

Dedicated Staff Advocates Increase Staff Resiliency

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Disclosures

Statement of Disclosure: No conflicts of interest have been identified with anyone involved or presenting this learning activity



Salem Hospital

- 644 Bed Magnet Designated Hospital
- Level II Trauma Center
- Busiest ED in OR (300 patients per day)
- Over 5,200 Employees
- Serves patients in Marion, Polk, Benton, Lincoln and Yamhill Counties



Background

- Nearly half of all healthcare workers meet criteria for burnout. There is a direct relationship between the health of the work environment and patient outcomes.¹
- **Evidence shows that 85% of staff have at least one of the three classic symptoms of burnout:**
 - Exhaustion
 - Depersonalization
 - Reduced personal accomplishment
- Burnout and problems with work-life balance are socially contagious, meaning healthy and unhealthy behaviors influence unit and organizational culture.²

First SERA (part-time) recruited for ED as a test of change with support from the Salem Hospital Foundation

August
2019

4th consecutive quarter of improvement in resiliency scores (emotional exhaustion, recovery, and thriving) and employee turnover in ED

October
2019

March
2021

January-March 2022: 3 additional full-time SERAs hired and program expanded to support three inpatient divisions and the ED/PMC

July to
September
2021

January to
March
2022

ED SERA increased to full-time employee

July-September 2021: ELC Strategy Committee discussions and approval for organizational spread

Staff Engagement & Resiliency Advocate (SERA) Team

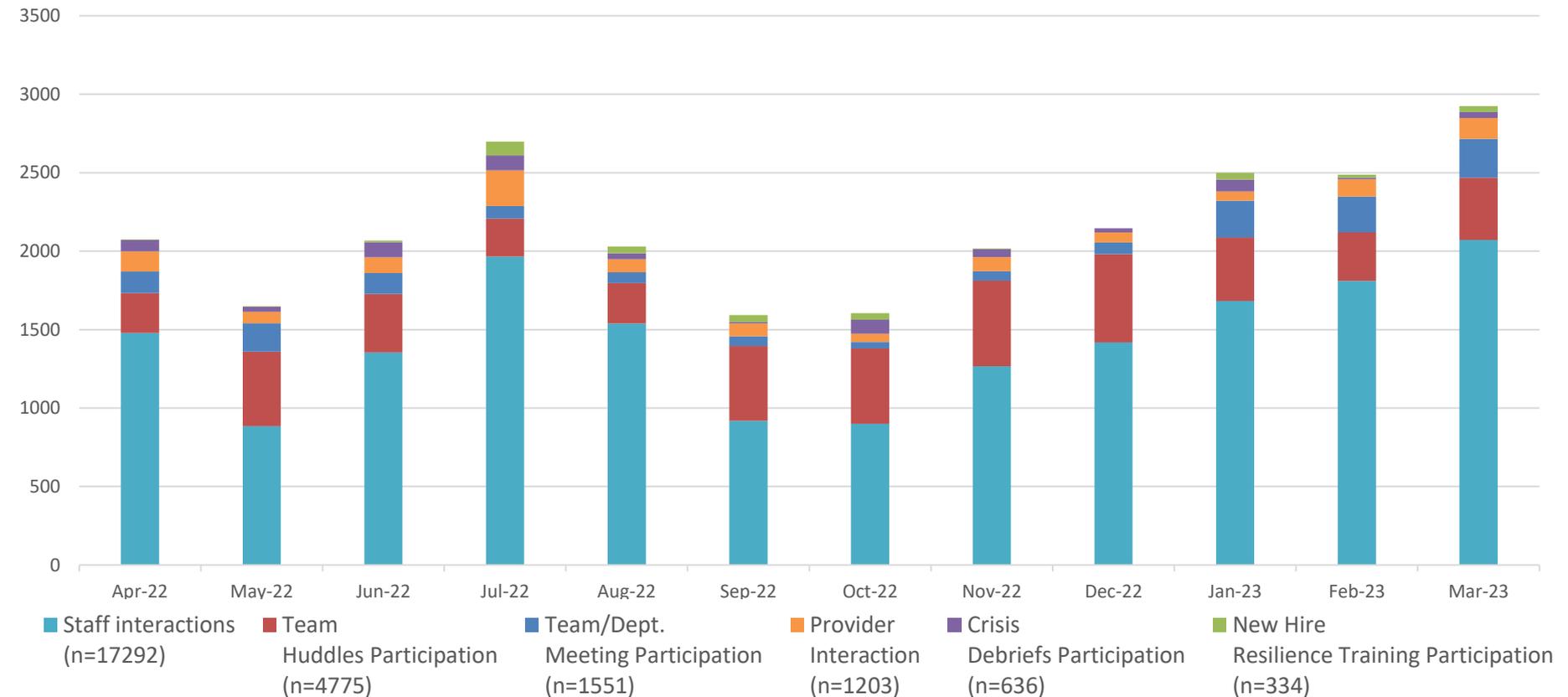
Primary role: serve as a resource, advocate and system of support for staff and providers

