

Optimizing Outcomes through Trauma-Informed Leadership:

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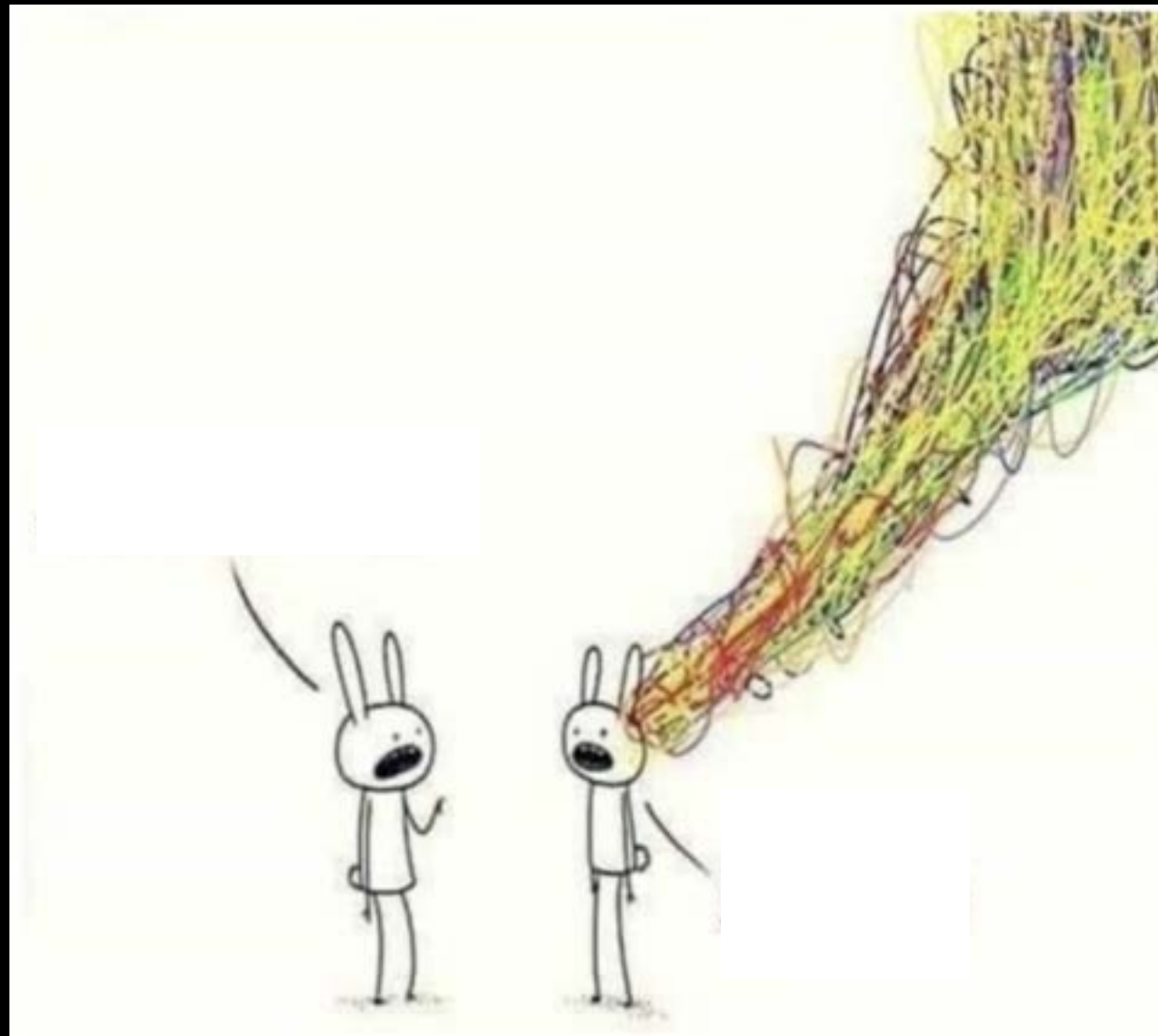
PRESENTER FINANCIAL DISCLOSURE

The opinions expressed reflect those of the speaker and not necessarily those of the employer or the academic institution he affiliates with.

