

# Facing the “Wicked Problem” – The global crisis in wellbeing and the role of the regulator

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# Where can we find hope and connection?

- *While science and expertise are a key element of preparing for the unprecedented, we can't prepare for the future without imagination*
- *Imagination comes through reflection and conversation – the sharing of ideas from different places. Simply recognising its power in preparing for our future is an important start.*
- *Hope, joy and connection, creativity and play are synergistic with imagination. These elements help confront fear, which is essential when looking towards the challenges just over the horizon ...*

Arnagretta Hunter, Cardiologist and Physician, Human Futures Fellow at ANU

# Part 1: Facing the “Wicked Problem” – The global crisis in wellbeing and the role of the regulator

Abby Migliore, MSN, MBA, RN  
Alabama Board of Nursing



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# *Where Do You Fit In?*





# Objectives

- Describe mental health and mental wellness
- Discuss the impact of COVID-19 on the mental health
- Summarize mental health concerns and data among healthcare workers that have been exacerbated by the COVID-19



# COVID-19 and Mental Health

## Top Feelings Listed

<b>Stress</b>	<b>92.76%</b>
<b>Anxiety</b>	<b>86.06%</b>
<b>Frustration</b>	<b>76.94%</b>
<b>Exhaustion/Burn-out</b>	<b>75.95%</b>
<b>Overwhelmed</b>	<b>75.42%</b>

# COVID-19 and Mental Health

## Top Feelings Listed

<b>Sadness</b>	<b>67.11%</b>
<b>Anger</b>	<b>56.39%</b>
<b>Fear</b>	<b>55.23%</b>
<b>Loneliness</b>	<b>54.60%</b>
<b>Powerless</b>	<b>50.58%</b>



# COVID-19 and Mental Health

## Bottom Feelings Listed

Gratitude	31.01%
Hope	27.70%
Pride	19.66%



# COVID-19 and Mental Health

Reported Increase Over 3 Months	
Emotional exhaustion	82.13%
Trouble with sleep	70.15%
Physical exhaustion	68.28%
Work-related dread	62.82%
Questioning career path	55.14%
Compassion fatigue	52.19%



# Pandemic Fatigue

- Demotivated about following recommended behaviors to protect ourselves and others (WHO, 2020)
- The World Health Organization reports pandemic fatigue is a natural human reaction to a health crisis that continues to go on and on.
- Societal distress
- Coping short-term vs. no end in sight
- Impact on the entire healthcare system



# Burnout

- Extraordinary levels of burnout, depression, and anxiety.

**20-30% of US frontline healthcare workers are considering leaving the profession.**

- Burnout is an occupational phenomenon, not an individual crisis (WHO, 2019).

# Compassion Fatigue

Defined as the taking on of the suffering of the patient which can lead to:

**ANXIETY**

Intrusive thoughts, difficulty leaving work at work

**BURNOUT**

Lack of work enjoyment, exhaustion, edginess



**NUMBNESS**

Being overwhelmed by other's



# Results

For survey results:

<https://www.surveymonkey.com/r/229CJBD>



# Data Collected by the Alabama Board of Nursing from 373 Survey Participants

Question	Percent that agree
Felt increased workplace dread	71.51%
Felt appreciated at work	66.94%
Considered leaving my job	58.87%
Felt appreciated as a healthcare worker	63.76%
Felt empowered at work	53.51%
Experienced increased stress	89.76%
Felt less compassionate at work	51.34%
Felt hopeful for the future	63.44%

# Conclusions

- **Mentally demanding jobs**
- **Increased Stress**
- **COVID-19 Exacerbated existing stresses**
- **How do we come together to address these issues?**

# Questions? Comments?

Abby Migliore, MSN, MBA, RN

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# Part 2: Facing the “Wicked Problem” – a regulator’s perspective

Lise Betteridge, MSW, RSW

Ontario College of Social Workers and Social  
Service Workers



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# The OCSWSSW

- Regulator for over 27, 500 SWs and SSWs in Ontario
- SWSSWA – a title protection framework
- Expanded understanding of our mandate:
  - Strategic Plan 2020-23 – DEI
  - 2022 – Governance training and review
- Scopes of practice:
  - Advocacy and social justice
  - Registrants may themselves experience the same stressors around which they are supporting clients



# Regulatory mandates - flexibility and responsiveness

- Emerging social issues and changing societal expectations have made regulators more flexible and responsive
- Regulators should be prepared to decide when, whether and how to act in response to the global workforce crisis
- Reputational and other risks in being (or being seen to be) ill-prepared, inflexible or unresponsive



