



TRAUMA-INFORMED CULTURE: *SHODAIR CHILDREN'S HOSPITAL*

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Nursing Contact Hour Disclosure

In order to receive 1 full contact hour, the learner must attend the entire presentation for a total of 60 min=1 contact hour, complete an evaluation after the presentation. No partial credits will be awarded.

No identified conflict of interest for any planner or presenter of this program

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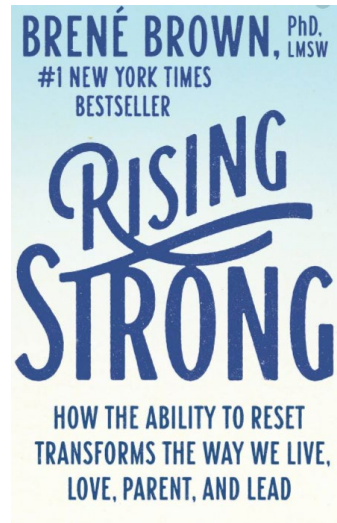
For additional questions, please contact Alona Jarmin, RN, BSN MSN at ajarmin@mpqhf.org

■ Learning Objectives:

- Define Culture and understand the **harmful impacts** of a toxic culture versus the **healing opportunities** of a courageous culture.
- Learn two cultural tools you can use today to work towards a more **courageous culture**.

■ Who will teach us:

- Dr. Brené Brown has spent the past two decades studying courage, vulnerability, shame, and empathy and is the author of five #1 New York Times bestsellers. Her TED talk – The Power of Vulnerability – is one of the top five most viewed TED talks in the world with over 45 million views. Brené Brown's work on leadership and vulnerability has been transformative for companies from Google, to Pixar, to The US Special Forces.
- Dr. Bloom served as Founder and Executive Director of the Sanctuary programs, inpatient psychiatric programs for the treatment of trauma-related emotional disorders. Over 350 programs have been trained in the Sanctuary Model® which is a blueprint for organizational change.



JOURNEY WITH ORGANIZATIONAL CULTURE

WHAT IS CULTURE ANYWAY?

Culture is the sum of our collective values, actions, and emotions that build daily experiences.

- What behaviors are rewarded? Punished?
- What rules / expectations are followed? Ignored?
- What stories are legend and what values do they convey?
- How prevalent are shame and blame and how do they show up (ie. gossip)?
- What is the collective tolerance for discomfort? Failure?

WHY DOES CULTURE MATTER?

Without a healthy culture, mission and vision will fail.

Harmful Impacts:

- Corrosive Cultures create disengagement which costs the US economy \$500 billion a year
 - Translates to \$100 billion in healthcare alone
 - \$5,929 per employee per year (Kaiser Family Foundation, 2018)
- Toxicity and disengagement is strongly rooted in the nursing profession:
 - 60% of new nurses quit their first job within 6 months because of bullying
 - 1 in 3 consider leaving profession because of lateral violence

TOXIC CULTURES DESTROY ...



- Courage
- Empathy
- Trust
- Innovation
- Accountability
- Adaptability
- Inclusivity
- Hard Conversations & Feedback
- Problem-solving
- Resilience

HOW CAN YOU TRANSFORM CULTURE?



Trauma Theory



Courage Building Skills



Sanctuary Model: Toolkit

TRAUMA THEORY



- **Adversity & Shame** are universal to the human experience and shape the way we behave.
 - **Adversity** is any unfavorable event marked by significant stress.
 - **Shame** is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love, belonging, and connection.
 - Our response to shame is the same as our response to trauma because our **brains react to social pain just as it does physical pain.** Shame is the emotion that is most likely to push you out of your integrity.

TOXIC CULTURES MANAGE WITH SHAME



HOW SHAME SHOWS UP AT WORK

There are many ways that shame can show up in organizations:

Back-channeling

***Blaming and
finger-pointing***

Bullying

Comparison

Cover-ups

Discrimination

Favoritism

Gossiping

Harassment

Invisible Army

Nostalgia

Perfectionism

Power-over

***Self-worth tied
to productivity***

Teasing

HOW CAN WE MINIMIZE SHAME AND BUILD RESILIENCE?

- All individuals and organizations can cultivate **Resilience** when safe spaces are established.
- Shodair utilizes **Dare to Lead™** skillsets and **Sanctuary Tools** to build resilience.
- Shodair uses **Empathy** and **Sanctuary Tools** to diffuse the power of shame and recognize adversity.

SANCTUARY MODEL: COMMUNITY MEETINGS BUILD EMPATHY



- How are you feeling, (really)?
 - What is your goal?
- Who can you ask for support?