Name of Company	Nature of Relationship	Current Status
Government of Alberta & Health Canada	Competitive grant funding	Past 5 years
Workers' Compensation Board of Alberta	Competitive grant funding	Ongoing
CPSA	Employment (FT)	2021 onwards

I will not be discussing unlabeled/investigational uses of medical devices or pharmaceuticals during this presentation.

This session contains distressing details



Source: Gold J, 2021

The Quadruple Aim

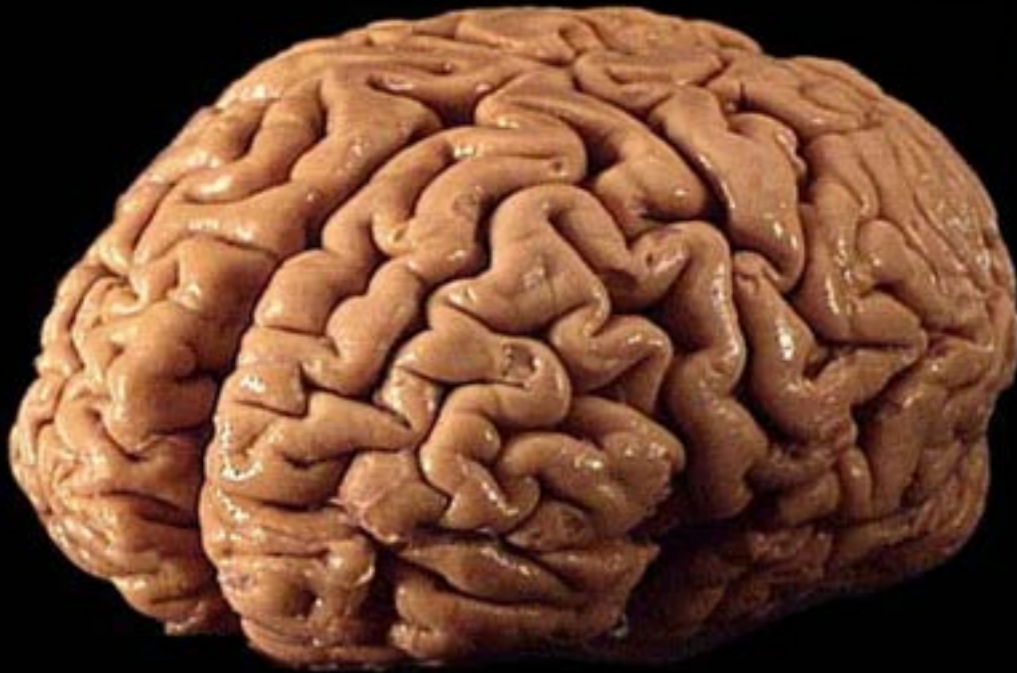


Trauma is ubiquitous

Kilpatrick DG, et al. National Estimates of Exposure to Traumatic Events and PTSD Prevalence Using DSM - IV and DSM - 5 Criteria. *Journal of traumatic stress*. 2013; 26(5):537–47.

Keyes KM, et al. Potentially traumatic events and the risk of six physical health conditions in a population-based sample. *Depression and anxiety*. 2013; 30(5):451–60.

Scott KM, et al. Associations between Lifetime Traumatic Events and Subsequent Chronic Physical Conditions: A Cross-National, Cross-Sectional Study. *PloS one*. 2013; 8(11):e80573.