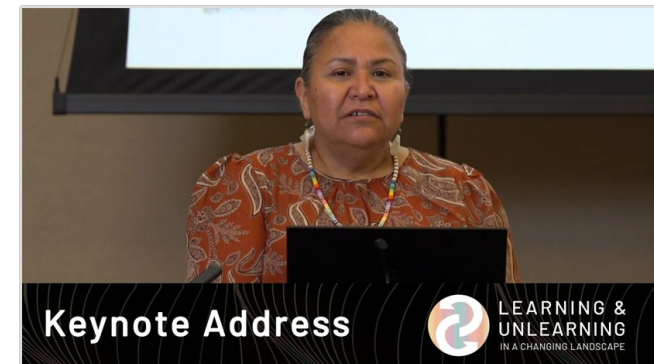
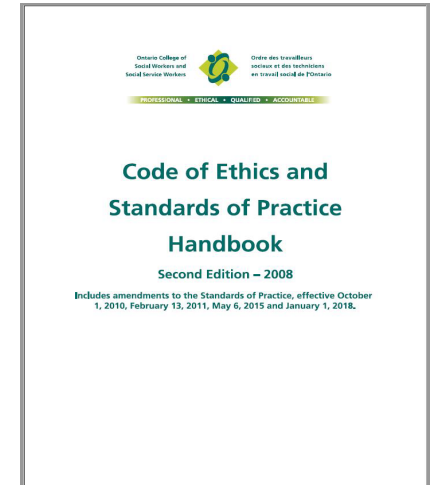
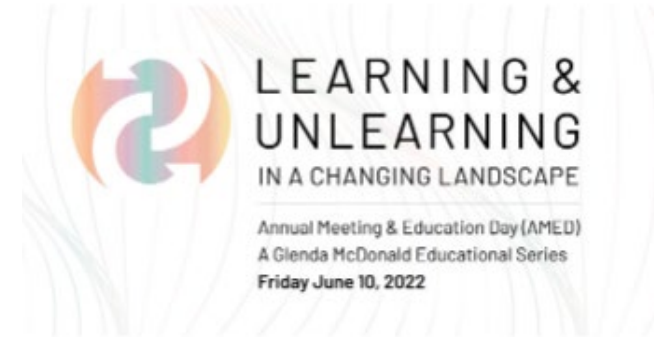
# Stressors and their impact



# Supporting registrants

## Current programs and resources:

- Continuing Competence Program – adult education model
- Standards of Practice – registrants' well being and the link to safe practice
- Other proactive supports – practice inquiries, presentations
- Education Day and other resources
  - Considering Indigenous worldview





## What comes next?

- Collecting, sharing and using data
- Building on proactive supports for registrants
- Considering partnerships with associations and other stakeholders (while being clear about our role/mandate)
- Recognizing that we are ourselves an employer - and promoting the health and wellbeing of regulatory staff

# Questions?

Lise Betteridge, MSW, RSW | Registrar and  
CEO

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# Discussion Questions

- Are there any stressors experienced by your registrants that weren't identified today?
- What are you already doing to address the health and wellbeing of your registrants?
- Now that we've spent some time discussing workforce issues, are you looking at what you're already doing any differently?
- What impact have your efforts/initiatives had so far (positive, negative or neutral)?

# Facing the “Wicked Problem” - The global crisis in wellbeing and the role of the regulator

Kym Ayscough

ED Regulatory Operations, Ahpra



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# Australian Health Practitioner Regulation Agency


## Registration

**852,272 registered health practitioners in Australia, across 16 professions**

- 26,552 (3.2%) more registrants than last year
- 20,781 registrants on the pandemic sub-registers
- 85,052 applications for registration
- 9,275 health practitioners identify as Aboriginal and/or Torres Strait Islander
- 184,353 students studying to be health practitioners

# Medical Training Survey

- Conducted annually for all doctors in training
- 55% (21k) response rate
- Training is good – 80% would recommend current training position to others
- BUT ...



