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Who am I? **Twitter: @Profngreenberg**

Psychiatrist and Professor at King's College London

Managing Director of March on Stress Ltd

President Elect of the Society of Occupational Medicine

Served in the Royal Navy for 23+ years

Past RC Psychiatrists Chair of Occupational Psychiatry SIG and Lead for Trauma

Have been part of NHS England's Expert Advisory Group [on staff mental health and wellbeing]

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Risks to mental health to healthcare staff

Traumatic exposure

Workload and shift patterns

Home life stressors

Moral injury

3

Moral Injury?



Profound distress following a 'transgressive act' that violates one's moral or ethical code

well - moral distress - moral injury - illness

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Potential Morally Injurious Events

Commission

- I did things I should not have done
- I am a monster
- My team did things they should never have done



Omission

- I froze and people died
- I just let it happen

Betrayal (often, but not always, by a higher authority)

- My supervisor had no interest in my safety
- They lied to cover up their errors



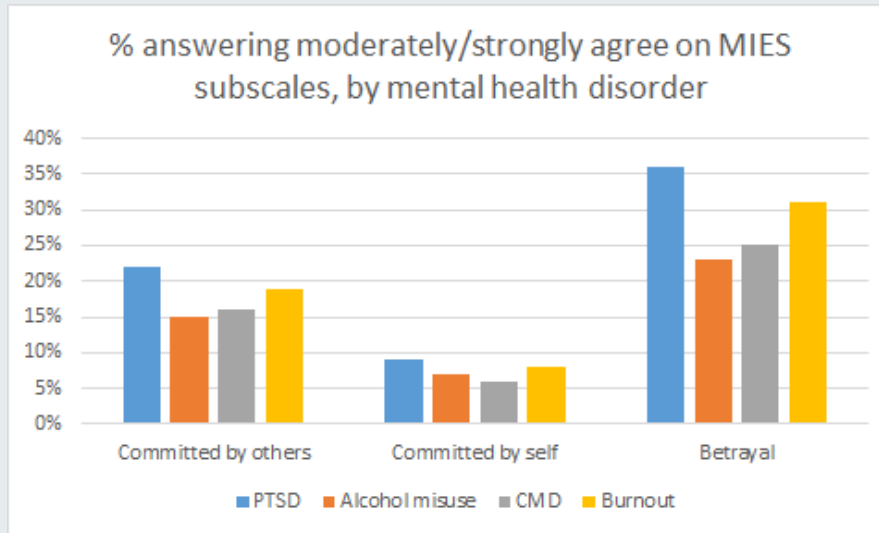
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Potentially morally injurious events (PMIEs) and mental health outcomes in HCWs



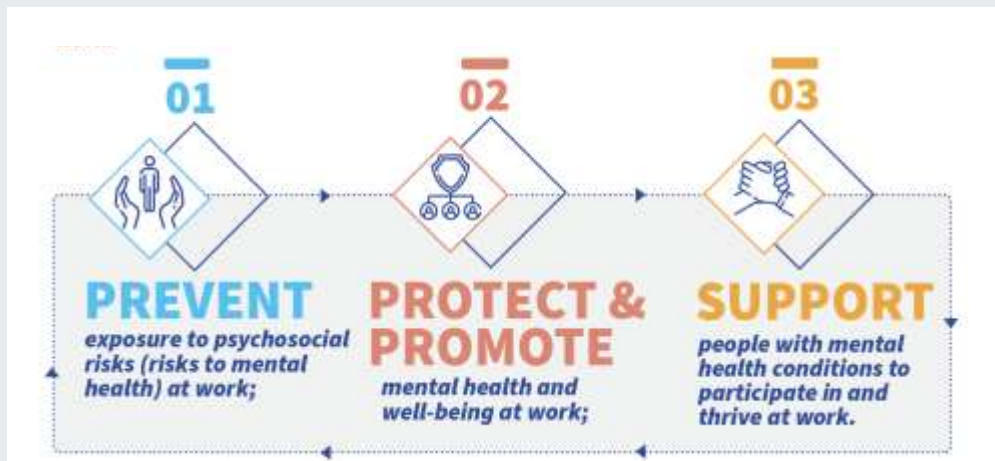
6

Types of potentially morally injurious events (PMIEs) in HCWs



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So what to do about risk of poor mental health for HCWs?



