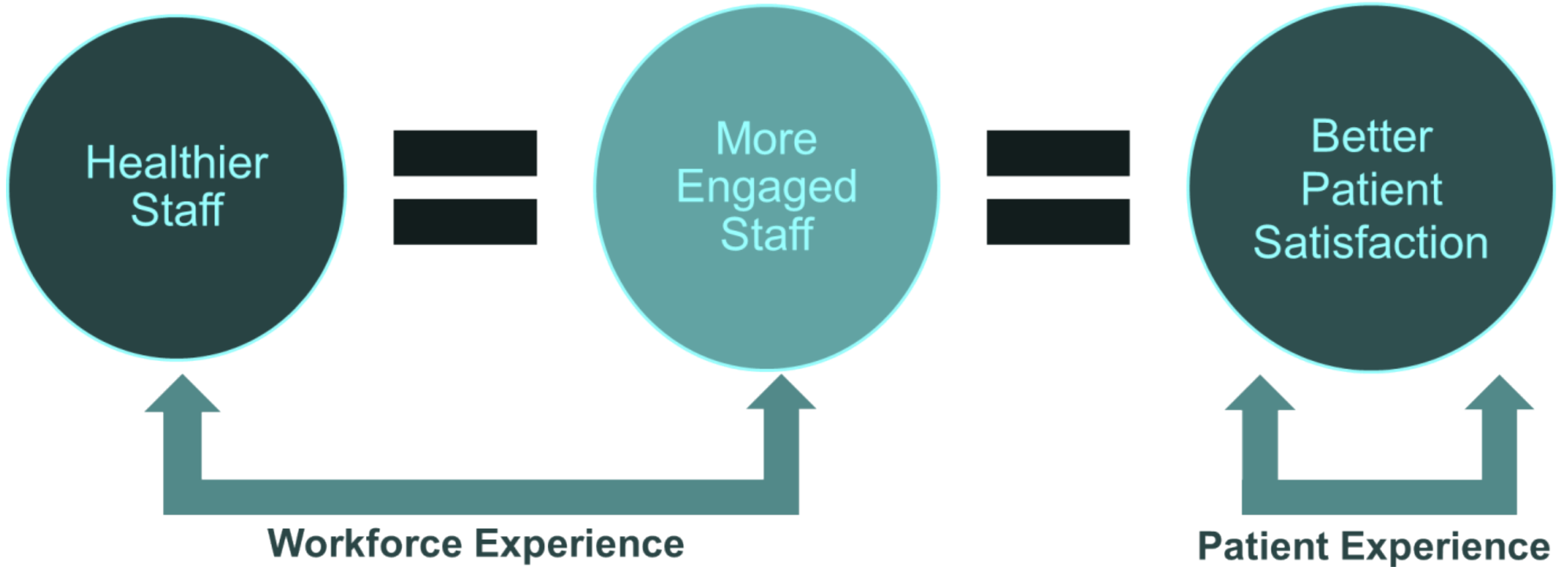
Dentists reporting choosing pediatric dentistry again**



83%

Willing to recommend pediatric dentistry to their child as a career**

Resource: *ADA 2021 Dentist Well-being Survey Report; **Pediatric Dentists' Job Satisfaction: Results of a National Survey





\$93.5 bil

Estimated costs associated with suicide & attempts (lifetime medical fees & lost work costs)*



\$1 tril

Annual depression & anxiety costing the global economy in lost productivity**



\$16 tril

Estimated global economics of mental illness projected to grow by 2030***



\$1 tril

Annual national cost in US dollars based on patient deaths due to preventable medical errors****



More likely to feel less depressed when feeling supported by their employer*



Stress reduction knowing that respite services exist*



Employees saying that a more supportive workplace culture helps attract and retain employees*



Employers reporting that they have an EAP; less than half of dentists are aware of services**/**

Resource: *Archangels 2019-2021 National Caregivers Survey, BCBS Health of America Report; **Human Resource Executive; ***ADA 2021 Dentist Well-being Survey Report

MULTIFACTORIAL BURNOUT

“THE CURE FOR BURNOUT ISN'T AND CAN'T BE SELF CARE. IT HAS TO BE ALL OF US CARING FOR EACH OTHER.”

- EMILY & AMELIA NAGOSKI



well-being [wel-bee-ing] SHOW IPA  

See synonyms for: well-being / well-beings on [Thesaurus.com](https://www.thesaurus.com)

noun

- 1 a good or satisfactory condition of existence; a state characterized by health, happiness, and prosperity; welfare:

to influence the well-being of the nation and its people.

“Wellness is an active process through which people become aware of, and make choices toward, a more successful existence.”

National Wellness Institute

NYC
HEALTH+
HOSPITALS

Welcome to Wellness!

What is Wellness?

Wellness is defined as an active pursuit of new life skills and becoming aware of and making conscious choices toward a balanced and fulfilling lifestyle. There are eight dimensions that contribute to a more successful existence.

The goal of wellness is to reach a state where you are flourishing and able to realize your full potential in all aspects of life, despite adversity.



Helping Healers Heal

Helping Healers Heal or H3, is the foundational infrastructure for enhanced wellness programming across all service lines of NYC Health + Hospitals to address emotional and psychological needs of all staff

H3 Evolution

H3 holistic wellness programming has evolved over the last few years and continues to address the emotional and psychological needs of our staff through debriefs, including, but not limited to: acute reaction to unanticipated and adverse work-related events, reaction to stress, secondary, vicarious, complex, and collective traumatization, as well as compassion fatigue, and burnout

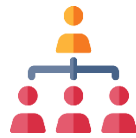
HELPING HEALERS HEAL (H3) FRAMEWORK



Wellness as a strategic goal



Executive, C-Suite, & Leadership buy-in



Establish Wellness leads & accountable stakeholders



Consistent Wellness Steering Team meetings



Peer Support Champion identification across departments



Wellness & resilience skill-building trainings



Debriefing infrastructure & peer support



Critical/criisis response protocols



Wellness website & centralized resources



Capturing of the voice of the workforce



Wellness Rounds



Wellness Areas & Wellness Events



Measurements for success & data collection



Governing body oversight & quality reporting



BURNING PLATFORM

Build platform to activate and engage; what info do you need to gather to build the business case and attain executive buy-in?



BUILD A COALITION

Who are your innovators who can help you implement? Cast a broad net to include champions across disciplines, departments, etc.



GOVERNANCE STRUCTURE

Who should be on your steering committee? Executive sponsor? H3 leads?



IDENTIFY RISK AREAS

Where do you anticipate the program will have the greatest impact and/or easiest deployment? (e.g. ED, ICU, L&D, BH) Identify crucial conversations.



INVENTORY RESOURCES

Which disciplines and departments have the human capital to support the program? What internal supports do you have for T3?



IT INFRASTRUCTURE

Establish necessary IT support (e.g. intranet, public internet page, electronic tools for tracking and monitoring, feedback loop, referral resource links)



FIRST T2 TRAINING COHORT

Identify participants, seeking wide representation of departments, disciplines, service lines, shifts, etc. (including both clinical and non-clinical)



COMMUNICATION PLAN

Determine multi-tiered plan to communicate awareness of program and culture change to leadership, general workforce, and managers/supervisors, as well as to internal and external partners



GAP ANALYSIS

What is needed to build out all three tiers of the program; what needs to be created from scratch that's not already there?



GROW T2

Establish a consistent facility-based communication and training plan, recruitment strategy, and crowdsourcing mechanism



GROW T3

Ensure equity and accessibility of internal and external resources, utilize feedback to fill gaps as they emerge, expand anonymous outside supports and internal expedited referrals



SUSTAINABILITY PLAN

Establish goals for all departments, disciplines, shifts, etc.



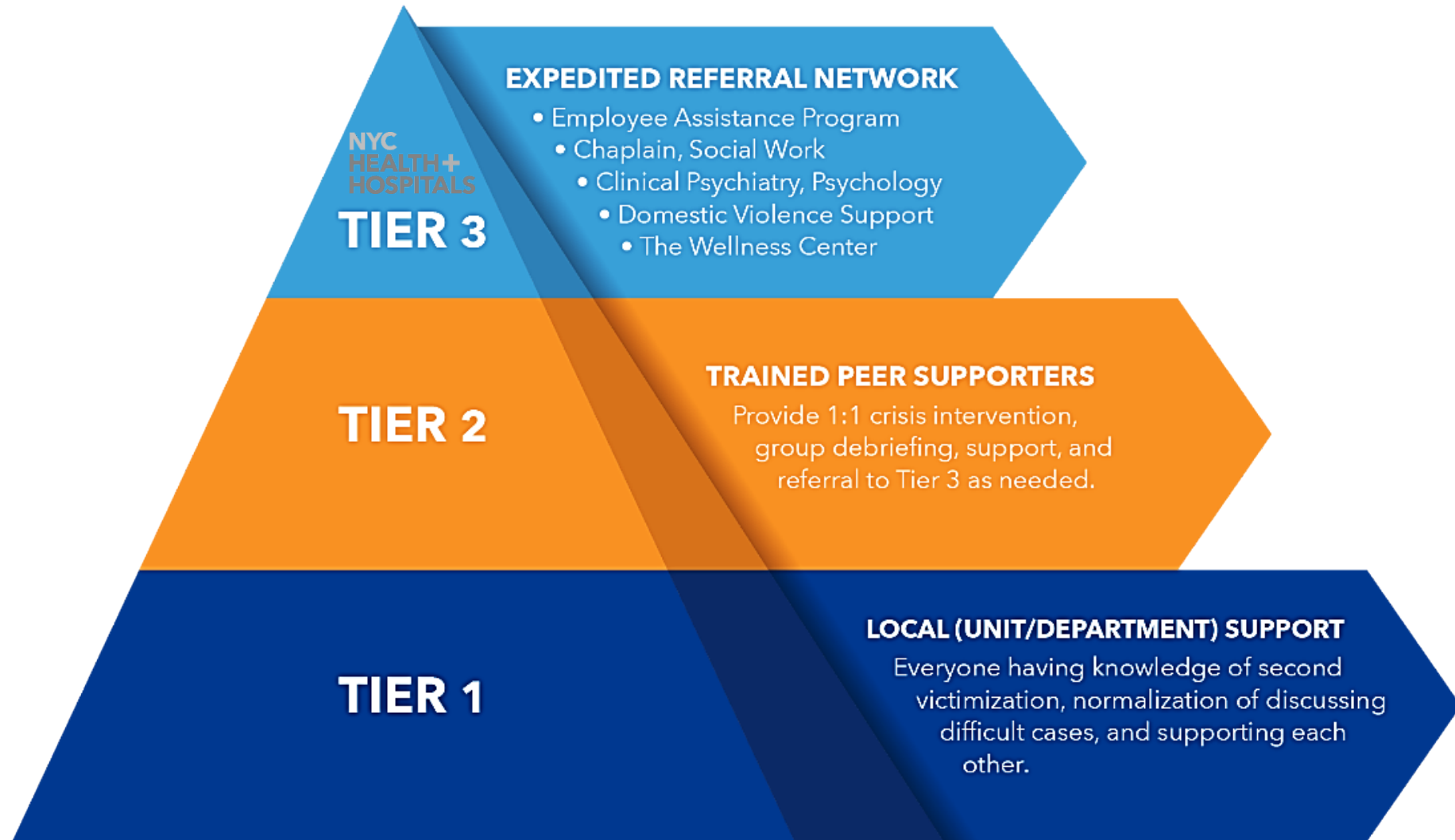
SUPPORT THE SUPPORTERS

Refresher courses, supervision groups, wellness events, recognition and celebration



