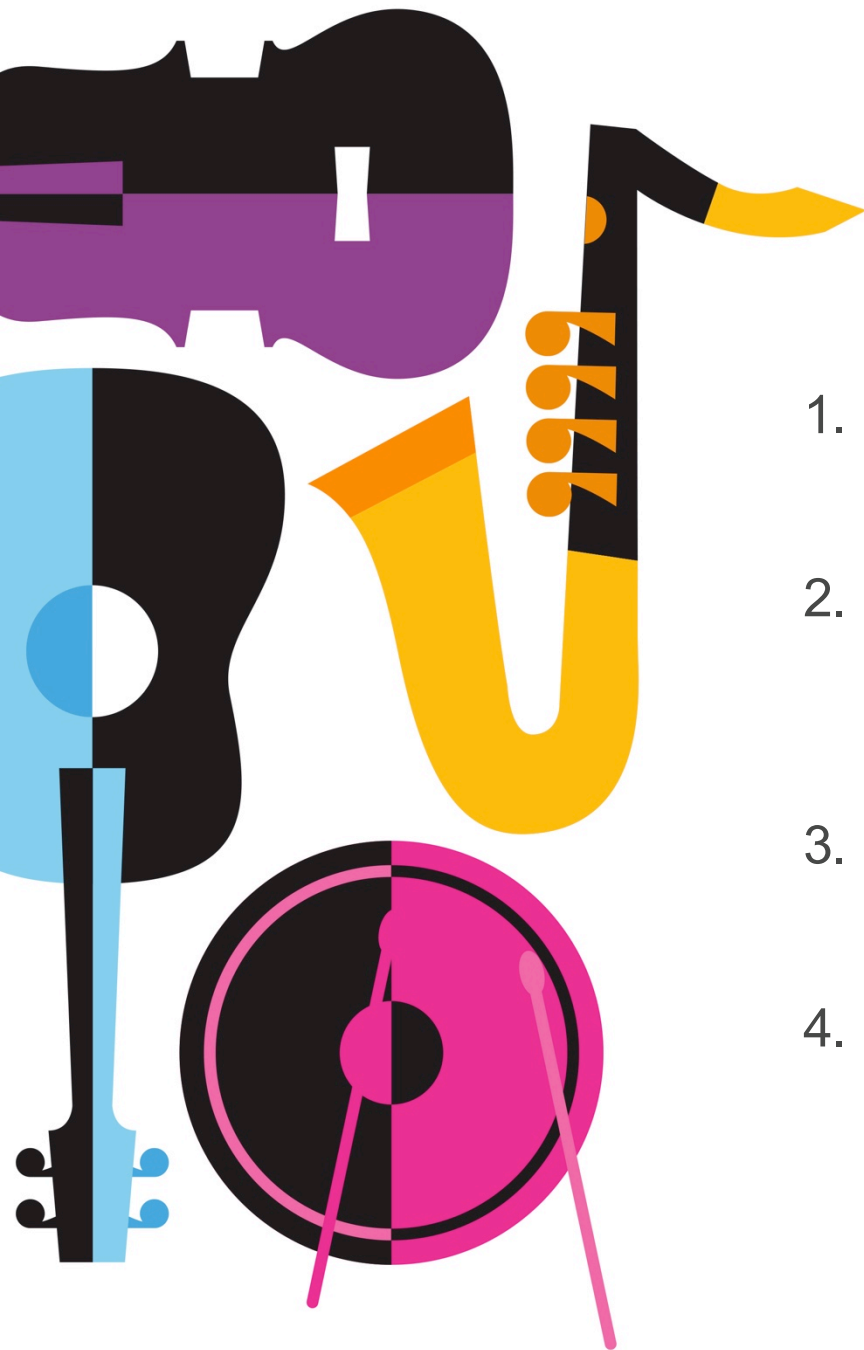


# Bolstering a Culture of Care through Code Lavender

**Presented by:**

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*Director, Patient Experience*  
Genesis HealthCare System





# Learning Points

1. Describe the purpose and elements of a Code Lavender Program.
2. Identify three potential situations when Code Lavender can be initiated to provide emotional support to staff.
3. Explain how to create a Code Lavender program using the Genesis 4-Step Model.
4. Identify short- and long-term measures to assess the impact and effectiveness of a Code Lavender program.