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Sustaining staff at work

Buddy up

What healthcare leaders need to do to protect the psychological well-being of frontline staff in the COVID-19 pandemic

Neil Greenberg¹, Derek Tracy^{2,3}

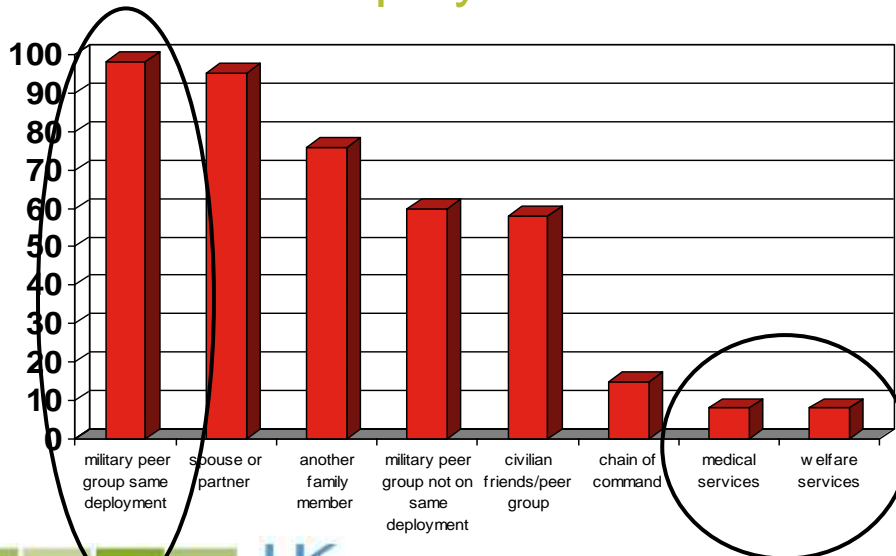
Delivery of high-quality care is dependent on frontline staff providing a world-class patient experience.

Editorial
 With leave.⁴ The reality, many feel more comfortable sharing resources with their peers, leaders, such as coaches, may refer to their managers. Peer support, properly trained and supervised, can help enhance staff resilience. For example, the UK's (UK) Trauma Risk Management programme developed by the UK military and now used within the NHS.⁵ While not possible for trauma, it is essential to support traumatised staff, reduce risk

Greenberg & Tracy BMJ Leader, May 2020

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Who do deployed staff talk to?



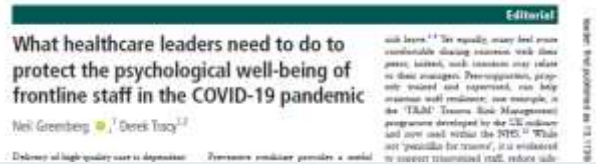
Greenberg et al, JMH, 2003

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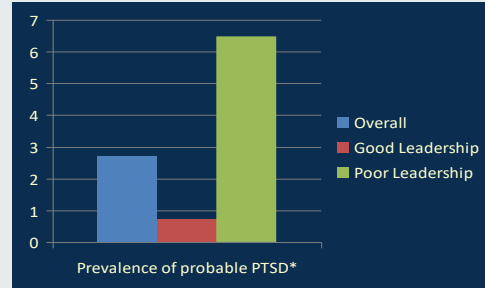
Sustaining staff at work

Buddy up

Supervisors able to have psychologically savvy chats carry out post shift reviews “check up from the neck up”

