IMPROVEMENT OF RESILIENCE IN HOSPITALS—Evaluation of qualification measures for employees

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“Future through education – Today for tomorrow“

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- Duration 10/2016 - 09/2019

Structural anchoring of the project within the framework of company health management, in-house training and personnel development

participating clinics
- Westcoast Clinics Brunsbüttel and Heide
- Clinical Center Itzehoe
INTRODUCTION

KoPM®-Centre

“Cooperative Process Management in Health Care"
Research & Transfer Centre of the Faculty of Economics & Social Affairs,
Department of Nursing and Management

projects to improve interprofessional cooperation in health care institutions
Reference facilities: hospitals; nursing homes for the elderly

Team:
Prof. Dr. Knut Dahlgaard  I  Prof. Dr. Kirsten Kopke
Prof. Dr. Peter Stratmeyer  I  Dr. Andrea Kleipoedszus
Prof. Dr. Constanze Sörensen  I
GOALS AND MAIN TOPICS OF THE PROJECT

Targets:
• development and implementation of a demographic-compatible personnel development concept to secure skilled workers
• sustainability of the measures

Principles:
• orientation on participation
• promotion of the re-integration of people returning to the labourmarket
• qualification for all occupational groups and hierarchical levels

Main Topics:
• leadership an health
• strengthening of inter-professional cooperation
• communication
• health-maintaining and health-promoting work structuring
• dealing with psychological stress
ANALYSIS AND CONCEPTION

Specific needs assessment by expert groups:
• heterogeneous group composition, approx. 10-12 persons from both project clinics
• 3-4 meetings per group
• employees participate as experts of their specific workplaces
• naming of contents
• preparation of concepts

Suggestions from the expert group "Dealing with mental stress":
• resilience seminars and trainings
• stress management
• de-escalation training
REALIZATION

**seminars** to improve the health and social skills of employees

- communication, addiction, intergenerational cooperation, resilience
REALIZATION

**further training** of internal, cross-divisional multiplier teams for the sustainable anchoring of competences

- communication trainer, addiction contact, ergonomics scout, resilience trainer
REALIZATION

organisational development measures

- health circles
- cross-occupational workshops for teams
- concept for development of employees 55+
SCIENTIFIC EVALUATION

PREPERATION AND RESEARCH

FORMATIVE AND SUMMATIVE EVALUATION
Preparation and research

- **literature research** on the concept of resilience among hospital employees

- definition of possible...
  - **outputs** (short-term consequences),
  - **outcomes** (medium- and long-term consequences) and
  - **impacts** (effects) of the various qualification measures for resilience
<table>
<thead>
<tr>
<th>author</th>
<th>articles</th>
<th>definition</th>
<th>branch</th>
<th>plane</th>
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<tbody>
<tr>
<td>Hart et al., 2014: 2</td>
<td>Resilience in Nurses: An Integrative Review. Journal of Nursing Management 2014.</td>
<td>&quot;It is a complex and <strong>multi-dimensional</strong> phenomenon and has been defined as the ability of a person to recover, rebound, adjust or even thrive following misfortune, change or adversity.&quot;</td>
<td>Integrative review – resilience in nurses</td>
<td>Team / organisation resilience</td>
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<td>Lapa et al., 2017: 196</td>
<td>Burnout syndrome and wellbeing in anesthesiologists: the importance of emotion regulation strategies. Minerva Anestesiologica 2017 February;83.</td>
<td></td>
<td>physicians</td>
<td>individual &amp; organizational resilience</td>
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<td>McDonald et al. 2012: 378</td>
<td>A work-based educational intervention to support the development of personal resilience in nurses and midwives. Nurse Education Today 32.</td>
<td></td>
<td>Nurses and midwives resilience – work-based intervention</td>
<td>Individual &amp; team resilience</td>
</tr>
<tr>
<td>Mealer et al., 2012: 293.</td>
<td>Feasibility and acceptability of resilience training program for intensive care unit nurses. American Journal of critical care, November 2014, Volume 23, No. 6.</td>
<td>&quot;Resilience can be learned and psychologists have identified factors that promote resilience such as individual temperaments, family bonds, and external support systems.&quot;</td>
<td>Nurses ICU</td>
<td>Individual &amp; group resilience</td>
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<tr>
<td>Larrabee et al., 2010: 82</td>
<td>Influence of Stress Resiliency on RN Job Satisfaction and Intent to Stay. Western Journal of Nursing Research 32.</td>
<td>&quot;Stress resiliency is a predictor of psychological empowerment, situational stress, and job satisfaction.&quot;</td>
<td>nurse, hospital</td>
<td>Individual &amp; group resilience</td>
</tr>
<tr>
<td>Soucek et al., 2018: 9</td>
<td>Resiliente Führung - Resilienz auf verschiedenen Ebenen gestalten. zfo – Zeitschrift Führung + Organisation, 87.</td>
<td>&quot;[...] »psychische Widerstandskraft« [...] beschreibt [...] die Fähigkeit von Individuen, sich von hohen Belastungen schnell zu erholen und daran zu wachsen.&quot;</td>
<td>Arbeitskontext</td>
<td>all planes of resilience</td>
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</table>
McDonald et al. 2012: A work-based educational intervention to support the development of personal resilience in nurses and midwives

Measure: Participation in six workshops, each of which took place once a month

Outputs: self-reflection at work and increased awareness of individual resilience in both private and working life