# About Genesis HealthCare System



Genesis HealthCare System is based in Zanesville, Ohio. The system includes the not-for-profit Genesis Hospital, an extensive network of more than 300 physicians and multiple outpatient care centers throughout the region. The system employs more than 3500 people and is the largest employer in Muskingum County.



# Introducing Code Lavender

Staff and physicians endure a great deal of stress on a daily basis. This is the nature of healthcare and as such we are trained to be stoic and endure.

At Genesis, we aim to change that. We launched Code Lavender to encourage staff to engage with resources within their team and across the organization to help them manage the high stress and emotional distress of patient care.





# Our Code Lavender Journey Begins



- Patient story – No coordinated response to address staff's emotional needs after the event
- Through our Patient Experience collaborative – *The Experience Innovation Network* part of Vocera – we learned about Code Lavender and its benefits
- Gained backing from our Senior Leadership team to build a program to better support staff in times of acute need



# Staff and Physician Stress Spectrum

Initial Focus

**Acute**

*Incident Driven*

*"Something really bad just happened, I need support for that..."*

**Sub-acute**

*The effects of multi-day stress...*

*"You have some nurses that have been caring for families for an extended period of time. When we lose those patients it's very difficult for everyone."*

**Chronic**

*Enduring and on-going...*

*"We have a stoic culture. I notice there is a lot of burnout and fatigue..."*

**EXPERIENCE**  
Innovation Network  
PART OF VOCERA





**Describe the purpose  
and elements of a Code  
Lavender program.**



# Purpose of Code Lavender

- Code Lavender is a circuit breaker on stressful days. It allows any caregiver to trigger its holistic pressure relief valve for a particular staff member or team.
- Code Lavender is the coordinated response of a multi-disciplinary team that provides administrative, emotional, and spiritual support as well as grief counseling and crisis debriefing when a team or individual at Genesis HealthCare System needs additional support.
- Our goal is to enable recovery from the traumatic stress of care delivery



# Code Lavender Program

. . . Sends three important signals to staff

1. We acknowledge that this is stressful work, that you can get overloaded and that it can impact the quality of care you provide.
2. You have needs that are important to us. When you need it, you can have a break to regroup.
3. We can “systemize” support in cases of bad outcomes. Providing recognition, support and an opportunity for community does make a difference for staff when a tragic event occurs.





**Identify potential situations  
when Code Lavender can  
be initiated to provide  
emotional support to staff.**



# When do you use Code Lavender?

- After the death of a patient, staff member or physician
- A major trauma or code
- When facing an ethical dilemma in patient care
- When a significant clinical mistake has been made
- Difficult encounters with a patient, family or team