QUALITY IMPROVEMENT PLAN

Collect and utilize data to grow and improve the program. Leverage data to identify trends of risks, clinical outcomes, etc. to enable proactive address

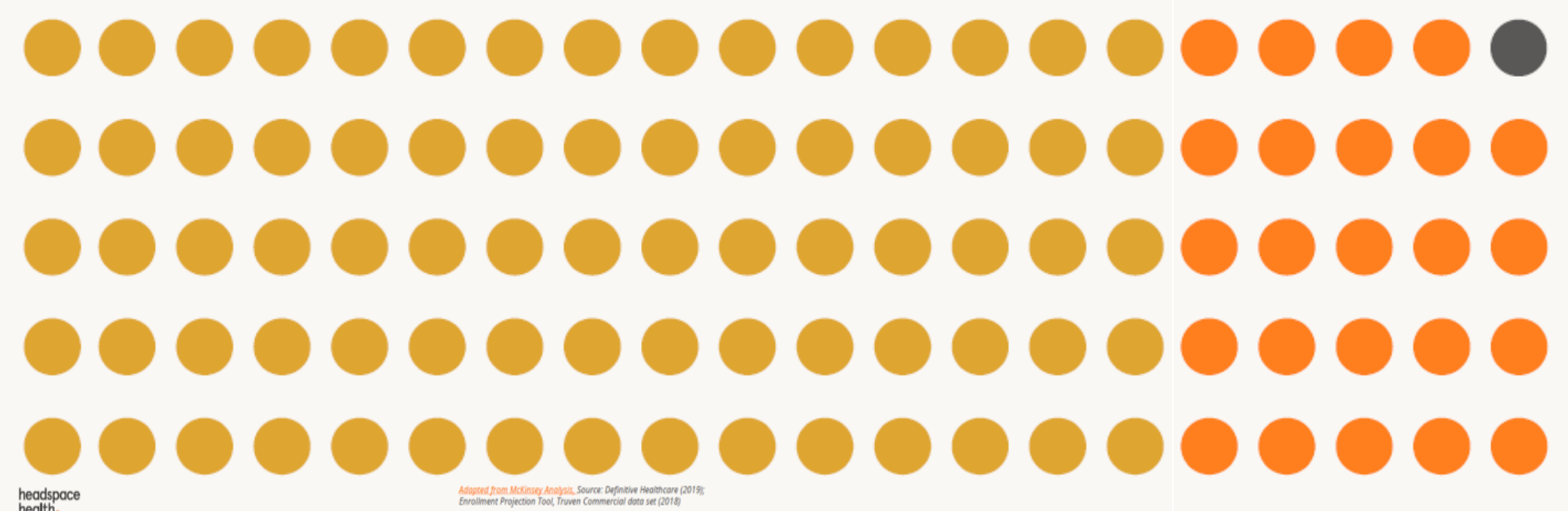


75 in 100
employees
only require
support to
nurture mental
health & well-
being

24 in 100
employees
require
moderate
mental health
needs such as
psychotherapy

1 in 100
employees
require mental
health support
and have more
acute needs
requiring higher
levels of services
or treatment

THE TRUTH: EVERYONE NEEDS SUPPORT, NOT EVERYONE NEEDS THERAPY



ANATOMY OF A HELPING HEALERS HEAL DEBRIEF

1. Introduction

- Establish contact and introduce the goal of H3
- Provide practical assistance to address immediate needs with the understanding this is not therapy and voluntary
- Do not critique the reason for response
- Set the stage for confidentiality & safety
- Level-set and ask if inquiry is comfortable with them

2. Exploration

- Ask open ended questions
- Actively listen and provide empathy
- Reflect back what you heard
- Provide containment, safety and comfort
- Stabilization and orientation to move forward
- Ask if there is more they want to say



3. Information “normalizing”

- Information gathering to support needs
- Validate normal reactions to abnormal events
- Provide information (brochures, contact info, self-care ideas, etc.)

4. Follow-up (referral, next discussion)

- Determine if an additional touchpoint is requested or needed; ask them if they or the team need further support
- Refer and escalate to Tier III if requested/required
- Connection to immediate support and internal resources
- Guidance on how to cope and adaptively function
- Provide external services / Promotion of social engagement outside of work
- Documentation – complete a post-encounter debrief form in the H3 portal for quality assurance purposes

Therapeutic / Comforting	Therapy / Counseling
Closeness characterized by intimacy	Caring and support with a one-way focus
Mutual sharing	One member's emotional needs are central
Interpersonal sharing and connection	Strict boundaries
Equitable power	Inherent power differential with responsibility
Partnership / Reciprocal	Providing service

- You do not have to have all of the right answers, in fact, the answers are within the individual that you are supporting
- Showing up and being consistently authentic is the best thing that you can do to comfort another
- Challenge your habits of needing to fix and start listening

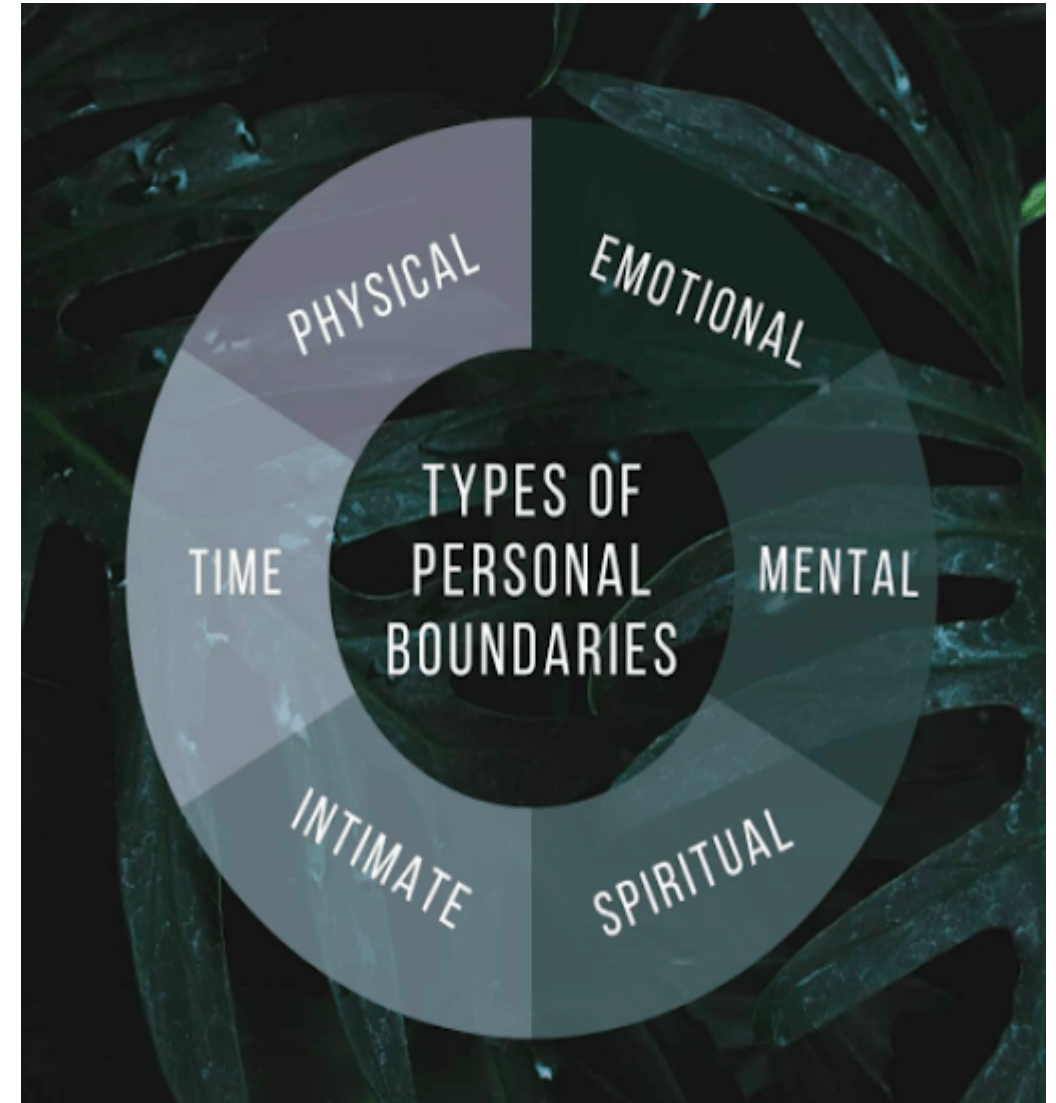
RISK IMPLICATIONS FAQ

- **IS THERE A POSSIBILITY THAT I MAY BE ENTANGLED IN A CLAIM/LAW SUIT?**
- **IS THE PEER SUPPORT DEBRIEF SUBJECT TO DISCOVERY?**
- **CAN I GET CALLED FOR A DEPOSITION OR CALLED TO TRIAL?**
- **AM I SUBJECT TO PERSONAL LIABILITY FOR MY ROLE AS A PEER SUPPORT CHAMPION?**



