

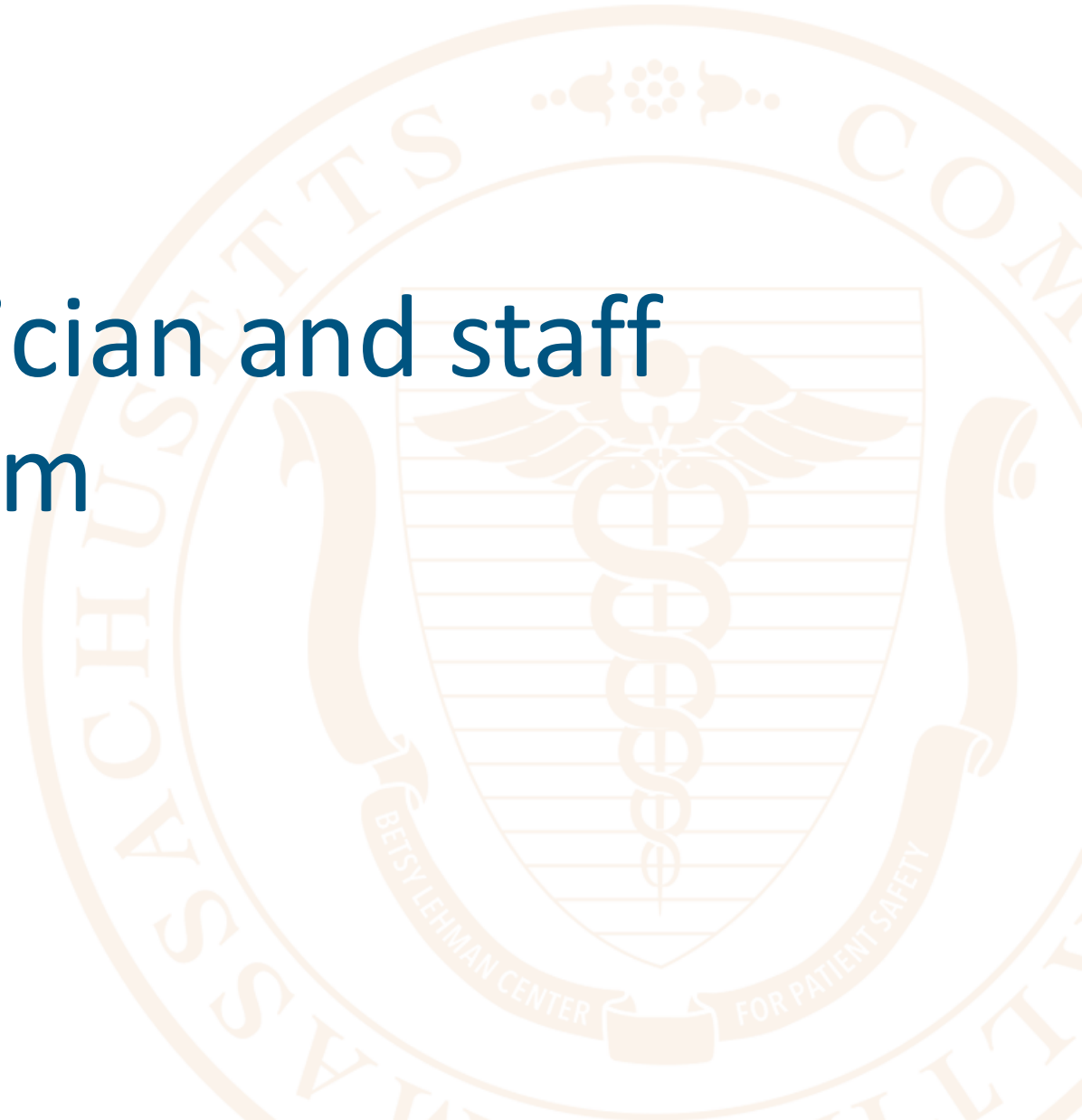


**BETSY  
LEHMAN  
CENTER**  
for Patient Safety

# Implementing a clinician and staff peer support program

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# About peer support



# Outline

1. Steps for implementing a peer support program
2. Best practices for sustaining a peer support program

# Poll questions

- Do you have a CRP program?
  - Yes
  - No
- Do you have any support program for your staff?
  - Yes
  - No
- Have you integrated a support program into your CRP program?
  - Yes
  - No
  - N/A