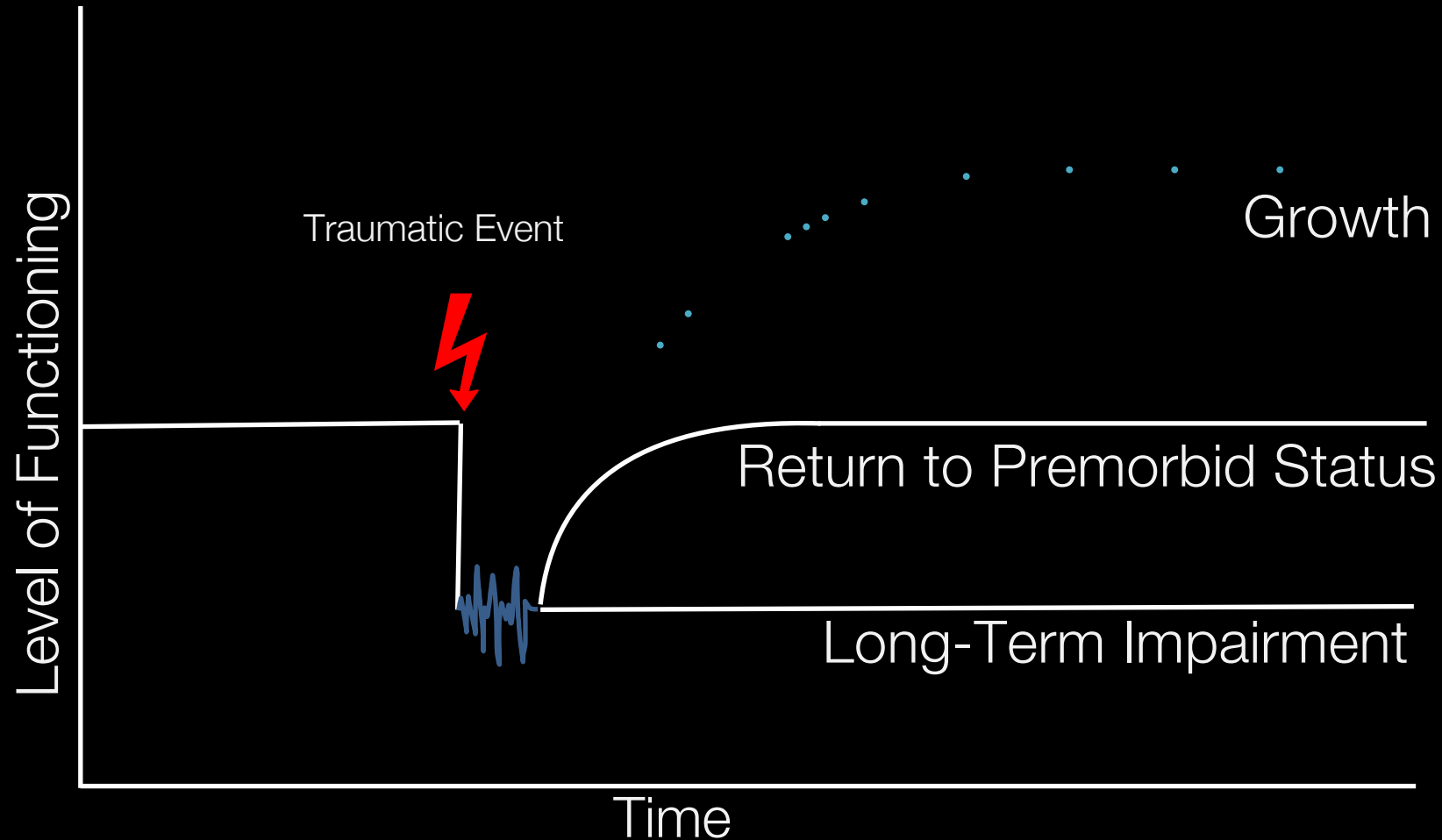


30,000,000,000,000 synapses
100,000,000,000 neurons





Trajectories following Trauma



Adapted from: O'Leary VE, Ickovics JR. (1995) Resilience and Thriving in Response to Challenge (Hillsdale, NJ) 1(2):121-42.



Image courtesy of Rev. Karen Bridges, Edmonton
Art Form: *Kintsukuroi*

“Post-Traumatic *Growth*”

Calhoun LG, Tedeschi RG, et al. UNC Charlotte; PTG Research Group.