Leaders must either invest a reasonable amount of time attending to fears and feelings,

OR SQUANDER AN UNREASONABLE AMOUNT OF TIME TRYING TO MANAGE INEFFECTIVE AND UNPRODUCTIVE BEHAVIOR.

SANCTUARY MODEL: SAFETY PLANNING CREATES SAFE SPACES



Safety plans are relational tools; we share them with one another so we can build community, manage our emotions, and normalize asking for help.



DARE TO LEAD™ SKILLSETS



RUMBLING with Vulnerability

LIVING into Our Values

BRAVING Trust

LEARNING to Rise

the four skill sets of courage

DARE TO LEAD™ TOOL



FEEDBACK TOOLBOX

Rumble Language

- ___ The story I make up
- ___ I'm curious about
- ___ Tell me more
- ___ That's not my experience
- ___ I'm wondering
- ___ Help me understand
- ___ Walk me through that
- ___ What's your passion around this
- ___ Tell me why this doesn't fit/
work for you



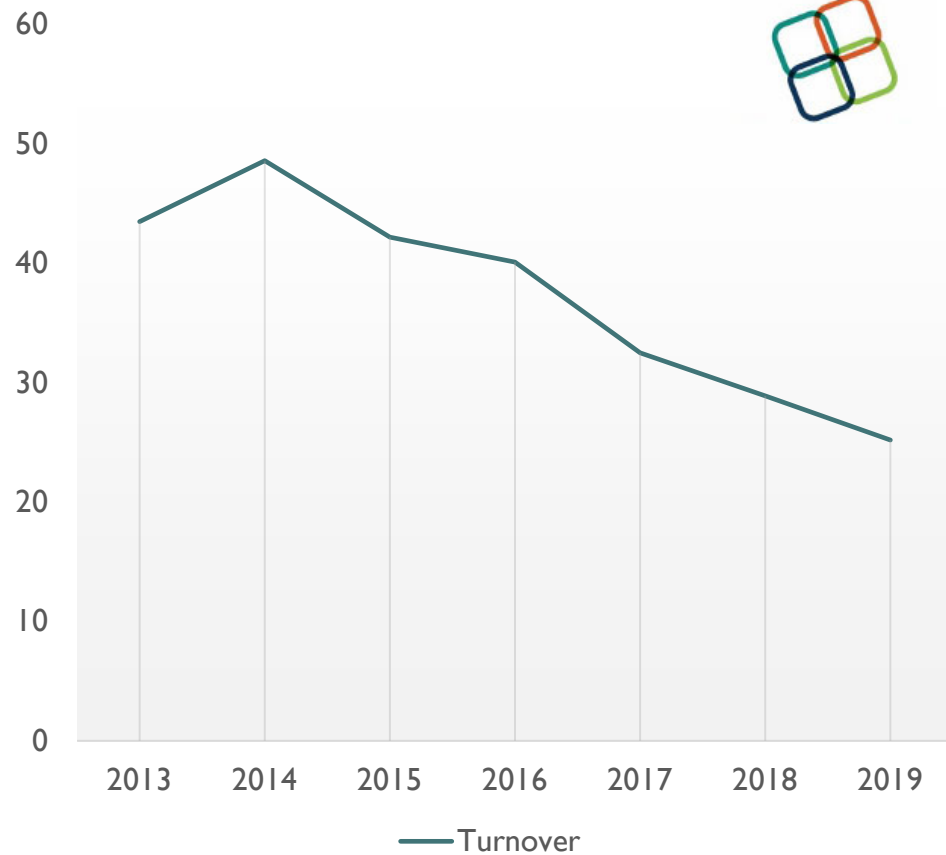
WHY DOES CULTURE MATTER AGAIN?

Without a healthy culture, mission and vision fail.

Employees feel burned out and leave.

Patient care suffers.

TEAM EXPERIENCES



PATIENT EXPERIENCE



2018
Admissions

- 19% Increase

2018 Special
Procedures

- 68% Decrease

2020 Patient
Experience

- 34% (average) increase in life satisfaction as reported by Shodair patients

I AM NOT HERE TO BE RIGHT.

I AM NOT HERE TO BE RIGHT.

I AM NOT HERE TO BE RIGHT.

I AM NOT HERE TO BE RIGHT.

I AM HERE TO GET IT RIGHT.

Brené Brown

Culture change is circuitous. Keep braving to get it right.

RESOURCES

Sanctuary:

- <https://shodair.org/about-shodair/culture-at-shodair/>
- <http://www.thesanctuaryinstitute.org/>

Dare to Lead™

- <https://brenebrown.com/>
- The Call to Courage (Netflix)
- OverstoryMT.com

Ted Talks (Trauma Theory and Mental Health):

- [Nadine Burke Harris](#)
- [Jenny Buscher](#)