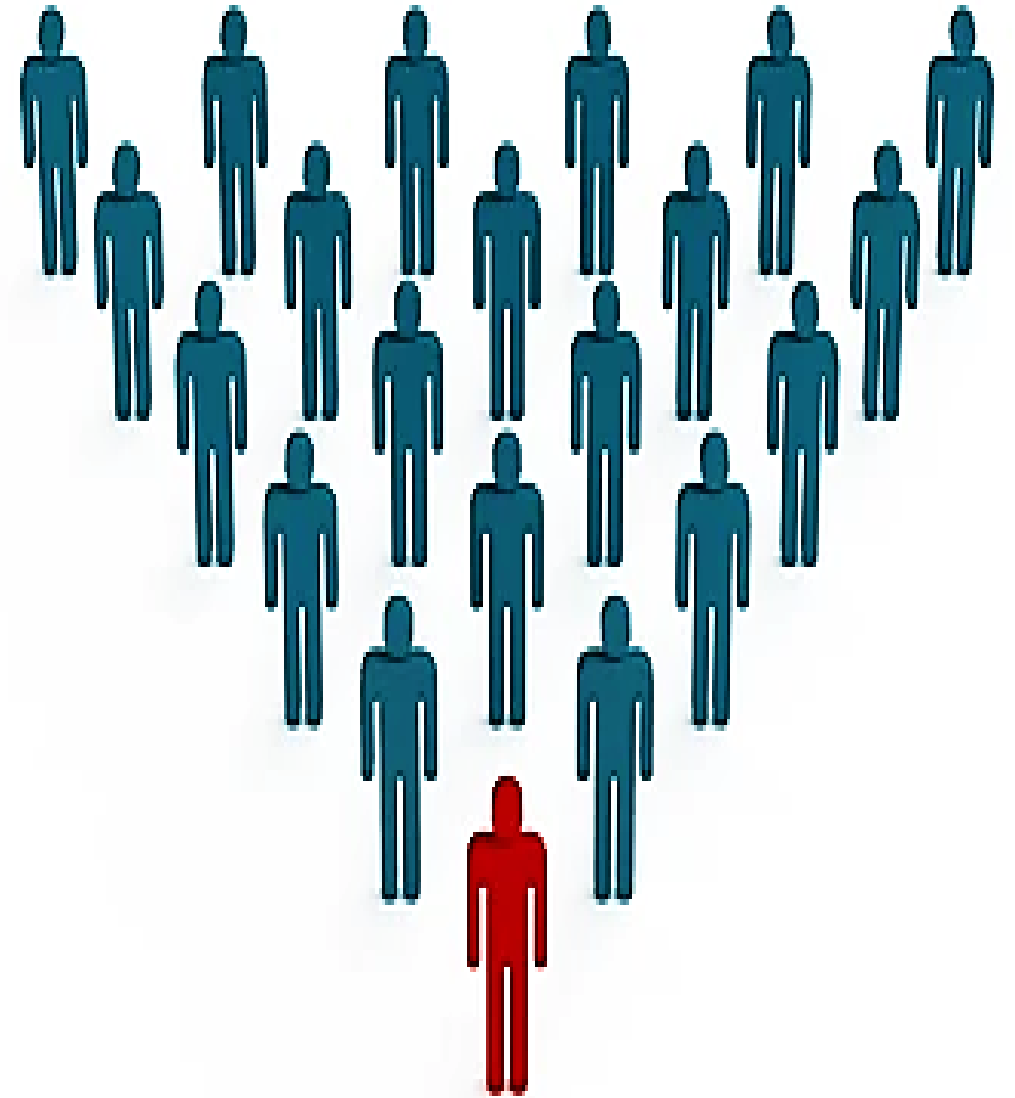
RISK MANAGEMENT TIPS

- EMPLOYEES MAY SHARE CONCERNS ABOUT LIABILITY/LITIGATION WITH YOU. APPROPRIATE TO MAKE A REFERRAL TO EITHER RISK MANAGEMENT, HR, OR LEGAL AID AS NECESSARY
- DO NOT REVIEW THE MEDICAL RECORD!
- FIND A QUIET, PRIVATE PLACE FOR AN ENCOUNTER/DEBRIEF
- YOU ARE NOT INVESTIGATING OR GETTING TO THE ROOT CAUSE
- MAKE EFFORTS TO FOCUS AN ENCOUNTER ON PROVIDING EMOTIONAL SUPPORT AND APPROPRIATE RESOURCES
- WHEN COMPLETING A POST-DEBRIEF FORM, KEEP IT GENERIC



DEBRIEFING FAQ

- WHAT IF I DON'T KNOW WHAT TO SAY OR HOW TO RESPOND?
- WHAT IF THE PERSON I'M SUPPORTING SHARES SUICIDAL IDEATION?
- WHAT IF THE PERSON ADMITS TO CAUSING HARM TO A PATIENT?
- WHAT IF THE SUPPORTER BECOMES TRAUMATIZED BY THE ENCOUNTER(S)?
- WHAT IF THE NEW PEER SUPPORT CHAMPIONS DON'T FEEL COMFORTABLE PROVIDING DEBRIEFS AFTER TRAINING?
- HOW DO WE PREVENT THE BURDEN FROM FALLING ONTO ONE OR A FEW PEOPLE'S SHOULDERS?



H3 DEBRIEF TIPS

- Establish **safety & trust**
- Know your **role**
- Meet the individual **where they are at**
- Provide **practical assistance**
- **Normalize** when appropriate
- Reflect **strength**
- Illuminate stress reactions and **appropriate coping**
- Remind them to **express and explore** what is healthy and productive for them
- **Empower** the individual
- **Follow through** and check back in
- Our stories stay with us, they can **transform** when we share them with others
- **Our feelings and thoughts are all valid**, even when painful; they are information
- There is **nothing to fix**
- You are there to **listen**
- You are there to **validate** (reactions, thoughts, and feelings)
- You are there to **share resources**
- You are there to **accompany** the individual so they do not feel alone



- + Use names, appropriate pronouns, and identifiers
- + Clarify needs and meet them where they are at
- + Reassure the individual(s) that what they are experiencing is understandable and expected
- + Let them know that they will most likely continue to experience periods of a variety of mixed emotions, thoughts, etc.
- + Encourage the individual(s) that if their experiences affect daily functioning to talk to a support staff member, family member, peer/colleague, or professional counselor
- + Help them see that they are not alone and that they have a shared story or experience with others
- + Remind them that they are strong enough to deal with the situation
- + Be a guide and supporter without feeling pressure to be all-knowing

- + Clarify reactions; help them understand that avoidance, retreating, intrusive thoughts/feelings, guilt/shame, overwhelm, and trying to undo/redo the experience, anger, and alarming reactions are normal
- + Help them build understanding and acceptance through questioning
- + Help the individual to establish or return to rituals, regimens, and routines
- + Give it time and come back when appropriate; check back in
- + Remind them to express and create because when you are creating you are not destroying
- + Close up the encounter properly; closure and “termination” are important for the individual to transition to the next step
- + Get help if you (the champion) needs it
- + Trust that human beings are resilient and that the weight of their health and wellness are not completely on your shoulders



- + Tell the individual how they feel or how they “should” feel
- + Try to tie a red bow on it and make it pretty and nice, sometimes it is best to sit with and honor the experience as it is
- + Try to talk about something else unless it is necessary (avoidance due to discomfort of the champion)
- + Say, “Get over it.”
- + Minimize emotions or the experience by telling them they will feel better soon; time will do this on its own
- + Say, “You did everything you could,” until you know the facts
- + Impart “wisdom” as to what you would have done differently – the teaching will come later in the right time and place
- + Say, “It could be worse” or “Everything happens for a reason.”
- + “Open a can of worms” or push for more information than is necessary due to your own interest in the outcome
- + Try to fix them or the situation – the individual is not broken
- + Be the savior or superhero, that is not your role
- + Try to assign guilt or blame
- + Rush
- + Overwhelm yourself due to an unnecessary and heightened sense of responsibility



8 Dimensions of H3 Wellness



Emotional

Environmental

Financial

Intellectual

Occupational

Physical

Social

Spiritual

Emotional Wellness

Coping effectively with life and creating satisfying well-being for one's self

Environmental Wellness

Understanding how your social, natural and built environments affect your health and well-being

Financial Wellness

Feeling informed with current and future financial well-being including preparing for short/long term goals and emergencies

Intellectual Wellness

Recognizing creative abilities and finding ways to expand knowledge and skills

Spiritual Wellness

Discovering a sense of greater purpose and individual meaning

Occupational Wellness

Finding personal satisfaction and feeling valued in one's work

Physical Wellness

Acknowledging the importance of physical activity, nutrition, and sleep

Social Wellness

Developing a sense of connection, belonging and support with others



Resources

Emotional	Environmental	Financial	Intellectual	Occupational	Physical	Social	Spiritual
<ul style="list-style-type: none"> ▪ Helping Healers Heal ▪ Workwell ▪ Anonymous Hotline ▪ COVID-19 Resource Page ▪ Mental Health Awareness Month 	<ul style="list-style-type: none"> ▪ ICARE ▪ Diversity & Inclusion 	<ul style="list-style-type: none"> ▪ Employee Resource Center ▪ Information strategies for student loans, medical bills, spending, investments, & savings 	<ul style="list-style-type: none"> ▪ Workforce development ▪ JIT ▪ Professional improvement training 	<ul style="list-style-type: none"> ▪ Wellness Rooms ▪ Transcendental Meditation 	<ul style="list-style-type: none"> ▪ Workwell ▪ NYC EAP 	<ul style="list-style-type: none"> ▪ Battle Buddy ▪ Staff Appreciation Events 	<ul style="list-style-type: none"> ▪ Chaplains ▪ Spiritual Council

WHAT
DO WE DO



YOU

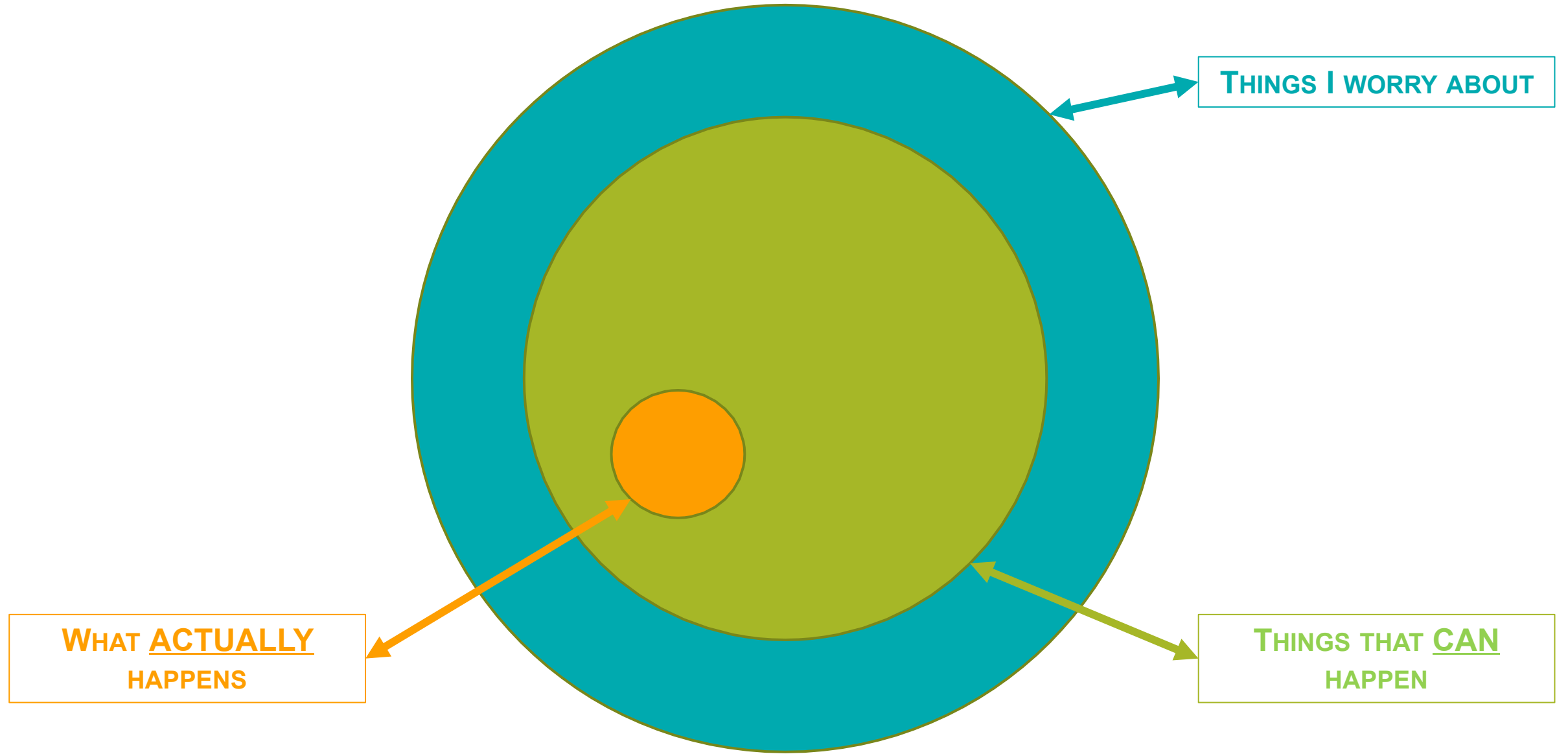


CAN

Emotional Wellness

Coping effectively with life and creating satisfying well-being for one's self

- **FOCUS ON REFRESHING, RENEWING, & RECONNECTING**
- **ADDRESS STIGMA (SOCIAL/INDIVIDUAL)**
- **FOSTER CONNECTIONS WITH OTHERS**
- **PROVIDE OPPORTUNITIES TO LEARN**