- Confidential
- Heavy rounding presence with personal contact and knowledge of workflows
- “Push” support system, not “pull”
- Offers wellness resources and training to staff
- Provides appropriate referrals to counseling and/or EAP services
- Partners with leadership to identify potential needs and opportunities for development

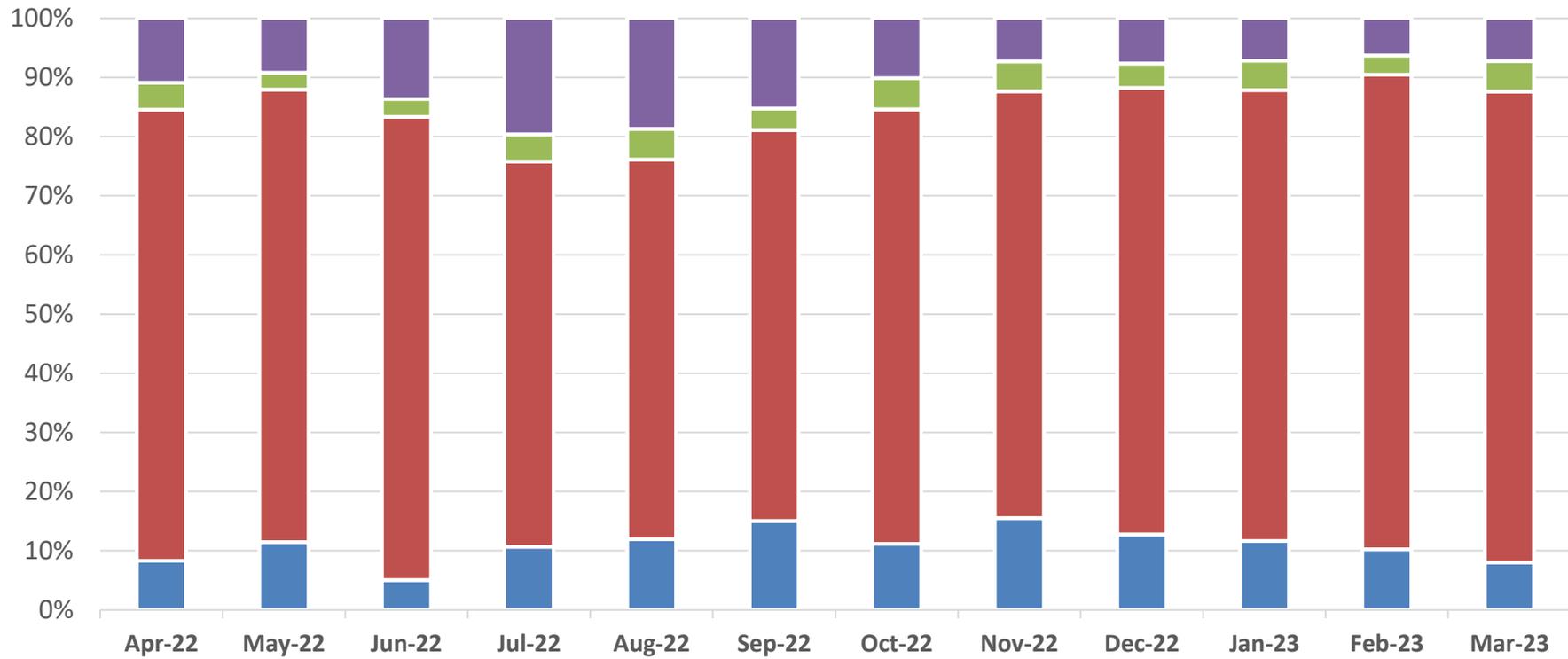
Metrics Tracked

- **Process Metrics:**
 - Interaction types
 - Initiation Driver
- **Outcome Metrics:**
 - Tri-Survey
 - Nurse Turnover