**2021 Medical Training Survey  
results now available!**  
**Find out how to create your own  
tailored report using the data  
dashboard.**

[Find out more](#)



# Culture of respect is an issue

- 35% experienced or witnessed bullying, harassment, discrimination, racism
- Worse for Aboriginal or Torres Strait Islander Trainees
  - 52% had experienced or witnessed these unacceptable behaviours

## MTS RESULTS ARE SHINING A LIGHT ON PROBLEMS IN THE CULTURE OF MEDICINE

MTS results have triggered system-wide focus on the culture of medicine. Read about our Culture of Medicine Symposium and what comes next... [Click here](#)





# What can you do as a Regulator?

- Generally
  - Public protection means proactively supporting practitioners to be well so they can deliver safe care (or services)
- When considering Regulatory Action
  - Context
  - Kindness
- And let's not forget the staff of the regulator

# Use your regulatory toolkit

- Have a general practitioner
- Seek help if suffering stress, burnout, anxiety or depression
- Don't self-prescribe
- Recognise impact of fatigue
  - On self
  - On ability to care for patients



**Good medical practice:  
a code of conduct for  
doctors in Australia**

October 2020



# Funded health services

# drs4drs

- National network
- Health advisory and referral services (not treatment)
- <https://www.drs4drs.com.au/>
- Coordinated by Doctors' Health Services Pty Ltd, a wholly owned subsidiary of Australian Medical Association
- Drs4Drs Support Service – funded by government – provides crisis support plus non-urgent mental health support



## About DRS4DRS

Doctors experience health troubles just as their patients do. But with the added challenges of long working hours and pressure to perform, doctors can be even more susceptible to suffering from stress and burnout.

DRS4DRS was established as a response to the growing concern for doctors' wellbeing. Our role is to coordinate doctors' health programs, advocate for doctors' wellbeing, and build a supportive medical community in Australia. We believe in supporting doctors to stay healthy through their entire career, so that they in turn can encourage their patients to do the same.





# Nurse and midwife support

- National, independent support service
- Free, confidential, available 24/7
- <https://www.nmsupport.org.au/>
- Committed to further services
  - Notification navigator
    - Free, accessible, professional, confidential, compassionate and individualised support throughout the notifications process

[Menu](#)[Search](#)[Get help now](#)[1800 667 877](#)

# Your health matters

A 24/7 national support service for nurses & midwives providing access to confidential advice and referral.

## Tips for staying healthy

Looking after your health is just as important as looking after your patients. Find out how.

[Read our tips](#)

## It's ok to ask for help

Sometimes it can be difficult to ask for help, but we all need a helping hand sometimes. Nurse & Midwife Support is here for you.

[How to ask for help](#)

## Referral to support services

Looking for help with a health issue? Try our service finder, there are lots of support available.

[Use our service finder](#)

## Advice for managers & employers

Concerned about the health of a nurse, midwife or student? Support and advice is available.

[Read our advice](#)



# Dental Practitioner Support

- National, independent support service
- Free, confidential, available 24/7
- Available to dental practitioners, students, employers, educators and concerned family and friends
- Can seek support anonymously
- <https://www.dpsupport.org.au/>

# Your health matters

A 24/7 national support service for dental practitioners providing access to confidential advice.

## Tips for staying healthy

Looking after your health is just as important as looking after your patients. Find out how.

[Read our tips](#)

## It's okay to ask for help

Sometimes it can be difficult to ask for help, but we all need a helping hand sometimes. Dental Practitioner Support is here for you.

[How to ask for help](#)

## Workplace

Looking for help with a workplace issue? Support and advice is available.

[Get advice today](#)

## Helping others

If you think that a dental practitioner you know is struggling with a health issue you may want some guidance on how to support them.

[How to help](#)



# Pharmacist Support Service

- Pharmacists supporting pharmacists
- Phone support (for pharmacists, interns, students)
- Volunteer pharmacists trained in how to support their colleagues
- <http://www.supportforpharmacists.org.au/>