Stress

- Happens to everyone, every day
- General response to stressful situations (tough commute, work problems, moving, etc.)
- Most people develop coping mechanisms (tools to get us through the experience)



Distress

- Sometimes life is harder than we expected
- We experience deep loss (death of a parent or friend) or a life change (divorce, health)
- Requires additional support (some people seek counseling or spiritual guidance to learn additional coping skills, or medication)



Disorder

- Mental disorders are also known as mental illness or psychiatric disorders: PTSD, Depression, Substance Use Disorder
- Mental disorders are brain disorders
- Assessed and treated by behavioral health clinicians with a variety of medications as needed

Continuum of Stress Model and Support Options

The stress continuum model highlights the fact that people react to trauma in different ways. The color codes are analogous to a traffic light, with green as good to go, yellow and orange as warning lights, and red as stop and remove from the source of trauma. By intervening with progressive levels of support during the yellow and orange zones, it may be possible to prevent illness.

STAFF RESPONSE	READY	REACTING	INJURY	ILL
CONTRIBUTING FACTORS	Health maintenance and energy management	Any stress	Life threat, major loss, exhaustion	moral distress, severe
DESCRIPTION	Well-being and optimal functioning	Mild and transient stress or loss of function	More severe & persistent distress or loss of function	Clinical mental disorders (e.g., posttraumatic stress disorder, depression) or unhealed stress injuries
FEATURES	Physically, mentally, and spiritually fit	Feeling irritable, anxious, down; loss of focus or motivation, trouble sleeping	Excessive guilt, shame, blame; panic; loss of control over emotions; misconduct	Persistent symptoms that worsen over time; severe distress or social/occupational impairment
SUPPORT OPTIONS	Prevention: maintain self-care and resiliency practices	Peer support, psychological first aid or brief counseling	Brief professional mental health treatment and time off for recovery	Extended professional mental health treatment and time off for recovery

Source: The authors. Adapted from the U.S. Navy. Navy Leader's Guide for Managing Sailors in Distress: The Stress Continuum Model. 2012. Accessed March 5, 2021. https://www.med.navy.mil/sites/nmcphc/Documents/LGuide/op_stress.aspx.¹¹

NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

My Mental Health: Do I Need Help?

First, determine how much your symptoms interfere with your daily life.



Do I have mild symptoms that have lasted for less than 2 weeks?

- Feeling a little down
- Feeling down, but still able to do job, schoolwork, or housework
- Some trouble sleeping
- Feeling down, but still able to take care of yourself or take care of others



If so, here are some self-care activities that can help:

- Exercising (e.g., aerobics, yoga)
- Engaging in social contact (virtual or in person)
- Getting adequate sleep on a regular schedule
- Eating healthy
- Talking to a trusted friend or family member
- Practicing meditation, relaxation, and mindfulness

If the symptoms above do not improve or seem to be worsening despite self-care efforts, talk to your health care provider.



Do I have severe symptoms that have lasted 2 weeks or more?

- Difficulty sleeping
- Appetite changes that result in unwanted weight changes
- Struggling to get out of bed in the morning because of mood
- Difficulty concentrating
- Loss of interest in things you usually find enjoyable
- Unable to perform usual daily functions and responsibilities
- Thoughts of death or self-harm



Seek professional help:

- Psychotherapy (talk therapy)—virtual or in person; individual, group, or family
- Medications
- Brain stimulation therapies

For help finding treatment, visit www.nimh.nih.gov/findhelp.

If you are in crisis, call the National Suicide Prevention Lifeline at 1-800-273-TALK (8255), or text the Crisis Text Line (text HELLO to 741741).



NIH Publication No. 20-MH-8134

www.nimh.nih.gov
Follow NIMH on
Social Media @NIMHgov



“You are not alone.”

“It sounds like you’re saying . . .”

“It sounds really hard . . .”

“It is such a tough thing to go through something like this.”

“You have been through a lot, it is normal to feel...”

“From what you’re saying, I can see how you would be . . .”

“People can be very different in what helps them to feel better. When things get difficult, for me, it has helped me to . . .”

“It seems that you are . . .”

“Who are supporters that you have here or at home?”

“It sounds like you’re being hard on yourself.”

“I have an information sheet with some ideas about how to deal with difficult situations. Maybe there is an idea or two here that might be helpful for you.”

Do you think something like that would work for you?”

“No wonder you feel . . .”

“Are there any things that you think would help you to feel better?”

“I’m really sorry this is such a tough time for you.”

“What have you done in the past to make yourself feel better when things got difficult?”

“We can talk more tomorrow if you’d like.”

NYC HEALTH+ HOSPITALS | HELPING HEALERS HEAL

HOME CENTRAL OFFICE EMPLOYEE RESOURCE CENTER FACILITIES POLICIES & PROCEDURES FORMS SERVICE DESK CONTACT

Helping Healers Heal

Helping Healers Heal

Helping Healers Heal or H3, is the foundational infrastructure for enhanced wellness programming across all service lines of NYC Health + Hospitals to address emotional and psychological needs of all staff.

[Learn about the Impact of the H3 Program](#)

- Wellness Programming: What is Helping Healers Heal?
- H3 Debriefs: How can I receive support for myself and what does that look like?
- Wellness Rooms: Where can I go to decompress?
- Peer Support Champions: How can I get involved?
- H3 Leads
- Wellness Rounds: Does H3 come to me?
- Stress Continuum: How do I know that I'm stressed?
- Self-Care Tools: What can I do for myself?
- 8 Dimensions of Wellbeing
- Facility Resources
- H3 Feedback Welcome: We welcome your thoughts, comments, and suggestions. [Click Here To Submit Your Feedback](#)
- H3 Portal: Visit the H3 Portal to submit or view Request Forms and Encounters. [Click here to visit the H3 Portal](#)
- H3 Peer Support Request: Receive support from your local H3 Team. [Click here to Submit a Peer Support Request](#)

NYC HEALTH+ HOSPITALS | COVID-19

HOME CENTRAL OFFICE EMPLOYEE RESOURCE CENTER FACILITIES POLICIES & PROCEDURES FORMS SERVICE DESK CONTACT

COVID-19 Resource Hub > Emotional and Psychological Support Resources

Home

- What's New?
- Vaccine Mandate
- COVID-19 Vaccine Information
- COVID-19 Testing
- Personal Protective Equipment (PPE)
- COVID-19 Guidelines and Policies
- Surge and Flex Resources
- Education and Training Resources
- COVID-19 Clinical Trials & Research
- Occupational Health and Employee Resources
- Emotional and Psychological Support Resources
- Signage/Public Education Materials
- Social Services and Patient Resources
- COVID-19 Intelligence
- Test & Trace Clrps

COVID-19 Emotional and Psychological Support Resources

SYSTEM-WIDE EMOTIONAL STAFF SUPPORT

Anonymous support hotline for all NYC Health + Hospitals employees.
646-815-4150
Monday – Friday, 9:00am – 5:00pm

Please reach out and call if you are experiencing:

- Fatigue / Stress
- Burnout
- Anxiety / Fear
- Depression

[Request Emotional or Psychological Support](#)

Licensed mental health clinicians will be available for psychological and emotional support. Referral opportunities for other services if needed.

Battle Buddy Support Program

A peer at work matching program that provides an informal emotional and psychological support forum by acting as an outlet for staff members to discuss their experiences and stressors.

[LEARN MORE](#)

Crisis Response Training Schedules

New Crisis Response Trainings are forthcoming. Please view the recorded sessions below.

Recorded Crisis Response Trainings

5 Things To Try When You Are At The End of Your Rope
[PDF](#)

7 Apps That Can Be Used for Physical Emotional and Financial Well-Being
[video](#) | [PDF](#)

COVID-19 Vaccination Scheduler
[Click Here To Schedule A Vaccination >](#)

COVID-19 Staff Testing
[Click Here To Submit Your Weekly COVID-19 Test >](#)
For These Tented Outlets of NYC Health + Hospitals

COVID-19 Vaccination Record
[Click Here to Submit Proof of Vaccine \(Including Third and/or Booster Dosing\) >](#)
For Anyone Vaccinated Outside NYC Health + Hospitals

Covid-19 Vaccine Accommodation
[Click Here To Submit Your Accommodation Request >](#)
Accommodation Requests based on Medical/Religious Reasons

Frequently Asked Questions
[View FAQs >](#)

Contact Us

- PPE Hotline**
Phone #: 646-614-3030 • [Learn More >](#)
- Anonymous Mental Health Hotline**
Phone #: 646-815-4150 • [Learn More >](#)
- Emotional and Psychological Support Request**
[Submit a Request >](#)
- Questions about COVID-19 Research**
Email: Covid19ResearchCommittee@nyohc.org
- COVID-19 Vaccine Accommodation**
Email: COVIDvaccineaccommodat@nyohc.org
- Questions?**
Health + Hospitals Emergency Management colleagues are available to answer any questions you may have. [Contact Us >](#)

Authorized Access Only
COVID-19 Central Office Incident Command Sharepoint
[Access Secured Site >](#)

NYC HEALTH+ HOSPITALS EMPLOYEE RESOURCES CENTER

HOME CENTRAL OFFICE EMPLOYEE RESOURCES CENTER FACILITIES POLICIES & PROCEDURES FORMS SERVICE DESK CONTACT

Employee Resources Center

BECAUSE YOU WORK AT NYC HEALTH & HOSPITALS

SWITCH & SAVE \$700 OVER VERIZON

T-MOBILE PERKS [Click Here To Learn More >](#)

HR Directory
Email Us

HRSS: 646.458.5634
HRSS CMR: 646.694.6580
LEAVES ADMIN: 646.694.6590
PRSS: 646.694.7777

ETS: 677.934.8442
For login issues and password resets

COVID-19 Resource Hub

WORKPLACE INCLUSION WORKSHOPS

TEMPORARY TELECOMMUTING POLICY COVID-19 EMERGENCY

AMAZING EMPLOYEE SPOTLIGHT
Dr. Usman Sheikh, Pharm. D. - NYC Health + Hospitals | Woodhull
Kevin Hinton - NYC Health + Hospitals | Sea View
[Employee Spotlight Archive >](#)

PEOPLESOFT HR
CLICK HERE TO ACCESS PEOPLESOFT HR

OIG OFFICE OF THE INSPECTOR GENERAL
CLICK HERE TO ACCESS PHYSICIAN AFFILIATE GROUP OF NEW YORK

PAGNY
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HR PORTAL
Authorized Access Only

Announcements

Amazing Employees ICARE in Action
Benefits & Employee Discounts
Careers
Civil Service Examination
Diversity & Inclusion
Employee Self Service Manager Self Service
Forms/Links
EEO & Labor Relations
Leaves Of Absence
Payroll & Timekeeping
Performance Management
Pay & Holiday Calendar
Workplace Violence Incident Reporting Safety & Wellness
Savings & Retirement
Training/ Workforce Development
Workers' Compensation

Home

Amazing Employees

Benefits

Careers

Civil Service Examination

Diversity & Inclusion

Email Us

ESS/MSS

Forms/Links

HR Directory

Labor & Employee Relations

Leaves of Absence

Payroll & Timekeeping

PeopleSoft HR

Performance Management

Photo Library

Safety & Wellness

Savings & Retirement

Training/ Workforce Development

Workers' Compensation

Transit Benefit

Safety & Wellness

NYC Health + Hospitals is committed to providing a safe workplace and offer a range of programs, policies, and services to support departments and employees in achieving individual and workplace safety, health and productivity.