Process Metric: Interaction Type



Process Metric: Initiation Driver

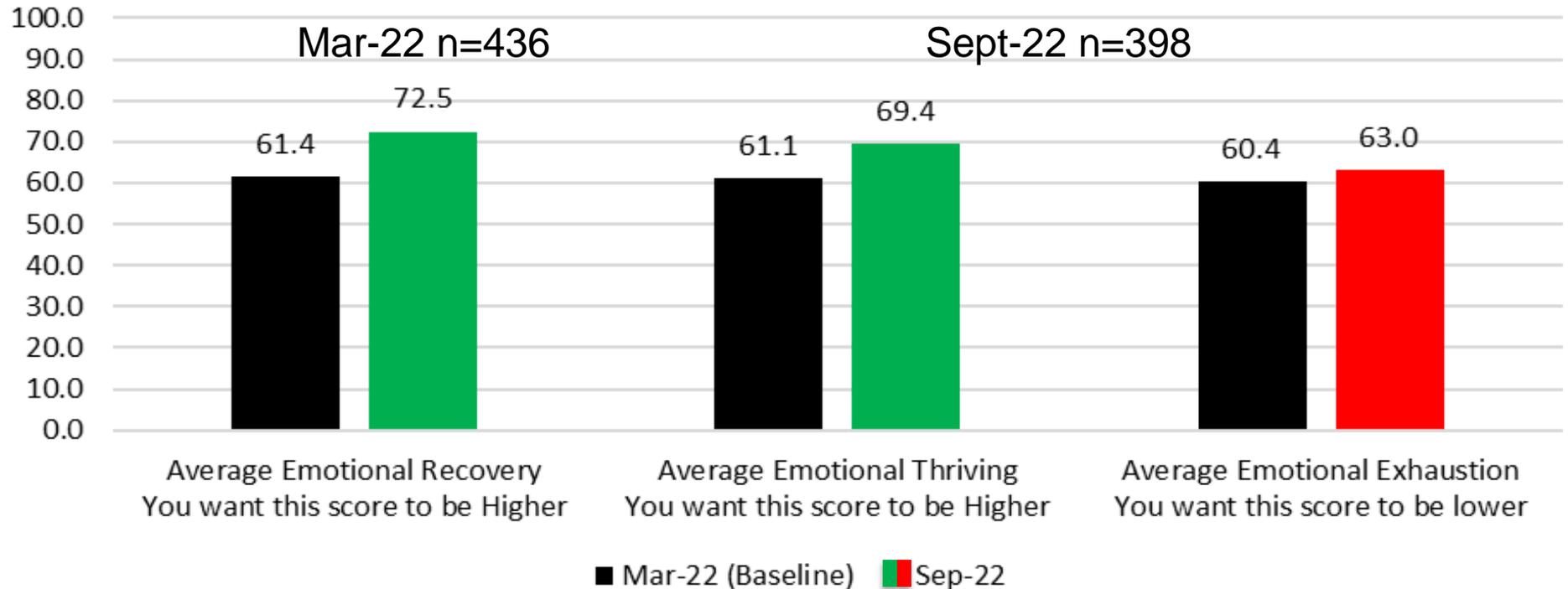


■ Staff Member ■ Advocate ■ Referral ■ Follow up

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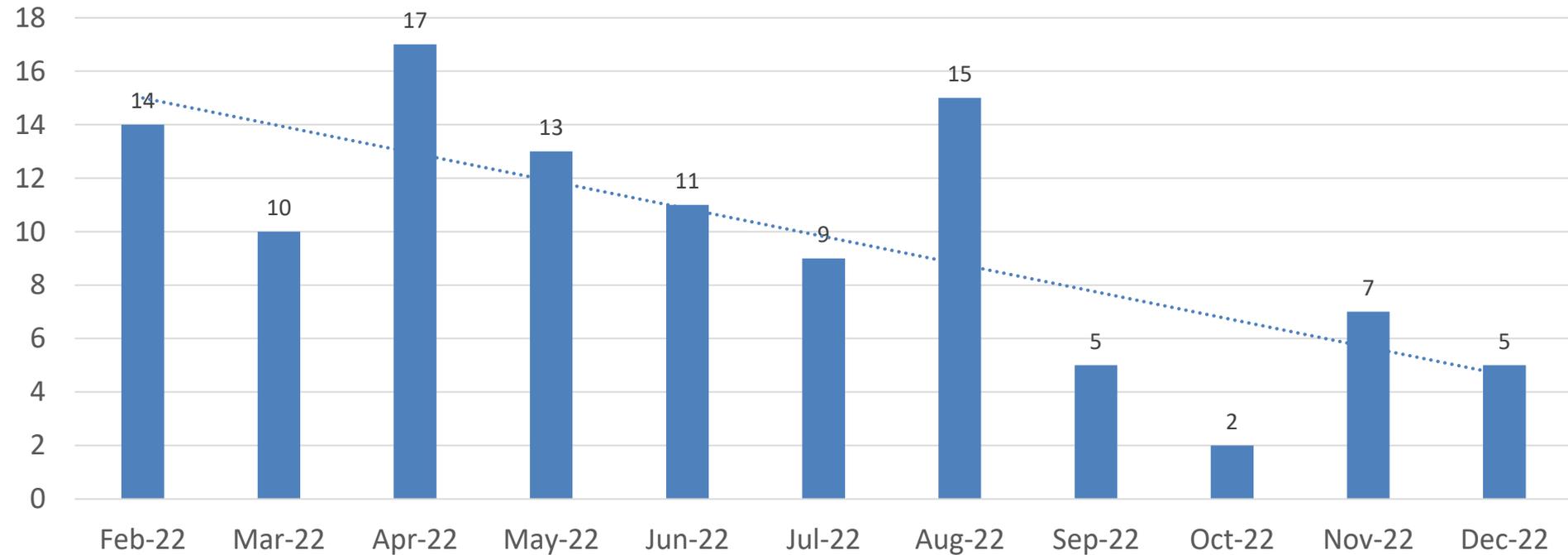
Outcome Metric: Tri-Survey

Resiliency Survey-ED, Adult Health, Critical Care, WCS



Outcome Metric: Nursing Turnover

RN TO for AHS/CC/ED/Trauma/PMC/WCS



Conclusions

- Emotional Recovery and Emotional Thriving for frontline staff has improved with dedicated SERAs for each division.
- SERAs have continued work to support decreased Emotional Exhaustion
- Having dedicated SERAs decreases staff turnover.

References

1. Kathryn C. Adair, Lindsay A. Kennedy & J. Bryan Sexton (2020) Three Good Tools: Positively reflecting backwards and forwards is associated with robust improvements in well-being across three distinct interventions, *The Journal of Positive Psychology*, 15:5, 613-622
DOI: [10.1080/17439760.2020.1789707](https://doi.org/10.1080/17439760.2020.1789707)
2. Beth Ulrich, Connie Barden, Linda Cassidy,, Natasha Varn-Davis (2019) Critical Care Nurse Work Environments 2018: Findings and Implications, *Critical Care Nurse*, 39:2, 67-84 DOI: [0.4037/ccn2019605](https://doi.org/10.4037/ccn2019605)