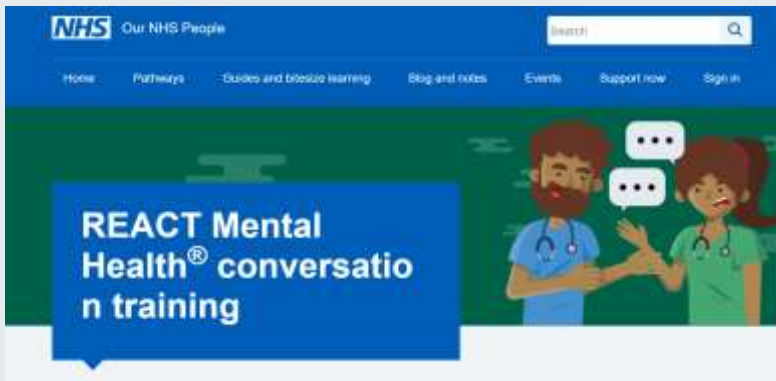


Greenberg & Tracy BMJ Leader, May 2020



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REACT_{MH} training – supervisor confidence



One hour’s remote active listening skills training led to a substantial improvement in supervisor’s confidence to recognise, speak with and support distressed colleagues which was still evident one month after the training

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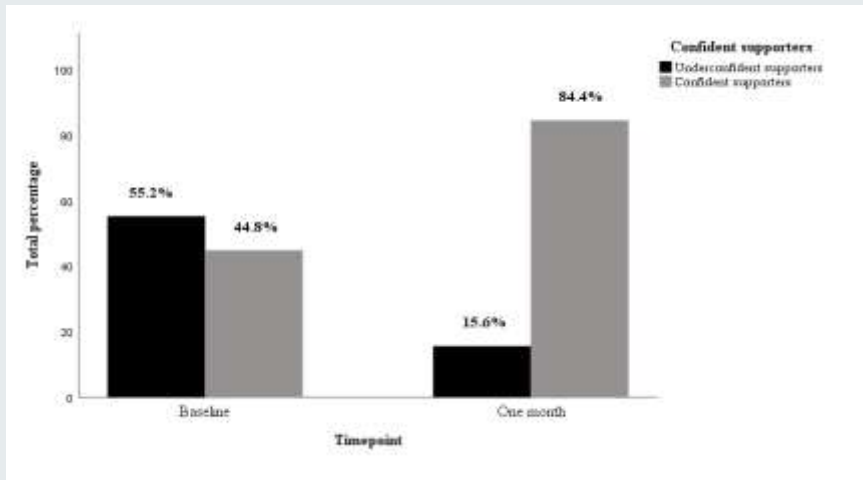
REACT_{MH} evaluation

An evaluation of REACTMH mental health training for UK healthcare supervisors

W. Akhavancheh¹, S. Waldman¹ and N. Greenberg²

¹King's Centre for Mental Health Research, Department of Psychological Medicine, Institute for Psychiatry, Psychology & Neuroscience, King's College London, London, UK; ²Department of Health and Social Care, Support House, London, UK; ³Health Protection Research Unit, Health Education Group, King's College London, London SE7 8JL, UK

Correspondence to: N. Greenberg, Health Protection Research Unit, Health Education Centre, King's College London, London SE7 8JL, UK; Tel: +44 (0)20 7848 1111; fax: +44(0)20 7848 1120; e-mail: w.g.greenberg@kcl.ac.uk



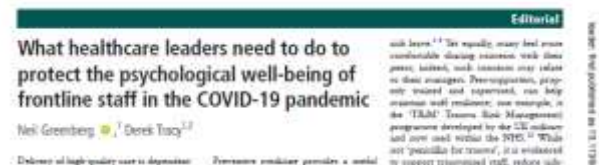
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Sustain

Buddy up

Supervisors able to have psychologically savvy chats carry out post shift reviews