Workplace Violence Incident Form 2029 Electronic Reporting

Workplace Violence Incident Form 2029 Print/Download Copy

WorkWell NYC

Employee Assistance Program (EAP)

WVP Coordinators Contacts

Hospital Police Directors Contacts

Emergency Preparedness Coordinators Contacts

Environmental Safety Coordinators Contacts

Occupational Health Services (OHS) Contacts

Helping Healers Heal Program

SH 900 Summary

Employee Smoking Cessation Assistance Program

House Staff Wellness

2021 Managing the Return to the Office

Right To Know Poster

Employee Resources Center / Safety & Wellness

House Staff Safety & Wellness

This House Staff Wellness webpage is dedicated to all house staff across NYC Health and Hospitals regardless of their academic affiliation or payline. It contains referral information, selected online resources and apps, local and national hotlines, as well as information on peer to peer support.

As a reminder, ACGME requires that residents must be given the opportunity to attend medical, mental health, and dental care appointments, including those scheduled during their working hours.

For any questions regarding the content of this webpage, please contact Omar Fattal, MD at the Office of Behavioral Health: Phone 646-815-4146 or email: omar.fattal@nychhc.org

Referral Services

Hotlines

Online Resources & Apps

Peer to Peer Program

H3 Wellness Resources



Helping
Healers Heal
Webpage



COVID-19
Resource Hub
Wellness &
Resilience
Resources



Battle Buddy
Support
Program



Physician
Support
Line



Resident/House
Staff Wellness
Resource Page
(Intranet)

All QR codes must be
used using devices
on Corporate WIFI

SYSTEM-WIDE EMOTIONAL STAFF SUPPORT

646-815-4150



or email us at CO-BHESS@NYCHHC.ORG

Anonymous support hotline for all
NYC Health + Hospitals employees

Please reach out if you are experiencing:

- + Fatigue / Stress
- + Burnout
- + Anxiety / Fear
- + Depression

Leave a message/email and a licensed mental health clinician
will respond to you within 72 hours

Provide your contact number and preferred contact name

Referral opportunities for other services if needed

For any other general COVID-19 questions,
please visit the COVID-19 Guidance and Resources intranet
site: [hhcinsider.nychhc.org/sites/COVID-19/Pages/
Index.aspx](http://hhcinsider.nychhc.org/sites/COVID-19/Pages/Index.aspx)



Employee Assistance Program

<https://www1.nyc.gov/site/olr/eap/eaphome.page>

A free anonymous service for All
NYC Health + Hospitals Employees
Make an appointment by phone or email
(212) 306-7660
eap@olr.nyc.gov



<https://nycwell.cityofnewyork.us/en/>

A free anonymous service for NYC residents
Available 24/7/365
Call or Text anytime.
English: 1-888-NYC-WELL (1-888-692-9355), Press 2
Call 711 (Relay Service for Deaf/Hard of Hearing)
Español: 1-888-692-9355, Press 3
Text WELL to 65173



<https://suicidepreventionlifeline.org/>

Confidential. Available 24 hours everyday
For English Call: 1-800-273-8255
For Spanish Call: 1-888-628-9454
For Deaf & Hard of Hearing Call: 1-800-799-4889

“Sometimes there's comfort in anonymity...Though no one should ever feel ashamed to take care of their mental health, seeking totally anonymous help can be an easy start for those who prefer to keep things private.” Yohana Desta



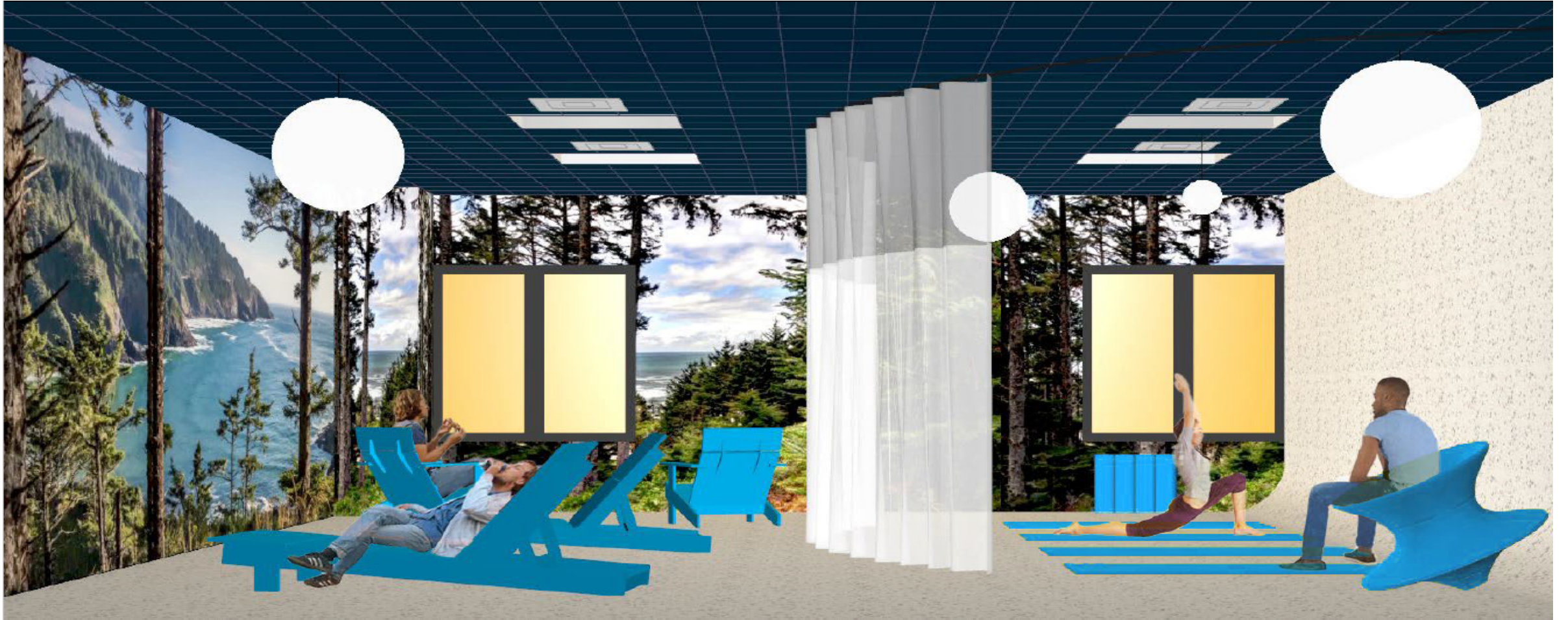
The NYC Employee Assistance Program (EAP) continues to be here for you. We continue to offer services that address mental health, traumatic loss, stress management, substance misuse, self-care, education, referrals and resources to assist you and your family members. All our services are free and confidential.

Contact us by **email** at eap@olr.nyc.gov to schedule a phone, video or text appointment.
Monday through Thursday, 8am - 7pm, Friday 8am - 5pm
visit our website at nyc.gov/eap. Or call and leave a message at: 212-306-7660



Environmental Wellness

Understanding how your social, natural, and built environments affect your health and well-being





We invite you all to take the time to help realign you with your meaning and purpose in working at NYC Health + Hospitals. Strong alignment with the ICARE model can help us navigate through another challenging year, continue to provide a favorable care experience to our patients and support one another. We will be reminded of how our work ultimately impacts our patients, no matter how we touch their lives.

ICARE Refresher E-Learning Course

Log into [PeopleSoft ELM](#) and click on “My Learning” to access the ICARE Refresher e-learning course.

OR

Self-enroll into the course by searching for “ICARE Refresher” in [PeopleSoft ELM](#).

Bi-Weekly ICARE Tips

Receive an email from ICARECorp@nychhc.org including novel tips to embody ICARE values in our day-to-day tasks as we interact with care providers and caregivers.

OR

Email CentralCareExperience@nychhc.org to join the email distribution list to receive bi-weekly ICARE tips.

DIVERSITY & INCLUSION:

CREATING A BEST PLACE TO WORK



Click [here](#) to register for any of these sessions using the *new* training scheduler. Click [here](#) to access the flyer for these trainings, and [here](#) to download a flyer of the Office's ELM trainings.

diversity@nychhc.org

Be Part of the Change. Join a Workplace Inclusion Group.

NYC Health + Hospitals is committed to advancing racial and social equity and creating an inclusive and diverse workplace where all staff feel welcomed and accepted. With this goal in mind, the Equity & Access Council created the Workplace Inclusion groups designed to empower staff to participate in the positive changes that are transforming our System and helping to advance our mission of promoting equity for all.

The more we collaborate and value our differences, the closer we get to living in a truly inclusive community. Each of us has a role to play in advancing this mission. Take the bold steps and come join us in creating an environment that makes people feel a sense of belonging and be their authentic selves. We welcome the unique contributions that you can bring with your diverse backgrounds, cultures, perspectives and experiences, to support our mission.

Please click [here](#) to sign up to participate.

Below are the inclusion groups we are seeking more participation.

- Hispanic/Latinx Female Physician Inclusion Group
- Jewish American Inclusion Group
- Veterans/Disabilities Inclusion Group
- Generational Inclusion Group

You are also welcome to join the following inclusion groups that have been established and running:

- Women Mentorship Inclusion Group
- Asian American Pacific Islander Inclusion Group
- Diversity and Inclusion Group (Heritage and History)
- LGBTQ+ Inclusion Group
- African American and Caribbean American Inclusion Group
- Anti-Racism Advocates and Allies Inclusion Group
- African American Female Physicians Inclusion Group
- Hispanic/Latinx Inclusion Group



Social Wellness

Developing a sense of connection, belonging and support with others

BATTLE BUDDY SUPPORT PROGRAM

SIGN UP HERE: <https://battlebuddy.nychhc.org>

ONGOING MATCHING TAKES PLACE THE FIRST WEEK
OF EVERY MONTH!