## *Pharmacists' Support Service: Providing Support for Pharmacists*



Phone us for support: 1300 244 910  
Every day from 8am to 11pm AEDT

# Context in complaint management



# Context



Professor Chris Whitty ✓

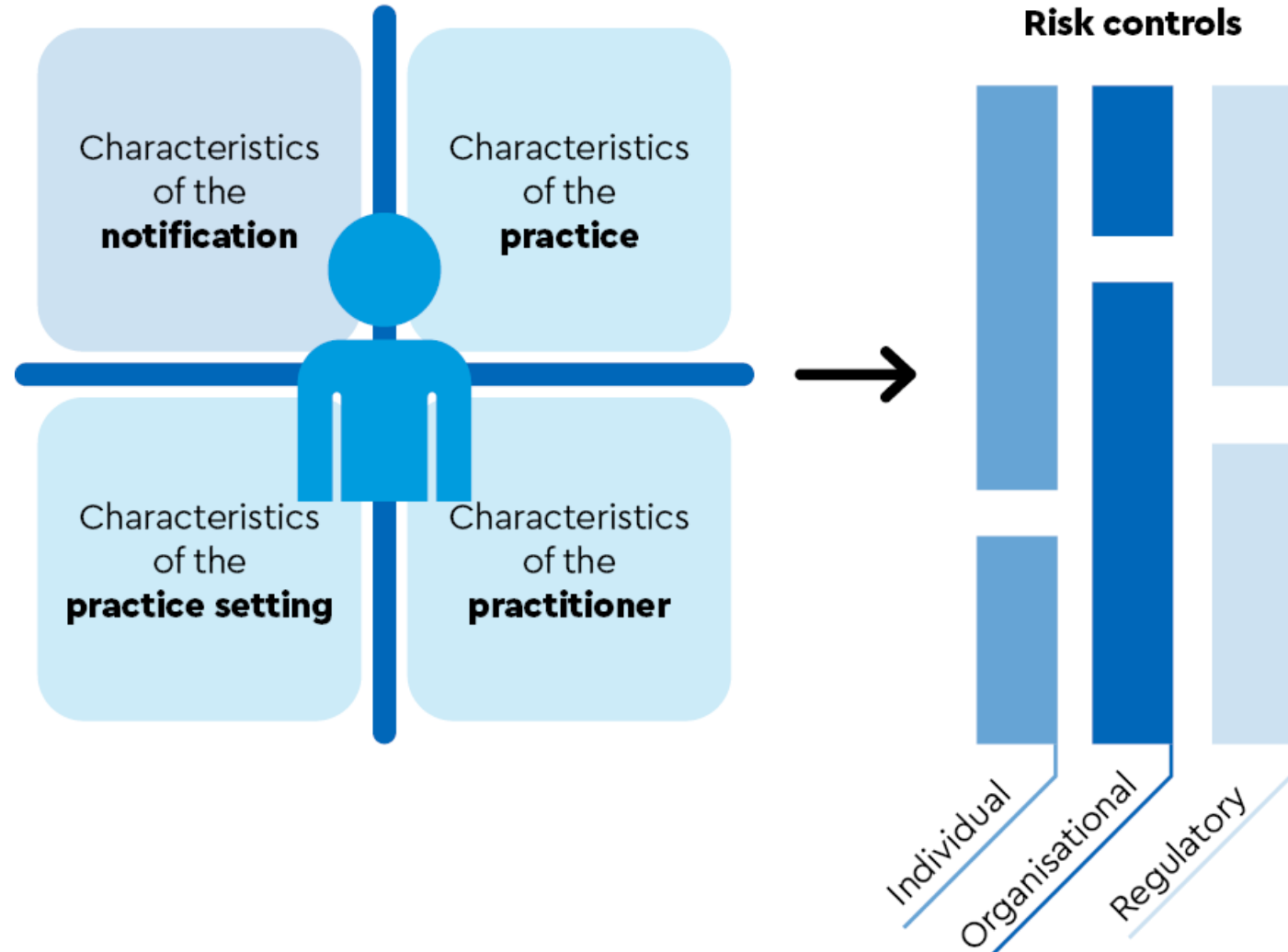
@CMO\_England

...

This winter will be tough across the NHS with backlogs and COVID-19 on top of seasonal pressures.