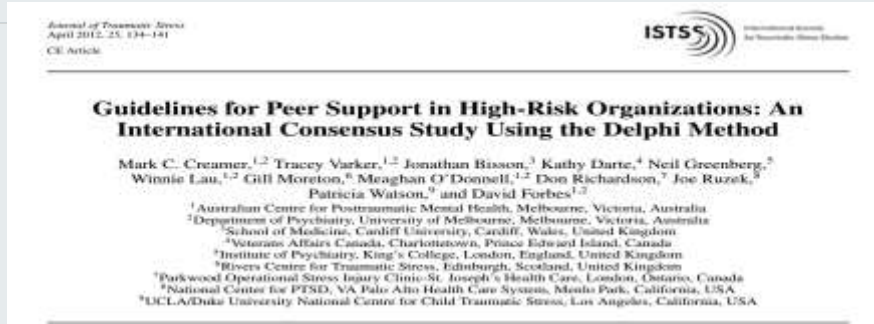
Peer support



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Peer support

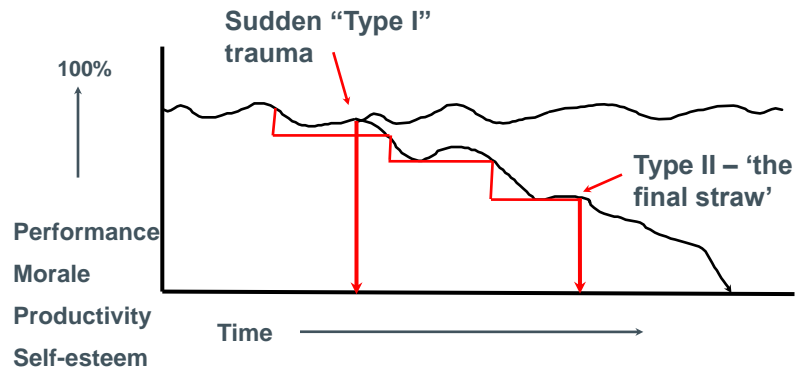


Peer supporters should:

- (a) provide an empathetic, listening ear;
- (b) provide low level psychological intervention;
- (c) identify colleagues who may be at risk to themselves or others;
- (d) facilitate pathways to professional help.

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Type 1 and type 2 traumas



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TRiM – Trauma Risk Management



Occupational Medicine Advance Access published April 16, 2015

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Occupational Medicine Society

Promoting organizational well-being: a comprehensive review of Trauma Risk Management

D. Whybrow¹, N. Jones² and N. Greenberg³

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evidence & practice | workplace

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Key messages from this article

- Trauma Risk Management (TRiM) is a structured model of psychological support.
- It is not a substitute for clinical care and should not be used as a replacement for clinical care.
- It is a structured model of psychological support for staff in a hospital setting.

Psychological peer support for staff: implementing the Trauma Risk Management model in a hospital setting

David Whybrow and Nicola Jones

Objectives: To explore the implementation of the Trauma Risk Management (TRiM) model in a hospital setting, focusing on the role of peer support practitioners.

Methods: A qualitative study was conducted using semi-structured interviews with staff involved in the implementation of TRiM. The study explored the challenges and opportunities of implementing TRiM in a hospital setting, and the role of peer support practitioners.

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What Peer Practitioners are not!

Counsellors
Therapists
Pseudo-psychologists
Group Huggers
Scented Candle users



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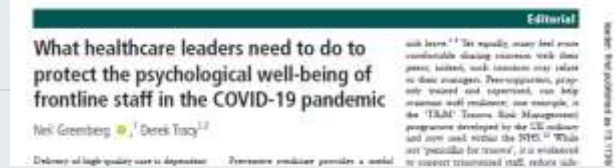
Sustain

Buddy up

Supervisors able to have psychologically savvy chats carry out post shift reviews

Peer support

But don't do.....



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How to deal with PTSD

NHS
National Institute for
Clinical Excellence

What isn't recommended...

•“**Psychological Debriefing**”

- For PTSD, drug treatments NOT a first line treatment (different for depression)
- Not Benzodiazepines

What is recommended...

- “Active monitoring”
- Checking in after a month
- Trauma-focused treatments (CBT and EMDR) for adults and children if unwell [EMDR slightly less evidenced than TF-CBT]

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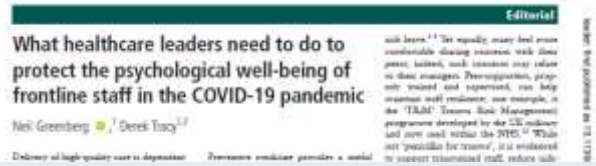
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Supervisors able to have psychologically savvy chats carry out post shift reviews

Peer support

Forward mental health supervision and support (PIES)