Largely developed by the US Armed Forces
Can positively affect personal coping, morale,
and workplace engagement



A peer at work
Can provide informal emotional and
psychological support by acting as an outlet for
a staff member to discuss their experiences and
stressors



Ideally will be matched based on
Individual preferences such as work setting,
discipline, and demographics to help the BBs
relate to each other

What is
a Battle
Buddy
(BB)?

Who can join the program?
ALL EMPLOYEES!

How It Works

Once matched, BBs **connect to check-in** with each other
quickly and informally, as convenient for them.

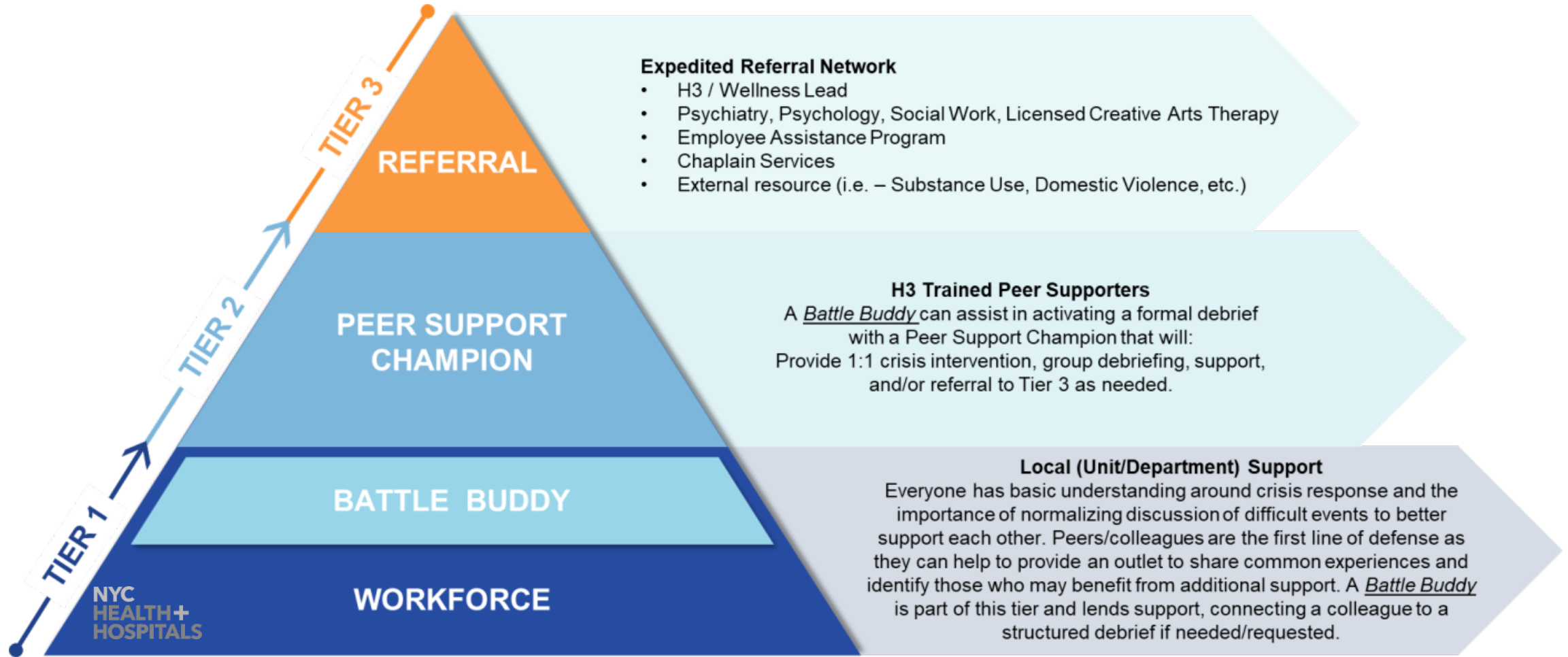
BBs **support and validate** without judgement or criticism
during check-ins.

BBs **help each other to** build resilience and collaborate to
work through similar challenges together.

BBs **help identify** anxiety, stress responses, and can
build connections for additional support if requested.

BBs provide **camaraderie** to help with **coping**.

If you have any questions about the program contact: BattleBuddy@nychhc.org



Adapted from: Scott, S.D., Hirschinger, L.E., Cox, K.R., McCoig, M., Hahn-Cover, K., Epperly, K., Phillips, E., and Hall, L.W. (2010) Caring for our Own: Deployment of a Second Victim Rapid Response System. *The Joint Commission Journal on Quality and Patient Safety*. 36(5):233-240.



Childcare Services Team at Human Resources

Bright Horizons enrollment is open now through April 14th for all NYC Health + Hospitals employees who need childcare support during the pandemic surge.

Staff who apply and are verified will receive access to the program, and will have the option to **receive care within the next thirty (30) days.**

Enrollees are responsible for the copayments associated with care.

Center-Based Care: \$20 co-pay per day for the first child, and \$35 co-pay per day for two or more children attending the same center.

In-Home Care: \$8 co-pay hour for up to 10 hours of use. Per-hour rate is up to three children in the child care provider's care.

Space is limited and available on a first come, first served basis. Program is subject to change based on availability.

Email: childcareservices@nychhc.org

<https://covid19.nychealthandhospitals.org/ChildCareEnroll>

[Click here for: FAQ](#)

Physical Wellness

Acknowledging the importance of physical activity, nutrition, and sleep



WorkWell DIGITAL

January - March CALENDAR



<https://www1.nyc.gov/assets/olr/downloads/pdf/wellness/workwell-fitnesscalendar.pdf>

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<ul style="list-style-type: none"> Vinyasa Yoga 10:30am-11:15am INSTRUCTOR: Carmen REGISTER HERE → 	<ul style="list-style-type: none"> Yoga 6:30am-7:15am INSTRUCTOR: Katrin REGISTER HERE → Chair Yoga 12:00pm-12:20pm INSTRUCTOR: Michelle REGISTER HERE → Zumba 6:00pm-6:45pm INSTRUCTOR: Ilana REGISTER HERE → Evening Meditation 6:45pm-7:05pm INSTRUCTOR: Shalyni REGISTER HERE → Boxing 7:15pm-8:00pm INSTRUCTOR: Rachael REGISTER HERE → 	<ul style="list-style-type: none"> Pilates 6:30am-7:15am INSTRUCTOR: Katrin REGISTER HERE → Afternoon Meditation 12:00pm-12:20pm INSTRUCTOR: Shalyni REGISTER HERE → "Take It Back Tuesday" Dance Fitness 5:15pm-6:00pm INSTRUCTOR: Julia REGISTER HERE → Pilates 6:15pm-7:00pm INSTRUCTOR: Tara REGISTER HERE → Qi Gong 6:30pm-6:50pm INSTRUCTOR: Tasha REGISTER HERE → 	<ul style="list-style-type: none"> Yoga 6:30am-7:15am INSTRUCTOR: Katrin REGISTER HERE → Toning & Conditioning 12:00pm-12:30pm INSTRUCTOR: Michelle REGISTER HERE → Afternoon Meditation 1:00pm-1:20pm INSTRUCTOR: Kristin REGISTER HERE → Soca 6:00pm-6:45pm INSTRUCTOR: Amina REGISTER HERE → HIIT 7:15pm-8:00pm INSTRUCTOR: Melissa REGISTER HERE → 	<ul style="list-style-type: none"> Afternoon Meditation 12:00pm-12:20pm INSTRUCTOR: Kristin REGISTER HERE → DESKercise 12:00pm-12:25pm INSTRUCTOR: Melissa REGISTER HERE → Dance Cardio 6:00pm-6:45pm INSTRUCTOR: Julia REGISTER HERE → Evening Yoga 6:30pm-7:15pm INSTRUCTOR: Carmen REGISTER HERE → Kickboxing 7:15pm-8:00pm INSTRUCTOR: Victor REGISTER HERE → 	<ul style="list-style-type: none"> Yoga 6:30am-7:15am INSTRUCTOR: Katrin REGISTER HERE →

KEY:

- Move More
- Be Well

Classes begin on January 3rd. Classes will not be held on 01/17 and 02/21.

Zoom password: workwell

Visit on.nyc.gov/upcomingevents for more information about upcoming classes and programs.



CLASS DESCRIPTIONS

- CHAIR YOGA**
A gentle form of yoga practiced seated on a chair or standing on the ground using a chair for support.
- MEDITATION**
Utilizing breath work and awareness building, participants learn how to use meditation as part of their mindfulness practice to release stress, tension, and find feelings of emotional calm.
- QI GONG**
Qi gong is a traditional Chinese practice that focuses on cultivating the flow of one's qi, or energy. This is done through a series of low impact movements combined with the flow of one's breath to achieve a meditative state.
- YOGA**
Yoga is a mind-body practice that links movement to breath with poses that promote strength and flexibility.
- BOXING**
A combat-inspired exercise incorporating a routine of different punches to help build endurance and upper-body strength.
- DANCE CARDIO**
Aerobic activity featuring combinations of dance moves set to music. Have fun while building strength and endurance.
- DESKERCISE**
A combination of seated cardio movements, as well as body strength movements, to help tone and sculpt your body.
- HIIT**
HIIT stands for "high intensity interval training". A workout that features short periods of intense cardio activity followed by periods of rest.
- KICKBOXING**
A standing combat sport based on kicking and punching for total body fitness.
- PILATES**
A low-impact exercise designed to improve core strength, postural alignment, and flexibility.
- "TAKE IT BACK TUESDAY" DANCE FITNESS**
Aerobic routines featuring combinations of dance moves set to music from the 90s and 2000s.
- TONING + CONDITIONING**
Exercises designed to build definition, shape and strength in the muscles.
- SOCA FITNESS**
A Caribbean Carnival-style dance workout for the whole body, to build stamina and strength.
- ZUMBA**
An aerobic fitness program inspired by Latin and international music and dance moves. Routines incorporate combinations of fast and slow rhythms to improve cardiovascular health.



Financial Wellness

Feeling informed with current and future financial well-being including preparing for short/long term goals and emergencies

LEARNING ACADEMY CALENDAR
OFFICE OF HR WORKFORCE DEVELOPMENT

<p>12:00 PM - 1:00 PM</p> <p>&</p> <p>6:00 PM - 7:00 PM</p>	<p>TDA Overview - Presented by TDA Retirement Counselors</p>	<p>Employees will learn about the TDA (403b) plan highlights and benefits, the importance of saving, why start saving now, along with the tools and resources available to them.</p>
<p>12:00 PM - 1:00 PM</p> <p>&</p> <p>6:00 PM - 7:00 PM</p>	<p>Five Steps to Retirement Readiness - Presented by TDA Retirement Counselors</p>	<p>Retirement planning has five steps: knowing when to start, calculating how much money you'll need, setting priorities, choosing accounts and choosing investments. Our aim with this retirement planning guide is to help you achieve that goal.</p>

Check out the [Learning Academy](#) on the Insider to see other courses.