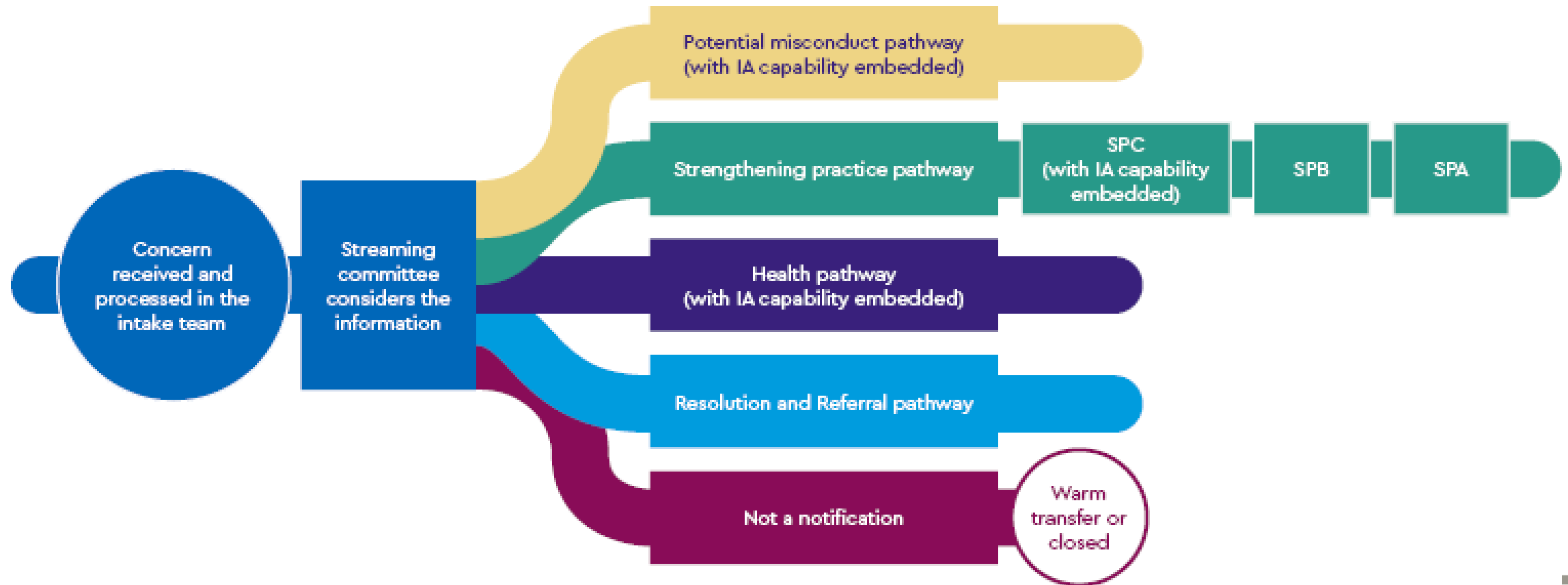
The UK CMOs, NHSE & GMC have written to clinicians to thank them for their remarkable work for patients. We stress pressures should be taken into account by employers and regulators

# Risk assessment





# Kindness in practice



# Staff wellbeing and support

- Vicarious trauma
  - Occupational challenge
  - Normal response to ongoing exposure to other people's trauma
  - Cumulative effects of exposure to information about traumatic events, experiences



## Wellbeing and Support Program: Resources



**Mandy Belfrage**  
Health, Safety and Wellbeing Project Manager

### Wellbeing Support Program Training Plan - 2023

#### Creating a Mentally Healthy Workforce

Month	Date	Session Type	Times (AEST)	Audience	% session Booked
February	1/02/2023	Full Day	10.00 - 18:00	Leaders	26%
February	14/02/2023	Full Day	10.00 - 18:00	Leaders	13%
March	28/03/2023	Full Day	10.00 - 18:00	Leaders	17%
May	9/05/2023	Full Day	10.00 - 18:00	Leaders	0%
May	18/05/2023	Full Day	10.00 - 18:00	Leaders	0%
June	6/06/2023	Full Day	10.00 - 18:00	Leaders	4%

#### Preventing and Managing Vicarious Trauma

Month	Date	Session Type	Times (AEST)	Audience	% session Booked
February	6/02/2023	1/2 Day	10:30 - 13:30	All Staff	26%
February	16/02/2023	1/2 Day	12:00 - 15:00	All Staff	4%
March	16/03/2023	1/2 Day	12:00 - 15:00	All Staff	17%
April	17/04/2023	1/2 Day	10:30 - 13:30	All Staff	4%
May	15/05/2023	1/2 Day	10.30 - 13.30	All Staff	0%

#### Booking process

1. Access the Wellbeing Support Program booking portal (use the 'Book Here' icon below)
2. Select the training program you would like to book
3. Select the date of the session you would like to attend
4. Select the time of the session
5. Provide the following details: Name, email, directorate, function
6. Select the 'book' button

**Book Here**

**Booking Information**

#### Managing Challenging Interactions

Month	Date	Times (AEST)	Session Type	1/2 Day Groups	Audience	% session Booked
February	7/02/2023	10.00 - 18:00	Full Day		All Staff	39%
February	21/02/2023	13:00 - 16:00	1/2 Day	A - 1	All Staff	26%
February	23/02/2023	13:00 - 16:00	1/2 Day	A - 2	All Staff	13%
March	15/03/2023	10.00 - 18:00	Full Day		All Staff	4%
May	23/05/2023	13:30 - 16:30	1/2 Day	B - 1	All Staff	17%
May	25/05/2023	13:30 - 16:30	1/2 Day	B - 2	All Staff	17%