Domains of PTG

1. Greater satisfaction, meaning, and purpose
2. New possibilities
3. Personal strength
4. Relationships
5. Existential beliefs

Calhoun LG, Tedeschi RG. The foundations of posttraumatic growth: an expanded framework. In: Calhoun LG, Tedeschi RG, eds. *Handbook of Posttraumatic Growth: Research and Practice*. New York, NY: Taylor & Francis; 2006:1-23.

Melhorn MJ, Talmage JB, Ackerman WE, Hyman MH. The American Medical Association Guide to the Evaluation of Disease and Injury Causation, 2nd Edition. 2013. American Medical Association.

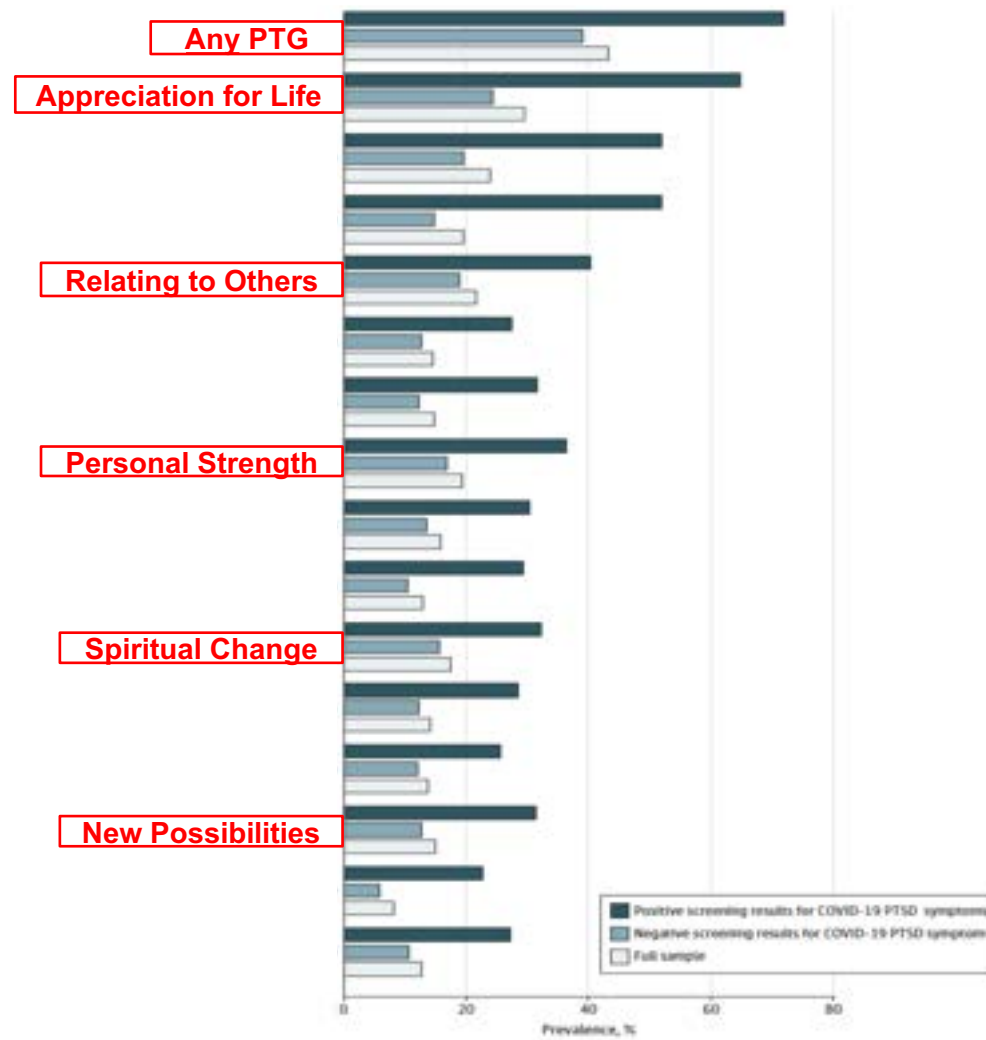


Mental Health during Pandemic

- Increased mental distress and health risk¹⁻⁴.
- Can it cause a *psychological injury*^{5,6}?
- Resilience correlated with lower stress, anxiety, and depression symptoms⁷.