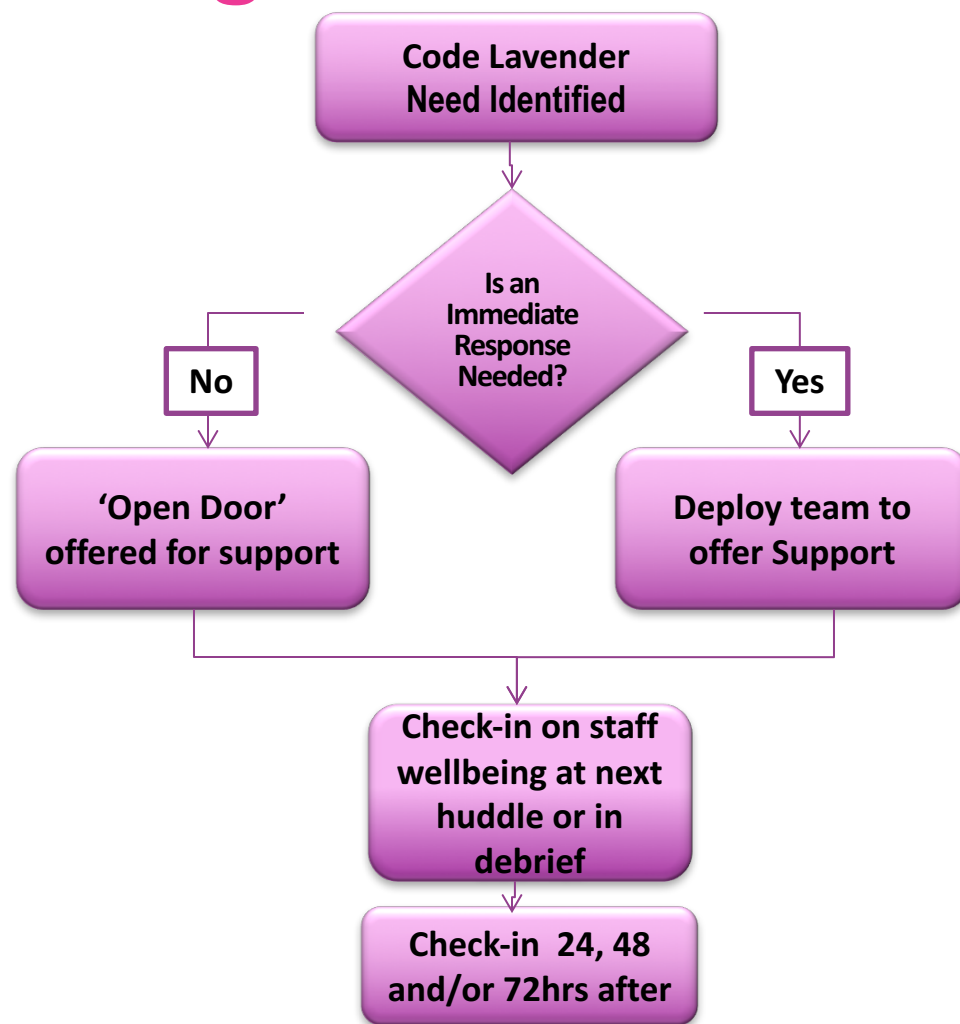




As needed during a time of high stress or emotional distress, on the unit or individual level



# High Level: Code Lavender Process



1. Assess team members involved: "Are you ok?" "How can we help?"
2. Offer 15 minute respite (quiet space, wellness room, nutritional support)
3. If situation is appropriate: Deploy on-call staff for relief.
4. Engage Code Lavender Team
5. Post a visual queue to signify a Code Lavender is in effect for 24-48 hrs
6. Provide nutritional support (hot tea, water, or comfort foods)
7. Manage communication about the event at team huddle, CISD intervention as appropriate
8. Check-in on staff 24, 48 and/or 72hrs after



# Resources to deploy

- Spiritual Care
- Dietary
- Public Safety
- Behavioral Health
- Pet Therapy
- Ethics Consult Service
- Office of Patient Experience
- Wellness-Mindfulness Room
- Critical Incident Stress Debriefing
- Other organizational policies such as Code Support



**After Hours** – If resources are not available to respond because of an event that occurred on the night shift or when resources are otherwise unavailable, members of the response team will follow-up with the staff within 12 hours.



# Typical Code Lavender Interventions



- Providing comfort measures
- Offering relief and respite space
- Acknowledgement and visual cues
- Individual support
- Group support
- Follow up



# Code Lavender Interventions

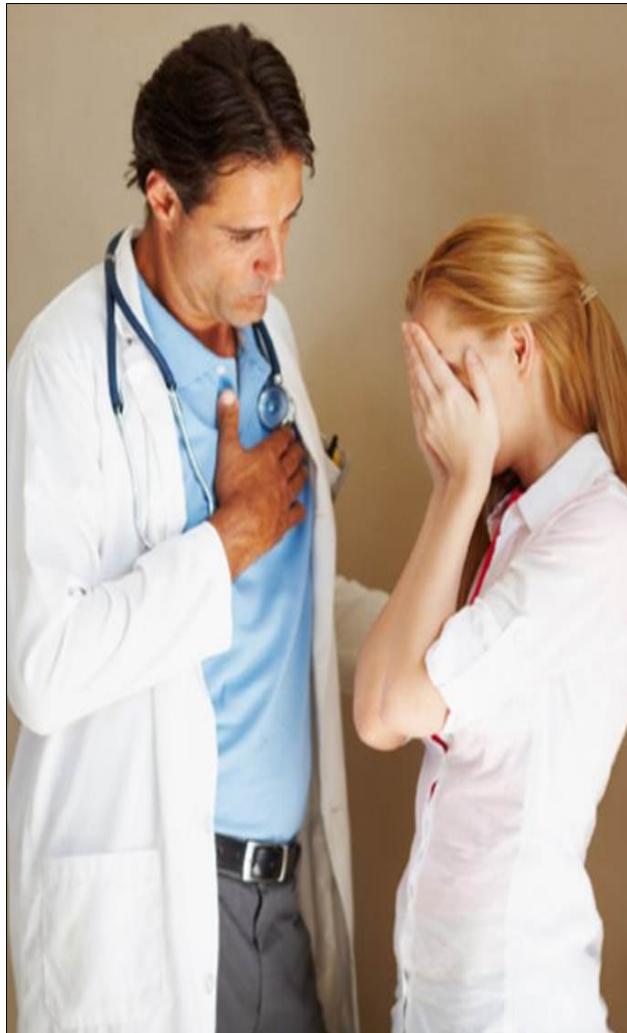
**Acknowledgement and Comfort** – tea, water, and other nutritional support for staff signifies that the organization supports them. Aromatherapy items available in the Code Lavender kits to aid in stress reduction.