Contact: MyLearning@nychhc.org

Website: hhlearning.nychhc.org



Intellectual Wellness

Recognizing creative abilities and finding ways to expand knowledge and skills

Helping Healers Heal
Helping Healers Heal or H3, is the foundational infrastructure enhanced wellness programming across all service lines + hospitals to address emotional and psychological needs.

Wellness
Wellness is an active pursuit of new life skills and becoming aware of and making conscious choices toward a balanced and fulfilling lifestyle. There are eight dimensions that contribute to a more successful existence.

Resilience & Self-Care
Resilience is the process of adapting well in the face of a trauma, tragedy, threats, or significant sources of stress, profound personal growth.

The Stress Continuum
Becoming familiar with the stress continuum, normal stress responses, and resilience skills, enhances our personal ability to cope appropriately. Everyone responds to stressors, and everyone responds differently.

"The more we see, hear, respect, recognize, and provide resources to our workforce, the healthier the system will be; the happier and better taken care of and communities will be." — Jeremy Segoff, MD, PhD

Wellness Programming What is Helping Healers Heal?	Wellness Rounds Does H3 come to me?
H3 Debriefs How can I receive support for myself and what does that look like?	Stress Continuum How do I know that I'm stressed?
Wellness Rooms Where can I go to decompress?	Self-Care Tools What can I do for myself?
Peer Support Champions How can I get involved?	8 Dimensions of Wellbeing
H3 Leads	Facility Resources
Just-in-Time Training	H3 Documents

H3 Feedback Welcome
We welcome your thoughts, comments, and suggestions.

[Click Here To Submit Your Feedback](#)

NYC HEALTH+ HOSPITALS | **HELPING HEALERS HEAL**

HOME | CENTRAL OFFICE | EMPLOYEE RESOURCES CENTER | FACILITIES | POLICIES & PROCEDURES | FORMS | SERVICE DESK | CONTACT

Helping Healers Heal > Just in Time Training

H3 Just-in-Time Training

<p>Emotional Wellness Coping effectively with life and creating satisfying relationships</p> <ul style="list-style-type: none"> Emotional Intelligence In Times of Stress and Anxiety video PDF Pandemic Pulse Check video PDF How to Ground Someone Having a Panic Attack video PDF Emotional Justice - Recognizing Emotional Trauma After Crisis Event video PDF Grieving the Loss of a Loved One video PDF Short-Term Stress-Relief Strategies You Can Do 	<p>Occupational Wellness Finding personal satisfaction & enrichment in one's work</p> <ul style="list-style-type: none"> Coping with Workplace Grief Loss video PDF Compassion Fatigue Training video PDF Discovering Joy in Work Video: Part 1 Part 2 Part 3 Part 4 Part 5 Positive Self Talk in the Workplace video PDF Winter Workplace Wellness 2020 End of Year Self-Reflection video PDF Performance Optimization - Improve Attention and Focus, Energy Levels and Time Management video PDF
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H3 Feedback Welcome
We welcome your thoughts, comments, and suggestions.

[Click Here To Submit Your Feedback](#)

H3 Portal
Visit the H3 Portal to submit or view Request Forms and Encounters.

[Click here to visit the H3 Portal](#)

H3 Peer Support Request
Receive support from your local H3 Team.

[Click here to Submit a Peer Support Request](#)

Just-in-Time Trainings
Trainings for staff centered around Emotional, Environmental, Occupational, Physical, Spiritual, Intellectual, Financial & Social well-being

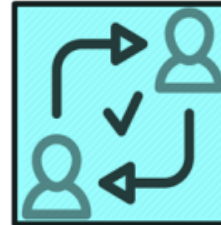
Occupational Wellness

Finding personal satisfaction and feeling valued in one's work



We Value YOU
YOU Value Yourself
Reflect Back Value of Others

PURPOSE + POSITIVITY + PEOPLE = RESILIENCE



Spiritual Wellness

Discovering a sense of greater purpose and individual meaning

Contact your local Spiritual Care department or Chaplain

The experience of responding to adversity can alter religious and spiritual beliefs

Change in relationship with or belief about God/Higher Power

Abandonment of spiritual practice

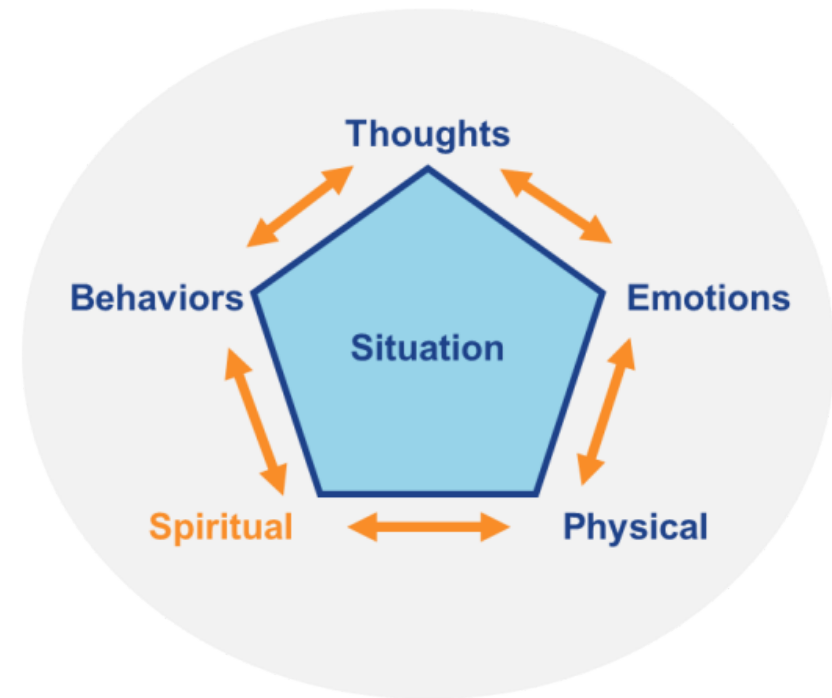
Inability to practice due to workload issues or social distancing

Questioning beliefs or loss of faith

Rejection of spiritual care providers

Struggle with questions about the meaning of life, justice, fairness, afterlife

Loss of familiar spiritual supports



A desk setup featuring a silver mesh pencil holder with several pencils, a spiral-bound notebook with the text 'LESSONS LEARNED', a stack of books, and a pair of glasses. The scene is lit with a soft, warm glow, and the background is a plain, light-colored wall.

LESSONS LEARNED

BEGIN & GET STARTED

- Don't wait for "formal" approval or permission, this is part of all of our work
- Start small, scale up and spread when/if you can
- Failure is only a mindset, what is the worst thing that can happen?
- Accept the mess, it won't be perfect, there is no right or wrong with good intention
- You cannot please everyone – remember the mission & purpose
- Resistance to change is part of the process, don't get caught up on it, and start with those that you do not need to convince
- Once a few see the positive affects, impact, and reward others will join
- Focus on the small successes each day, one person that utilizes services could be a life saved
- It is okay to feel overwhelmed, that is par for the course of responsibility



JUST DO IT



TIME & SPACE

- There will never be enough time, we will always be too busy and stretched thin
- Create the time and space, or no one will
- Rome wasn't built in a day, transformation takes years
- If you cannot take five minutes in your day, what is the real problem or root cause?
- Ask what kind of culture are you trying to establish; break the narrative
- Intentional small steps make big differences over time
- Roll well-being into day-to-day operations and preexisting forums



INFRASTRUCTURE & COMMUNICATION

- Consistent cadence of meetings for alignment is needed
- The success of a wellness program cannot be contingent on the shoulders of only a few
- Champions and stakeholders should be identified across services, departments, disciplines, and specialties at multiple levels of the institution/organization
- A Steering Team should be established for communication, transparency, and accountability; it takes a village
- All levels of the organization can be engaged and we want to capture the voice of the “customer”; you don’t have to have all the answers
- Wellness program offerings are for all
- Establish a feedback loop for checks and balances (e.g. - workgroups, committees, etc.)



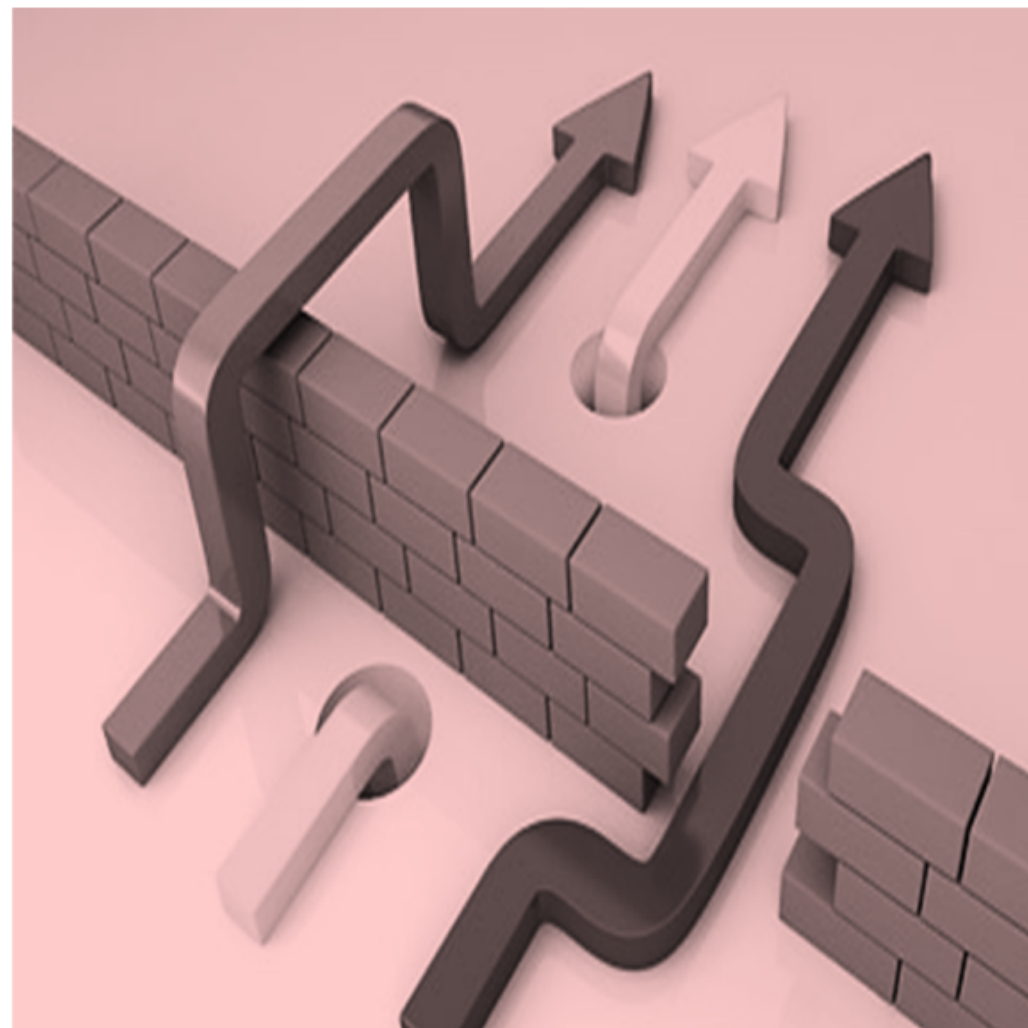
START WITH THE HARD

- Short-term pain for long-term gain
- Find what will have the greatest impact and don't start with the surface
- You don't have to reinvent the wheel, use models that are already out there
- Defining and understanding thoughts and feelings will help staff to realize what they are experiencing and what services can support them
- Dimensions of wellness can be used as coping strategies and resources tied to thoughts, feelings, and experiences
- Grant permission and approval that wellness does not have to act or look one specific way
- Emotional and psychological safety will pave the way for everything else (e.g. culture change, programming, etc.)