Patient Safety

# Residents' Responses to Medical Error: Coping, Learning, and Change

Kirsten G. Engel, MD

Rosenthal, PhD, and Kathleen M. Sutcliffe, PhD

# Waking up the next morning: surgeons' emotional reactions to adverse events

Shelly Luu,<sup>1</sup> Priyanka Patel,<sup>2,3</sup> Laurent St-Martin,<sup>2,3</sup> Annie SO Leung,<sup>4</sup>  
M. Lucas Murnaghan,<sup>2,5,6</sup> Steven Gallinger,<sup>6</sup> & Carol-anne Moushey,<sup>7</sup>

# The Emotional Impact of Mistakes on Family Physicians

Marc C. Newman, MD

# When Bad Things Happen to Good Surgeons: Reactions to Adverse Events

Shelly Luu, BSc<sup>a,b</sup>  
Carol-anne Moushey, MD

# The Impact of Perioperative Catastrophes on Anesthesiologists: Results of a National Survey

Farnaz M. Gazoni, MD, Peter E. Amato, MD, Zahra M. Malik, MD, and Marcel E. Durieux, MD, PhD

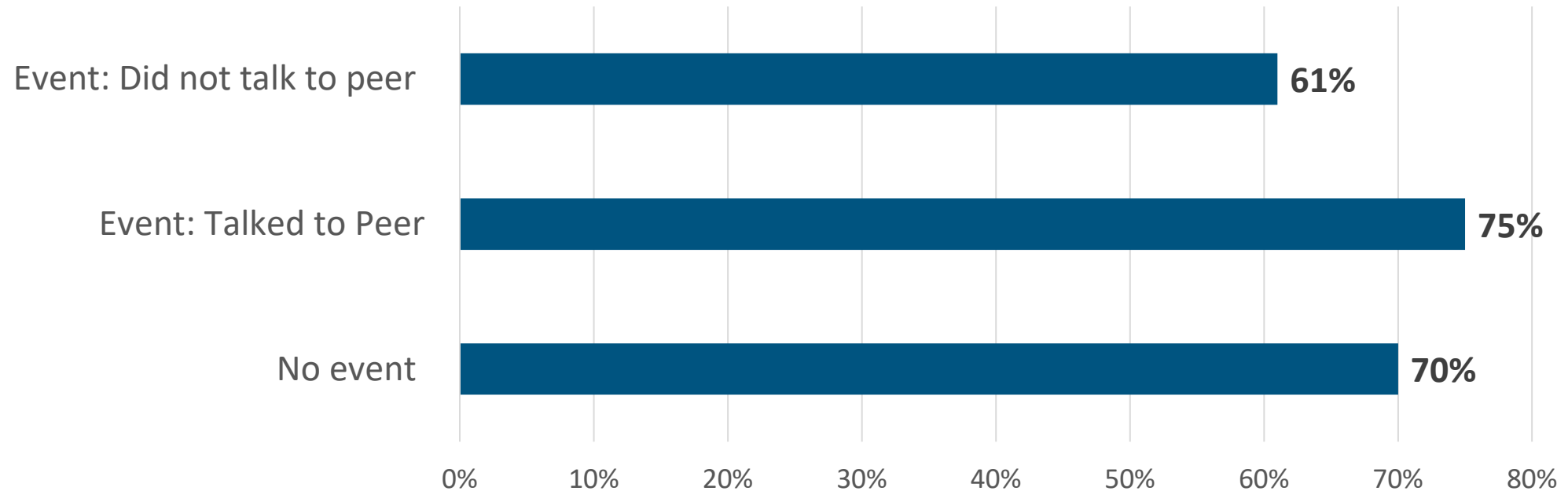
# Collateral damage: the effect of patient complications on the surgeon's psyche

Amit M. Patel, MD, Nichole K. Ingalls, MD, M. Ashraf Mansour, MD, Stanley Sherman,  
Alan T. Davis, PhD, and Mathew H. Chung, MD, Grand Rapids, MI

# Association of Perceived Medical Errors With Resident Distress and Empathy A Prospective Longitudinal Study

# Talking to a peer is associated with better safety culture

## Percent that reported overall safety culture was excellent or very good



\*\*Chi-square significant at  $P < 0.05$

# Challenges to providing support

- Stigma to reaching out for help
- High acuity areas have little time to integrate what has happened
- Intense fear of the unknown
- Fear a compromise of collegial relationships
- Fear of legal implications (e.g., HIPAA, malpractice)

# Potential reasons for peer support

- **Work-Related:** high volume; high patient acuity; interpersonal interactions with colleagues/leaders
- **Patient-Related:** poor outcomes; pediatric outcomes, challenging patients/families; workplace violence
- **Adverse Event:** misdiagnosis; medication error; complication during surgery or procedure



# Peer Support is **NOT**:

- Counseling
- Solving another person's problems
- Telling another person what to do
- Interrogating or questioning another person
- Judging another person
- Imposing one's own beliefs on another person
- Providing inaccurate information

