Objectives:
1. Define courageous care and why it is important to provide.
2. Explain the vital components of courageous care – compassionate care, renewal, knowledge, and leadership.
3. Share a story of a time when you provided courageous care.

The Golden Circle

Why?
- “Want to make a difference in the lives of others”
- “Care about others”
- “Want our patients and their families to achieve optimal outcomes”

Why? Caring is the essence of nursing
Jean Watson

Care...

“Effort made to do something correctly, safely, or without causing damage” or “things done to keep someone healthy and safe”
Merriam-Webster Dictionary
Nursing Care…

…takes tremendous courage to deliver

Courage…

• “most admiral of human virtues”
  John F. Kennedy
• “the first of human qualities…because it is the quality which guarantees all others”
  Winston Churchill
• “Courage is not the absence of fear, but rather the assessment that something else is more important than fear.”
  Franklin Delano Roosevelt
Courage

- We face our fears to do what we know is right, even when it’s not easy.
- Courageous Care means doing what is necessary to provide the best possible care for our patients and their families.

AACN’s Mission

Patients and their families rely on nurses at the most vulnerable times of their lives. Acute and critical care nurses rely on AACN for expert knowledge and influence to fulfill their promise to patients and families. AACN drives excellence because nothing less is acceptable.

Our Mission

A nurse’s everyday work is the work of AACN, because our mission is lived at the point of care.

Compassionate Care...

- Safe care is expected
- Connecting with patients and their families in compassionate ways to alleviate and prevent suffering is key to improving the patient experience.
- Studies demonstrate positive associations between better patient experiences and improved health outcomes

Dempsey, et al; JONA. October 2014

Compassionate Care...

Compassion – “sympathetic consciousness of others’ distress together with a desire to alleviate it”

Merriam-Webster Dictionary

Compassionate Care...

- Acknowledge suffering
- Individualized, coordinated patient and family care that promotes full patient participation
- Convey interest, invoke trust and enhance perception of empathy
  - Proximity
  - Positioning
  - Proactivity
  - Pace

Dempsey, et al; JONA. October 2014
Nursing consistently rated highest on honesty and ethical standards

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Gallup Poll, December 18, 2014

Compassion Fatigue

- Reduced capacity or interest in being empathetic or bearing witness to another’s suffering
- After repeated exposure to stressful events of patients and families the nurse developed a special relationship with
- Physical, emotional, social, work, spiritual indicators

Moral Distress

- Occurs when...
  - You know the ethically appropriate action to take, but are unable to act upon it
  - You act in a manner contrary to your personal and professional values, which undermines integrity and authenticity
- Experienced by 1 in 3 nurses
- May cause
  - significant physical and emotional stress
  - loss job satisfaction → resignation from job or profession
  - reduced quality of care
- Use AACN 4 A's to Rise Above Moral Distress

AACN Public Policy Position Statement

Burnout

- Effects all types of health professionals
- Reached epidemic proportions
  - Mealer, et al., 2009
  - 25-33% critical care nurses have severe burnout
  - 86% have at least 1 of 3 classic symptoms
- Caused by work related stressors

- Consequences
  - Negative effects on the mental health and physical well being of providers (e.g., PTSD, drug abuse)
  - Increased turnover
  - Poor work performance
  - Decreased patient satisfaction
  - Reduced quality of care

Burnout

- Develops gradually
  - Initially feel emotional stress and increased job related disillusionment
  - Unable to adapt → develop negative attitude about their job, co-workers and patients
  - Eventually → exhaustion, reduced personal accomplishment, depersonalization, others
Change Fatigue

- Change in healthcare
- Increasing amount
- More rapid
- Change Fatigue – rapid and continuous change creates overwhelming feelings of stress, exhaustion and burnout

McMillan & Perron

Renew

You can’t care for others if you don’t care for yourself

Self Awareness

“I think self-awareness is probably the most important thing towards being a Champion.”