**Visual Cues** – lavender LED (flameless) votive candles, lavender sachets or other cues that communicate to members of the team that an event has occurred.





# Code Lavender Interventions



**Individual Support** –an open door that creates “permission” for staff to discretely share one-on-one with a trained counselor for support.

**Group Follow up** – an opportunity for a Critical Incident Stress Debriefing that is focused on a shared experience with a skilled facilitator to lead the dialogue.



# Critical Incident Stress Debriefing (CISD)

- A supportive, crisis-focused discussion of a traumatic event
- A structured story-telling process combined with practical information to normalize group member reactions to a critical incident and facilitate their recovery
- Utilized when usual coping methods have been overwhelmed and staff are exhibiting signs of distress



# Objectives of CISD



- Mitigation of impact of traumatic event
- Facilitation of normal recovery process
- Screening for additional support



# Conditions to apply CISD

- Typically occurs 24 to 72 hours after the incident.
- The group must not be currently involved in the situation.
- The group should be psychologically ready and rested enough they can participate in the discussion
- A trained CISD team is available





# Benefits of CISD

After a mass shooting in which 23 people were killed and 32 were wounded, emergency medical personnel were offered CISD within 24 hours. A total of 36 respondents were involved in this longitudinal assessment of the effectiveness of CISD interventions. Recovery from the trauma appeared to be most strongly associated with participation in the CISD process. **In repeated measures anxiety, depression, and traumatic stress symptom were significantly lowered for those who participated in CISD than for those who did not.**

Jenkins, S.R. (1996) Social support and debriefing efficacy among emergency medical workers after a mass shooting incident. *Journal of Social Behavior and Personality*, 11, 447-492.





**Explain how to create a  
Code Lavender program  
using the Genesis 4-Step  
Model.**



# Four Step Model

Creating Code Lavender at *Your* Organization

1. Gather a passionate, interdisciplinary planning group of program champions to co-design program details
2. Design and rollout a pilot
3. Assess/measure pilot effectiveness
4. Full implementation with ongoing monitoring





## Step 1

# Role of Code Lavender Team

- Gain Administrative support and determine budget
- Identify resources and any gaps
- Develop the Code Lavender policy and procedure
- Develop educational resources
- Create communication plan
- Develop metrics to measure program success



# Step 1

## List of Resources

Service Provider	Contact Protocol	Contact Numbers
Unit/Dept. Manager/ Campus Coordinator	Hospital Switchboard	740-454-4000
Campus Coordinator	Campus Coordinator	Direct: X4705 or X5470 Office: 740-454-4622
Spiritual Care	M -F 8a - 4:30p	740-454-5849
	On call 24/7 via Hospital Operator	740-454-4000
Dietary	5:30a - 8p Dept. Specialist 8p - 5:30a SRC	740-454-3770 740-454-5900
Public Safety	Non - emergent situations	740-454-5900
	Emergencies	5511 - Internally 911 - externally



# Step 1

## List of Resources

Service Provider	Contact Protocol	Contact Numbers
Behavioral Health	M - F 8a - 4:30p Manager IP BH Manager OP BH After Hours Adult IP	740-454-4332 740-454-4355 740-454-4366 740-454-4201 740-454-4615
Pet Therapy	M - F 8a - 4:30p Volunteer Services	740-454-4700
Wellness Mindfulness Room	M - F 7:30a - 5p & 1am - 4am Sat, Sun & Holidays 1pm - 4pm	M - F 7:30 a - 5p: 740-454-4746 All other hours, call Campus Coordinator
Ethics Consult Service	Vicki Kumorowski Dr. Remster	740-454-5849
Office of Patient Experience	M - F 8a - 4:30p After Hours Dept. Manager/ Director through Switchboard	740-454-5946 740-454-4000
Volunteer Dept. Lee McGee	M - F 7:30a - 4:00p	740-454-4700 Cell: 740-221-7197
Trained Incident Counselors	Campus Coordinator	740-454-4622