# Peer Support Team: Hallmarks

- Credibility of peers
- Immediate availability
- Voluntary access
- Confidential
- Emotional “first aid” (not therapy!)
- Facilitated access to next level of support

# What a peer supporter ...

<b>DOES:</b>	<b>DOES NOT:</b>
Normalize feelings	<b>Participate in quality assurance, root cause analyses</b>
Validate	<b>Offer disclosure coaching</b>
Assess need for professional resources	<b>Address job performance issues</b>
Direct to other resources as appropriate	<b>Provide substance use disorder or violence prevention coaching</b>
“Check in” in the short- and long-term	<b>Advise on malpractice risk</b>

# Implementing a peer support program

# How to Establish a Peer Support Program

IMPLEMENTATION GUIDE



[betsylehmancenterma.gov/assets/uploads/PeerSupport\\_Implementation.pdf](https://betsylehmancenterma.gov/assets/uploads/PeerSupport_Implementation.pdf)

# Table of contents

- Getting started
- Communication and marketing
- Plan for peer support training
- Hardwiring your program
- Evaluation
- Building and sustaining

# Getting started

- Having an organizational leader sponsor the program
- Establish a peer support advisory committee
- Identify a project manager
- Conduct an environmental scan of internal and external supports (*you'll be surprised at what you find*)
- Select a department or unit to pilot the program

*There is a workplan that can guide that will help keep your efforts organized and on track.*

# Getting started, continued

## Leadership buy-in

It's important to have an Executive Leader Champion the efforts for several reasons.

1. They set the tone for the rest of the organization
2. They hold the purse strings!!

*It easier to make the case to leadership since the pandemic.*



# Project Manager role

- Time commitment includes a **minimum of a 0.25 FTE**
- Responsible for coordinating and overseeing all aspects of the peer support program. This may include but not limited to:
  - Ensuring project deliverables are met according to project timeline
  - Providing administrative oversight to program
  - Responsible for convening groups such as advisory, peer supporters on a regular basis
  - Working with communication and marketing team to build and sustain awareness of the program

# Getting started, continued

## Multi-disciplinary advisory committee

- Roles and responsibility of advisory members
- Who should be part of the advisory?

*It is important to get buy-in from everyone, so they will take ownership of any clinician and staff support program that is put in place. It's crucial for future success.*

# Communication and marketing

- Develop a communications plan for the peer support program
- Organization-wide communication
- Calendar of events
- Marketing materials

*Communications checklist can be found here:*

[betsylehmancenterma.gov/assets/uploads/PeerSupport-CommunicationChecklist.pdf](https://betsylehmancenterma.gov/assets/uploads/PeerSupport-CommunicationChecklist.pdf)

## CLINICIAN AND STAFF PEER SUPPORT Communication checklist

*You've trained your peer supporters. Now, how do you reach the people who need help?*

A clear communications strategy is integral to the success of a peer support program. Use this checklist to help you develop a plan for reaching clinicians and staff who could benefit from peer support.

It is important that you involve the communication and marketing department in this process from the very beginning. Consider including someone from their team on your advisory committee, and be sure to give them advance notice if you will need help designing materials, writing content, or sending out emails to a listserv.

### Identify your target audience

- What departments or units are you launching in?
- Who are your peer supporters and what are their jobs (nurse, doctor, administrator, etc.)? You will want to match people needing support with someone in a similar role.
- Do any of your peer supporters speak another language, or will you have access to translation services? If so, you may need materials in different languages.

### Design marketing materials

- Create a page on your organization's intranet.
- Ask your peer supporters what other materials they think would be helpful. How have they learned about other programs in the past?
- Ideas for printed materials include:
  - Badge clips
  - Posters
  - Brochures
  - Table tents
  - Screen savers
  - Email newsletter

▶ View sample materials from other peer support programs in the online [peer support toolkit](#).

### Develop an outreach plan

- What leaders in your organization should be briefed on the peer support program? Ask to present at a board meeting or schedule individual meetings with leaders in your organization.
- Are there regular clinician and staff meetings that you could present at?
- Who will be doing the outreach? In some cases, it is more powerful to hear from peer supporters than it is to hear from the program coordinator.

### Create a timeline

- What are your deadlines and goals? Remember, communication is an ongoing part of peer support and goes beyond the launch of your program. You will need to continually educate new staff members about the program and remind clinicians and staff on a regular basis.