Outcomes: positive personal and professional effects, such as increased self-confidence, as well as supportive communication and increased conflict resolution skills

Impacts: Participants strengthened relationships with their colleagues, enabling them to create a support network in the workplace
Preparation and research

- construction of the study
  - selection of data
  - classification of survey groups
  - development of questionnaires and survey guidelines for interviews
Formative Evaluation

Descriptive data analysis

- Evaluation of the last employee surveys
- Evaluation of the records of the Project Steering Group

Pulse check through interim sample surveys

- Focus group interviews with participants, if necessary short interviews e.g. with lecturers, programme administrators, executives for information, motivation, structural support

- Feedback of intermediate results and suggestions for change
- Recommendations for adjustments in processes and structures in the course of the project
Summative Evaluation

- **Pre-post design** with three measurement points to evaluate the quality and effectiveness of qualification measures.

- **Evaluation of the 3-day seminars**
  - Intervention group (n=140)
    - 3 survey times (t1 before, t2 at the end of training, t3 takes place ~ 6 months later)
  - Control group (n=140)
    - 2 survey times (t1 and t3 as 1st cohort of intervention group)
Summative Evaluation

- Evaluation of further training for resilience trainers (multiplier training)
  - survey (n=20) as above
  - one in-depth focus group interview per house
Summative Evaluation

- Resilience modell (Soucek/Schlett/Pauls 2016)

Summative Evaluation

- **Survey (Soucek/Schlett 2016)**
- seven-level scale
  - Individual: „Dealing with difficult situations at the workplace“

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UMGANG MIT SCHWIERIGEN SITUATIONEN AM ARBEITSPLATZ

Bitte stellen Sie sich vor, wie Sie im Rahmen Ihrer bisherigen beruflichen Tätigkeit schwierige Situationen am Arbeitsplatz erlebt und wie Sie darauf reagiert haben. Bitte geben Sie in diesem Zusammenhang an, in welchem Ausmaß die folgenden Aussagen auf Sie persönlich zutreffen.

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<tr>
<td>m05</td>
<td>Wenn ich bei der Arbeit zu aufgeregt werde, kann ich mich so beruhigen, dass ich bald wieder weitermachen kann.</td>
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<tr>
<td>m08</td>
<td>Bei schwierigen Aufgaben am Arbeitsplatz behalte ich mein Ziel im Auge und lasse mich nicht vom Weg abbringen.</td>
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Summative Evaluation

- Survey (Soucek/Schlett 2016)
  - Team: “Dealing with challenges in a team”

**Umgang mit Herausforderungen in Teams**

Bitte denken Sie an Ihre Tätigkeit in einem Team, in dem Sie längere Zeit gearbeitet haben. Stellen Sie sich vor, wie die Kollegen dieses Teams miteinander umgehen. In welchem Ausmaß treffen die folgenden Aussagen zu?

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<tr>
<td>1</td>
<td>Wenn ein Problem aufgetreten ist, dann überprüfen wir, ob die Aufteilung der Aufgaben und Arbeitsabfolge im Team verbessert werden kann.</td>
<td>☐</td>
<td>☐</td>
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<td>2</td>
<td>Unser Team kann sehr schnell und flexibel auf unerwartete Probleme reagieren.</td>
<td>☐</td>
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### Summative Evaluation

- **Survey (Soucek/Schlett 2016)**
  - Team: “Dealing with challenges in the organization”

**UMGANG MIT HERAUSFORDERUNGEN IN ORGANISATIONEN**


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<td>034</td>
<td>Die Mitarbeiter werden über aktuelle Entwicklungen in der Organisation auf dem Laufenden gehalten.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
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<tr>
<td>035</td>
<td>Wir haben eine klare Vorstellung von den Strukturen und Prozessen in der Organisation.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>039</td>
<td>Im Bedarfsfall stellt die Organisation auch kurzfristig Ressourcen zur Verfügung, um schnell auf Veränderungen reagieren zu können.</td>
<td>☐</td>
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How does resilience manifest itself?

"Sovereignty to react in a situation, perhaps not always reflexively, but to evaluate a situation then look at how I act, what I apply best."

"I would say, [. . . ] the mental degrees of freedom to know and allow alternatives at all."

"What also makes you resilient are employees who have been put on the right track. That also promotes one's own resilience, I think. Because I'm proud of my employees and I've played my part in making them even more resilient."
Sample statements from the focusgroup interviews

What supports your resilient behaviour?

"So with me, it's my family life. So my family and my environment, people I like. They're building me up."

"But I also have my colleagues, because we're a really good team. “
What hinders your resilient behavior?

"Well, if the stress load is permanently too high, [. . . ] then you lose a certain resilience. That's quite clear. That'll have an effect sooner or later."

"If there is really no understanding for the work performance, if the work performance is not seen at all, is not noticed, is even partly degraded by saying that is all unimportant. "

Sample statements from the focusgroup interviews
Current Status and discussion

How do the results of the evaluation go into the project over the course of it and after completion?

- feedback of interim results and recommendations for adjustments in processes and structures during and at the end of the project

Is the approach pursued here suitable for making a hospital more resilient?

- Implementation of role and framework conditions for the task performance of the multipliers important
- Effects of the seminars on the individual, the team and the organisation are examined
Can statements from this resilience subproject be transferred to the overall project and its goals?

- Workplace health management to strengthen resources support the path to a culture of resilience and demographically appropriate personnel development
THANK YOU FOR YOUR ATTENTION!
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