Billie Jean King

Foster Resilience

- Practitioner focused
  - Develop a “Why”
  - Relax/reduce stress
  - Mindfulness/Meditation
  - Time management

- Rest, exercise, healthy eating
- Laugh!
- Share stories
- Hobbies, social activities
- Spirituality
- Supports
- Self talk

Foster Resilience

American Association of Critical Care Nurses
Healthy Work Environment Standards

Ulrich, et al
Critical Care Nurse. 34:64

Optimal Patient Outcomes

- Skilled Communication
- Authentic Leadership
- Meaningful Recognition
- Healthy Work Environment
- Clinical Excellence
- True Collaboration
- Effective Decision Making
- Appropriate Staffing

**Foster Resilience**
- Communication tools
- Team debriefings - Pause
- Teambuilding
- Scheduling/ time off
- Support groups
- Palliative care/ Ethics consults
- Patient goals
- Family conferences

**Resilience Dividends**
- Associated with less PTSD and burnout in ICU nurses Mealer, et al, 2012
- Increases institutional loyalty
- Decreases turnover
- Cultivates engagement
- Boosts empathy and compassionate care

**Building and maintaining a strong knowledge base**
- Increased complexity of patients and the technology that supports them → Need
  - sound knowledge base
  - strong critical thinking skills
- Rapid and frequent changes
- Continuum of life long learning
  - Orientation – Basis
  - Continuing education

**Developing Courageous Care**
- Courageous Care
  - Saying we don’t know something
  - ...then go and learn about it in order to gain the knowledge to provide the best possible care for the patient.

"The true measure of your leadership will not turn out to be your greatest achievements, but the number of great leaders you turn out" Kevin Cashman

"courage is contagious” Brene Brown
Crabism

Take home message...

Don’t be a crab,
be a goose!

Leadership

“We can all learn to lead”

“Don’t be a crab, be a goose!”

Leadership

- Gus Lee describes courage:
  - the “backbone of leadership”
  - “the single most decisive trait in a leader”
- 3 Acts of Courageous Leadership
  - Honoring all persons
  - Encouraging and supporting others
  - Challenging wrongs
- “We can use the transformational power of courage to lead effective change.”

The Future of Nursing:
Leading Change, Advancing Health

- Remove scope of practice barriers
- Expand opportunities for nurses to lead and diffuse collaborative improvement efforts
- Implement nurse residency programs
- Increase nurses with BSN to 80% by 2020
- Double nurses with a doctorate by 2020
- Ensure that nurses engage in lifelong learning
- Prepare and enable nurses to lead change to advance health
- Build an infrastructure to collect and analyze interprofessional healthcare workforce data

Institute of Medicine, 2010
Change
- Change in healthcare is rapid and rampant
- Can be a good thing!
- Can be difficult
- “If we don’t drive change, change will drive us.”
  - Kevin Cashman

Leadership
- Engage nurses to lead change!
- Develop proficiency in
  - Leadership
  - Project management
  - Change theory
  - Stakeholder engagement
  - Performance improvement
  - Data and financial analysis
  - Social entrepreneurship
  - Impact of health policy

Leadership Character
- Hunger for wisdom
- Expect the best
- Accept responsibility
- Respond with courage
  - Articulate future vision
  - Build relationships with challenging people
  - Challenge others to grow
  - Mend broken relationships
  - Confront difficult problems
  - Make hard decisions
- Think of others first
  - Mark Miller

Leading Change
- “Paradoxically, pause powers purposeful performance”
- “Leaders pause to discover new ways of being and achieving”
  - Kevin Cashman

Key to Inspiring Change
- Start With Why
- How Great Leaders Inspire Everyone to Take Action
  - By: Simon Sinek

AACN CSI Academy
- Hospital based nurse leadership and innovation training program
- Empowers and engages bedside nurses as clinician leaders and change agents
- Lead changes that improve patient care and the hospital bottom line
  - Decreased LOS, days on ventilator, HAI’s and ICU complications, delirium, falls and pressure ulcers
  - $28 Million for the first 6 AACN CSI cohorts
  - About 50% moved projects to other units
  - 75% sustaining key aspects
  - http://www.aacncsi
How do we grow and develop courage?

- Do something to stretch yourself
- Have difficult conversations
- Have a reason you value
- Recognize and face fear
- Get support from others
- Remember successes and build on them

Developing Courage

- Constantly affirm your strength and determination
- Hurdle obstacles and take risks
- Manifest vision
- Reflect self-esteem
- Speak up

Being called to do what you fear the most is a direct route toward experiencing just how powerful, resourceful, brave and amazing you really are.

“Science and technology are the palate and paint of the profession; nurses are the artists of healing”