# Plan for peer support training

- Trainers
- Training dates and space
- Selecting peer supporters
- The "right" number of peer supporters
- Peer support agreement
- Tips and considerations for training day

*Remember: Samples of the above items are found in the implementation guide.*

# Training Overview

- 4 hour training
- Virtual or in person
- Training content
  - Basic skills
  - Practice scenarios

# Hardwiring program

- Decide where this program will live
  - For example, under quality and safety
- Develop a framework for connecting peers
  - Start by discussing the following questions:
    - What cases or circumstances are likely to trigger the need for peer support

# Evaluation

- Program usage
  - Tracking
  - Why is it important?
- Program effectiveness from the user's point of view



Peer Support Interactions

**Was the interaction:**

- Sought out by the peer who needed support
- Initiated by the Peer Supporter
- Suggested by manager/EAP

**Was support provided to only one individual?**

- Yes
- No

**How many people?**

Enter a value between 0 and 10.

**Type of Event:**

- Work-related
- Patient-related
- Adverse event
- Personal event
- Other

**Type of Contact:**

- Initial
- Follow-Up

**Role of Individual Receiving Support:**

- Nurse
- NP/PA/CRNA or other APP
- Attending Physician
- Resident
- Security
- Environmental services
- Administrative
- Other

**Was support provided to people outside of your department?**

- Yes
- No

**Which Department is the person from that you provided support? Radiology, Lab, FCU etc.**

Submit

# Building and sustaining



Keep the advisory committee active



Support for the supporters



Tracking peer support interactions



Extending peer support throughout the hospital



# Peer Support Tool Kit for Clinicians and Staff

Safety Culture

Multi-  
disciplinary  
Advisory Group

Policies,  
procedures and  
practices

Leadership  
Buy-in

Risk  
Management

Training of peer  
supporters

Learning &  
Improvement

Organizational  
Awareness

Operations

Communication  
Plan

# Discussion Question

For those who have a support program, what kind of program do you have?

# Discussion Question

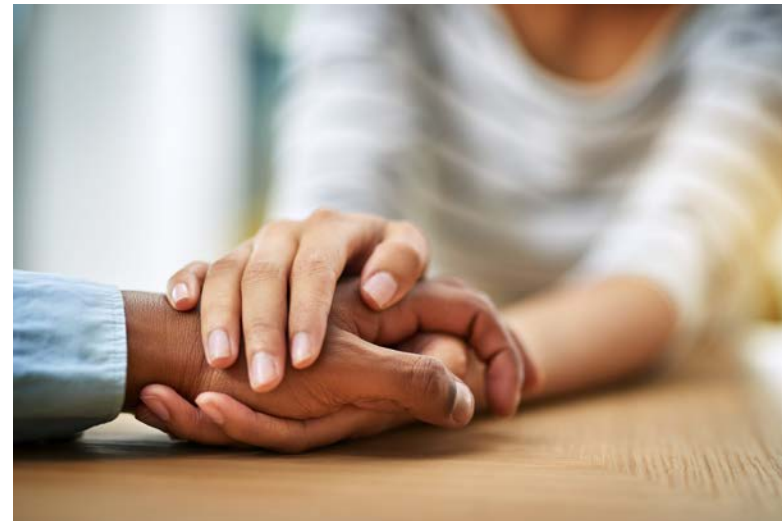
What challenges have you experienced with implementing a support program?

# Challenges to sustaining a peer support program

- Administrative challenges
  - no project manager
  - no leadership support
- Turn-over of staff
- Lack of resources

# Virtual Peer Support Network

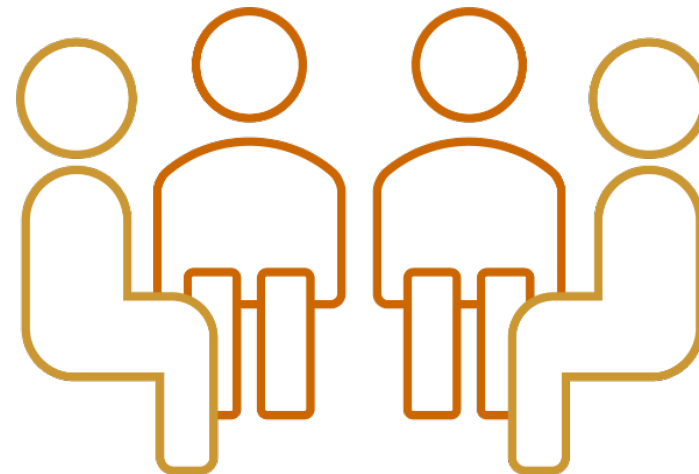
- Available for all workers in the medical community
  - Community health centers
  - Office practices
- Benefits
  - External peer support program without the administrative challenges
  - Anonymity
- Opportunity to co-brand



# Virtual Peer Support Network

## HOW IT WORKS

- Individuals who need support are matched to a trained peer supporter
- Based on organization-based peer support models



# Thank you

## Contact Information:

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