## Step 1

# Code Lavender Activation Card

	<b>Please use this card to capture unit or department initiated Code Lavenders as well as those called as formal Code Lavender.</b>	
Code Activated by:		
Date Initiated / Time of Activation:		
Reason	<input type="checkbox"/> Patient Death <input type="checkbox"/> Code <input type="checkbox"/> Trauma <input type="checkbox"/> Patient Care Stress	<input type="checkbox"/> Serious Safety Event <input type="checkbox"/> Pt / Family Conflict <input type="checkbox"/> Employee Death <input type="checkbox"/> Other _____
Situation Description		
Who was involved?		
Code Lavender Actions Taken		
Card Completed by:		
<b>Please return to the Office of Patient Experience within 24 hours of activation. Refer to Code Lavender Policy</b>		



## Step 2

# Conduct Pilot

- Identify unit for pilot
- Gain buy-in from unit leadership
- Identify unit “Champions”
- Conduct education for response team and pilot unit
- Set “Go Live” date and duration of pilot
- Conduct baseline assessment prior to pilot
- Conduct assessment at close of pilot



## Step 3

# Assess Pilot Effectiveness

### Pre-Pilot Data for OB

My Organization Helps me deal with Stress and Burnout

<u>A/S</u>	<u>Benchmark</u>	<u>Gap</u>
10%	33.7%	-23.7%

<u>D/SDA</u>	<u>Benchmark</u>	<u>Gap</u>
20%	18.6%	1.4%

January 2016

### Post Pilot Data for OB

My Organization Helps me deal with Stress and Burnout

<u>A/S</u>	<u>Benchmark</u>	<u>Gap</u>
44.4%	33.7%	10.8%

<u>D/SDA</u>	<u>Benchmark</u>	<u>Gap</u>
11.1%	18.6%	-7.5%

December 2016



## Step 3

# Assess Pilot Effectiveness

- Staff (and patient) feedback validated OB pilot
- Need for additional CISM resources limited ability to expand Code Lavender to entire organization
- Secured donation for 3-day CISM course and Administrative approval for staff compensation during training and team activation.
- Program expanded to CCU
- After 50 additional CISM team members trained Code Lavender program to expand across enterprise (September 2017)



## Step 4

# Full Implementation

- Set “Go Live” date
- Rollout out communication plan to entire enterprise
  - Leadership Team meeting
  - Education Packet for staff meetings
  - Employee Newsletter
  - Team Huddles
  - DASH
- Identify unit champions to support department level education and ongoing awareness of Code Lavender resources





**Identify short- and long-term measures to assess the impact and effectiveness of a Code Lavender program.**



# Measuring Program Success

Impact measures:

- Program Feedback for staff rating of:
  - Whether Code Lavender program meets expectations
  - Willingness to recommend Code Lavender to colleague
  - Whether staff feels acknowledged and supported and by whom
- Number of Code Lavender activations
- Reasons for Code Lavender activations
- Resources utilized
- Expenses (Food, Code Lavender kits, etc)



# Measuring Program Success after Implementation

## Short Term Impact Measures – review annually

- Staff Loyalty (Recommend as place to work – Scale 0-10)
- Staff Support (During times of high stress I feel supported – Scale of 1-5)
- During stressful times at Genesis, I feel acknowledged and supported by: colleagues, leadership, Code Lavender Team, other Genesis resources, I do not feel supported

## Long Term Impact Measures – review annually

- Culture of Safety survey
- Hospital Acquired Conditions
- Absenteeism
- Employee Engagement Survey – “My organization helps me deal with stress and burnout.”



# Final Thought

As you ought not to attempt to cure the eyes without the head, or the head without the body, so neither ought you attempt to cure the body without the soul.... For the part can never be well unless the whole is well.... And therefore, if the head and the body are to be well, you must begin by curing the soul.

- Plato, *Charmides*





# Questions?



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