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'Forward' Psychiatry

**This refers to a nip it in the bud approach
 Can be put in place by managers and/or health professionals who adopt a 'return to duty' approach
 Four principles (PIES)**

**Proximity
 Immediacy
 Expectancy
 Simplicity**



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The aim for recovery (and evolution)



Aim not just to avoid illness but foster Post Traumatic Growth (PTG) which is:

1. a concept which describes
2. positive psychological change
3. experienced as a result of 'struggling with' [or experiencing] highly challenging, highly stressful life circumstances

There is a debate about whether someone needs to 'struggle' to experience PTG

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Recovery and evolution

Thank you and provision of information

- Personalised
- Family
- Reminder of services available



How might the NHS protect the mental health of health-care workers after the COVID-19 crisis?

Throughout the COVID-19 crisis, many health-care workers have worked long hours in high-pressure novel circumstances characterised by trauma and moral dilemmas. Health-care workers have contended with the risk of infection, and by extension infecting their families, with outcomes seemingly worse for some, including Black, Asian and minority ethnic staff. Additionally, society working is likely to have had its own challenges, and some staff will undoubtedly thrive in such circumstances.

develop a meaningful narrative that reduces this of harm. Schwartz finds, a structured forum for clinical and non-clinical staff to discuss emotional and social aspects of work, an one such evidence-based model.

'Successful recovery planning' should minimise the onset of mental illness while maximising the opportunity for psychological growth. Proactive managers should follow the evidence, which is both legally required and what staff deserve.



Greenberg, Brooks, Wessely & Tracy
Lancet Psychiatry, May 2020



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Recovery and evolution

Thank you and provision of information

Graded return to work

- Take leave due
- Extra leave
- Reconnect
- Downtime (switch off)
- Personal reflection

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Recovery and evolution

Thank you and provision of information

Graded return to work

Time for reflection/meaning making

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Reflective Practice

- Meaningful, leader-led, open discussion
- Discussion about: **Facts, Impact, functioning Now & Education**
- Aims to:
 - Create 'a meaningful narrative'
 - Reduce stress
 - Improve working relationships
- Needs to take account of the multiple levels within organisations especially where staff feel let down/betrayed

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Recovery and evolution

Thank you and provision of information

Graded return to work

Time for reflection/meaning making

Supervisor discussions esp for higher risk/secondary stressors

How might the NHS protect the mental health of health-care workers after the COVID-19 crisis?



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Lancet Psychiatry 2020
Published Online
May 29, 2020
https://doi.org/10.1016/S2053-2503(20)00122-8

Greenberg, Brooks, Wessely & Tracy
Lancet Psychiatry, May 2020

ORIGINAL ARTICLE

Health-Promoting Leadership During an Infectious Disease Outbreak

A Cross-Sectional Study of US Soldiers Deployed to Liberia

J Nerv Ment Dis 2021;00: 00–00

health-promoting leadership focused on psychological Health was associated with decreased odds of PTSD, depression, anxiety, and burnout, and increased odds of high morale and avoiding unnecessary risk

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Recovery and evolution

Thank you and provision of information

Graded return to work

Time for reflection/meaning making

Supervisor discussions esp for higher risk/secondary stressors

Ongoing active monitoring

- iaw NICE guidelines
- **Self-check tool (protect the person and the employer)**

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Recovery and evolution

Thank you and provision of information

Graded return to work

Time for reflection/meaning making

Supervisor discussions esp for higher risk/secondary stressors

Ongoing active monitoring

Timely access to occupationally, focused, evidence based care

How might the NHS protect the mental health of health-care workers after the COVID-19 crisis?

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Conclusion of what to do for HCW (and other key workers)

Do not over medicalise

'Nip it in the bud' approach

Build team support as a priority inc. psychologically savvy supervisors & peer support

Active line management (PIES) for acute distress

Recovery and evolution

- **Thank you**
- **Graded return**
- **Time for reflection**
- **Supervisory rtw interviews**
- **Active monitoring (inc self check)**
- **Evidence based care**

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Any Questions?- Fire Away!



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