STRATEGY, GOALS, & DATA

- If we don't measure how will we know where we are, where we need to go, and how we are doing along the way?
- Data collection is important and doesn't have to sink the boat; think smarter not harder and prioritize what you can
- Only measure what you can be responsible for; make sure it is meaningful and manageable
- Continuous improvement is necessary as wellness is fluid with the times
- Workforce wellness is a blank canvas, whatever you have will always be enough and not enough at the same time
- Create a roadmap and self-direction plan for yourself, and stick to it with timelines while stretching if necessary
- Think big and celebrate when you get close to the target



SATISFACTION VS. WELL-BEING

- Wellness ≠ Satisfaction
- Working conditions have an impact on well-being and satisfaction, but cannot always be linked
- Wellness is not an ideal state, it is a journey
- We have to be able to work with the staff to identify and differentiate 'wants' versus 'needs'
- We do not have ultimate control over everything, and part of well-being is communicating limits and restrictions
- Recognition, kindness, and valuing others goes a long way and can assist with well-being and satisfaction at the same time
- Collaborate closely with HR, Labor, Legal, and various Councils



KEY

TAKENAWAYS

- Ensure that workforce wellness is part of your institution’s strategic goals and align reporting in various governing body forums
- Measure for success (process, outcome, and balance)
- Have a sustainment plan in mind and continuously improve
- Meet people where they are – a “medicalized” approach is not always necessary
- “Micro-interventions” go a long way – examples include self-management tools, informal check-ins, recognition, music, meals, etc.
- Wellness is for everyone, be sure it is equitable across shifts, departments, levels, and disciplines
- Wellness is not the “flavor of the month” and “business as usual” is no longer the norm
- Self and social stigma to mental health issues must be addressed by the organization
- Dedicate time for staff to participate in wellness programming





RESILIENCE



- Start talking about crisis response, traumatic stress, and spread the word that we are all human and are not invincible
- Monitor colleagues on an ongoing basis and continue to advocate for wellness and resilience programming
- Determine a way that you can make an individual difference
- If you have a personal story, share it with a colleague in need
- Begin to assess your own comfort level and ability to open up more emotion-based conversations in various settings
- Promote resources that are in place and vocalize the importance of building resiliency via training and empathy skill-building
- Evidence the impact wellness programming can have on individuals and healthcare systems
- Champion traumatic growth via emotional support debriefs and peer support programming
- Support the supporters and ensure management and leadership know their role
- Have one debriefer in every tour and department; roll it into operations
- Identify cheerleaders and supporters who you can collaborate with that will help you champion wellness

PROMOTING WELLNESS



Second Victim Story: <https://youtu.be/aazkTgsBXRw>



Mock Group Debrief: <https://youtu.be/TkUAUSTXmvc>



Helping Heal Healthcare Heroes:
https://www.nychealthheroes.com/video_helpingHealers.htm

Combat Stress Management and Resilience: Adapting Department of Defense Combat Lessons Learned to Civilian Healthcare during the COVID-19 Pandemic

Eric K. Wei, Jeremy Segall, Rebecca Linn-Walton, Monika Eros-Samyai, Omar Fattal, Olli Toukolehto, Charles Barron, Alison Burke, David M. Benedek, James C. West, Michael Fisher, David Shmerler, and Hyung J. Cho

Published Online: 17 Jul 2020 | <https://doi.org/10.1089/hs.2020.0091>

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Tools Share

At the time of this writing, severe acute respiratory syndrome coronavirus 2 has caused over 7.6 million cases and over 423,000 deaths worldwide.¹ New York City confirmed its first positive case on March 1, 2020, and quickly became the center of the pandemic, with over 214,000 confirmed cases to date.² To provide support to overwhelmed New York City hospitals, the Department of Defense (DOD) was deployed to provide medical care for patients at the Javits Center Field Hospital (Javits) and United States Naval Ship Comfort (USNS Comfort) in April 2020. Due to low patient populations at Javits and USNS Comfort, many DOD personnel redeployed to the city's public healthcare system, New York City Health and Hospitals (NYC H+H), to provide frontline care within emergency departments, intensive care units, and medical/surgical wards.³ Additionally, Javits changed its admission criteria to include patients who tested positive for COVID-19, which ultimately led to the acceptance and treatment of over 1,000 patients with COVID-19. From this experience, DOD healthcare workers reported to their leadership that what they witnessed was the closest approximation to mass-casualty events during combat operations that they have experienced in a civilian setting.

The United States military has deployed in combat operations in Afghanistan, Iraq, and Syria almost continuously since 2001. Sustained combat deployments taught many hard lessons about the effects of prolonged combat stress on the emotional and psychological wellbeing of service members. In response, the DOD created comprehensive combat stress management and resilience programs that include recurring interactive trainings, unit and service member needs assessments, periodic mental health evaluations, and treatment before, during, and after operational deployments.⁴ The stigma associated with obtaining behavioral health care continues to be addressed at all levels of the military. For instance, service members can often obtain combat and operational stress control support during deployments without receiving annotations or notes in their medical records. Furthermore, behavioral health care for deployment-related symptoms does not have to be reported during security clearance evaluations.

Figures References Related Details



Information

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To cite this article:

Eric K. Wei, Jeremy Segall, Rebecca Linn-Walton, Monika Eros-Samyai, Omar Fattal, Olli Toukolehto, Charles Barron, Alison Burke, David M. Benedek, James C. West, Michael Fisher, David Shmerler, and Hyung J. Cho.

Health Security, ahead of print <http://doi.org/10.1089/hs.2020.0091>

Online Ahead of Print: July 17, 2020

Keywords

COVID-19 Hospital preparedness/response

Epidemic management/response

Combat stress management

Psychological impacts

<https://www.liebertpub.com/doi/10.1089/hs.2020.0091>

<https://www.gnyha.org/program/hero-ny>

HERO-NY TRAIN THE TRAINER SERIES

The HERO-NY train the trainer series was developed to assist efforts to expand existing wellness initiatives that can be tailored to meet the mental health and wellness needs of frontline healthcare workers as they respond to COVID-19.

The series begins with exploring the challenges unique to COVID-19 and highlights the importance of resilience and effective coping strategies. The impact of disasters on the well-being of frontline workers and strategies to address these are further explored. It will then culminate with guidance on developing and implementing enhanced and sustainable resilience programming. The series is comprised of five individual modules. Each module builds upon principles that will provide actionable knowledge to support wellness and resilience programming in healthcare organizations.

Participants are strongly encouraged to participate in all the five modules as each module builds on principles that will provide actionable knowledge to support wellness and resilience program development at their organizations.

Training presentations, videos, and relevant and general resources can be viewed and downloaded via the links below.

Background

The five-part HERO-NY "train the trainer" series is based on military expertise in addressing trauma, stress, resilience, and wellness. This training series was adapted for a civilian audience to support the mental health and wellbeing of frontline workers affected by the COVID-19 pandemic. HERO-NY was developed in partnership with the US Department of Defense, Uniformed Services University of Health Sciences, US Department of Veterans Affairs, NYC Health + Hospitals, New York City Department of Health and Mental Hygiene, and the Fire Department of the City of New York.

<https://www.gnyha.org/event/hero-ny-module-5-resilience-wellness-program-development/>

HERO-NY MODULE 5: RESILIENCE AND WELLNESS PROGRAM DEVELOPMENT

Module Five expands our understanding of the value of post-traumatic resilience training, its impact on individuals and systems, and opportunities to support workforce resilience. With a focus on peer to peer training, this presentation looks at both short-term solutions to help distressed colleagues immediately and long-term solutions like creating a robust, system-wide wellness program.

Presentation: https://www.gnyha.org/wp-content/uploads/2020/05/HERO-NY_Module5.pptx

Video Recording: <https://vimeo.com/434451585>

Module 5 Resources

- Article: [Proposal for Action Staff Mental Health Strategy for NYC OCME \(DOHMH\)](#)
- [Building a Healthy Worksite](#) (Utah DOH)
- [COVID-19 Leadership Checklist: Mitigating Team Stress](#) (WRAIR)
- [Evaluating Your Workplace Wellness Program](#) (HealthyHoward Workplaces)
- [Evidence-Based Approaches for Supporting Healthcare Staff During the COVID-19 Crisis](#) (HERO-NY)
- [Expectations for Providing Training and Support](#) (HERO-NY)
- [Five Ways to Wellbeing at Work](#) (Mental Health Foundation and Health Promotion Agency)
- [Helping Healers Heal Action Planning Tool](#) (NYC Health+Hospitals)
- [How to Build a Wellness Program](#) (HERO-NY)
- [Leader's Guide for Managing Mental Health Matters](#) (Great-West Life Centre for Mental Health in the Workplace)
- [One-on-One and Group Debrief Conversation Guide](#) (NYC Health+Hospitals)
- [Social Stigma Associated with COVID-19](#) (WHO)
- [Staff Support Model: The Approach](#) (HERO-NY)
- [Supporting the Psychosocial Well-being of Health Care Providers During the COVID-19 Pandemic](#) (BC Ministry of Health)
- [The Top Ten Messages for Supporting Healthcare Staff During the COVID-19 Pandemic](#) (Williams, Murray, Neal, Kemp)

Additional Resources Applicable to Module 5

- Book: [A Ready and Resilient Workforce for the Department of Homeland Security](#) (Institute of Medicine of the National Academies)
- Sample: [The Resilience Questionnaire Example Feedback Report](#) (a&dc)
- Sample: [Worksite Wellness Employee Interest Survey](#) (hap)
- [Building Resilience](#) (UCD)
- [Psychological Health & Safety: An Action Guide for Employers](#) (Mental Health Commission of Canada)
- [Resilience in the Workplace: An Evidence Review and Implications for Practice](#) (American Heart Association)
- [Supporting Caregivers in the Workplace: A Practical Guide for Employers](#) (NEBGH and AARP)
- [Worksite Wellness Policy and Program Assessment](#) (County of San Diego HHSA)
- [Worksite Wellness Toolkit: A guide to implementing wellness programs at work](#) (Knox County Health Department)

THANK YOU

LIVE YOUR HEALTHIEST LIFE



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