1. Brooks SK, et al. (2020) The psychological impact of quarantine and how to reduce it. Lancet 2020; 395: 912–20.
2. Zhou Y, et al. (2020). Mental Health and Its Predictors during the Early Months of the COVID-19 Pandemic Experience in the United States. Int J of Environ Res and Public Health. 17(17):1-19.
3. Rogers JP, et al. (2020) Psychiatric and neuropsychiatric presentations associated with severe coronavirus infections: a systematic review and meta-analysis with comparison to the COVID-19 pandemic. Lancet 7: 611-627.
4. Geddes JR, et al. (2021). 6-month neurological and psychiatric outcomes in 236 379 survivors of COVID-19: a retrospective cohort study using electronic health records. Lancet [https://doi.org/10.1016/S2215-0366\(21\)00084-5](https://doi.org/10.1016/S2215-0366(21)00084-5).
5. Bridgland VME, et al. (2021) Why the COVID-19 pandemic is a traumatic stressor. (2021) PLOS ONE. <https://doi.org/10.1371/journal.pone.0240146>.
6. Spilg et al. (2022) The new frontline: exploring the links between moral distress, moral resilience and mental health in healthcare workers during the COVID-19 pandemic. BMC Psychiatry. 22:19 <https://doi.org/10.1186/s12888-021-03637-w>
7. Taylor S. (2021) COVID Stress Syndrome: Clinical and Nosological Considerations. Current Psychiatry Reports 23:19 <https://doi.org/10.1007/s11920-021-01226-y>

COVID-19 stimulates PTG



Pietrzak RH, et al. (2021) Association of Symptoms of Posttraumatic Stress Disorder With Posttraumatic Psychological Growth Among US Veterans During the COVID-19 Pandemic. *JAMA*;4(4):e214972.

Implications: PTG

- Severe psychological disturbance after trauma is **rare**.
- **Transient** if it occurs
- Most will resume **normal** psychological functioning
- Most report experiencing psychological **benefits**
- **Positives** >> negatives

Andersen BL, Anderson B, de Prose C. Controlled prospective longitudinal study of women with cancer: II. Psychological outcomes. *J Consult Clin Psychol*. 1989;57(6):692-697.

O'Connor AP, Wicker CA, Germino BB. Understanding the cancer patient's search for meaning. *Cancer Nurs*. 1990;13(3):167-175.

Collins RL, Taylor SE, Skokan LA. A better world or a shattered vision? Changes in life perspectives following victimization. *Social Cognition*. 1990;8(3):263-285.

Richards JS. Psychologic adjustment to spinal cord injury during first post-discharge year. *Arch Phys Med Rehabil*. 1986;67(6):362-365.

Is there anything we can do to stimulate resilience and PTG?

Calhoun LG, Tedeschi RG. Posttraumatic Growth in Clinical Practice, Taylor and Francis, 2013;
Seligman ME. Resilience, *Harvard Business Review*. Boston, 2018;
Tedeschi R, McNally R. PTG Module in CSF, 2018 (adapted from HBR).

What to do... and what *not* to do

1. Seek care where needed and ensure safety
2. Accept the ubiquity of exposure
3. Promote mindfulness and self-disclosure
4. Seek to derive meaning
5. Choose optimism
6. Accept a changed narrative
7. Reduce subjective distress
8. Mobilize social support
9. Healthy lifestyle changes
10. Avoid barriers to recovery

Trauma-Informed Approach

“A program, organization, or system that is trauma-informed:

- 1. *Realizes*** the widespread impact of trauma and understands potential paths for recovery;
- 2. *Recognizes*** the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
- 3. *Responds*** by fully integrating knowledge about trauma into policies, procedures, and practices; and
- 4. *Seeks*** to actively resist *re-traumatization*.”





Final Comments

- Trauma is ubiquitous
- PTG is the norm
- Ensure safety and care, avoid retraumatization
- Trauma-informed leadership is about... recognizing the *art and science* of **safety and connection**