Please note; if you select the 1/2 day sessions you will need to book into both session scheduled to complete the full program. (February A-1 & A-2, May B-1 & B-2)

# Questions?

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# Discussion Questions

- Funding health services for registrants: general reflection on the role of the regulator. Do you agree with this as part of the regulator's role?
- Context in dealing with discipline: Have you thought about the overarching context of wellness when designing or refining your disciplinary practices?
- What is the impact on regulatory staff? What do we do as an employer to manage the risks to our staff? (impact recruitment of regulatory staff)
- (How do you balance individual accountability and overarching context?)

# Facing the “Wicked Problem” – The global crisis in wellbeing and the role of the regulator

## Responding to the changing health landscape in Ireland

Essene Cassidy

Outgoing President, Nursing and Midwifery  
Board of Ireland



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## Who we are

NMBI is the regulator for the professions of nursing and midwifery in Ireland.

- Maintain register of nurses and midwives.
- Develop standards and guidance for nurses and midwives.
- Assess and approve education programmes for the profession.
- Investigate complaints against registrants.

### We are

the regulatory body  
for the professions  
of NURSING  
and MIDWIFERY  
in Ireland

### Our Vision

is to provide leadership  
to registered nurses  
and midwives in delivering  
safe care through innovative  
and proactive professional  
regulation.

### Our Mission

is to protect the public  
and the integrity of the  
professions of nursing and  
midwifery through the  
promotion of high standards  
of education, training,  
and professional  
conduct.

### Our Values

define the way we operate as an  
organisation, and shape our culture.  
In all that we do as a regulator we endorse  
and strive to live the core nursing and  
midwifery values of compassion, care and  
commitment. Compassion, care and  
commitment are at the heart of the professions,  
and we work to ensure they are at the heart  
of NMBI, for the good of Registrants  
and our colleagues within  
the organisation.

# Who are our registrants?

As of 1 June 2022 there are **81,431** registrants on the Register

**75,871** + **5,560**  
are currently practising not currently practising

Of the **75,871** currently practising, there are **4,937** new registrants



Patient-facing registrants

**66,471** | **9,400**  
are patient-facing are not currently patient-facing

Gender breakdown  
(of those practising)

**68,310**

FEMALE

**7,558**

MALE

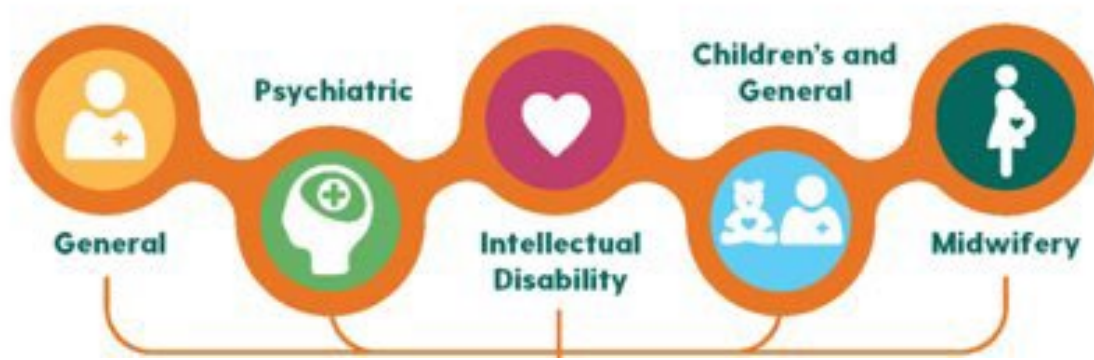
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PREFER NOT TO SAY





# Who are our registrants?



## 12 Divisions

**New registrants**  
1 June 2022

- **Non-EU: 3,021**
- **Ireland: 1,555**
- **EU: 361**

**Total: 4,937**





# Changing landscape – Sláintecare

- What is it?
  - 10-year health policy to reform healthcare in Ireland.
  - Aim to provide universal healthcare and to integrate community and acute care systems.
- What does it mean for registrants?
  - Work across services
  - Change to scope of practise
  - Evolving role on multidisciplinary team
  - More lone working

# Changing landscape – Sláintecare

- What did we do as regulator to respond?
  - Developing targeted guidance for registrants e.g. ionising radiation and DXA standards
  - Introduced two pathways to advanced practice
  - Promoting autonomous practice of nurses and midwives

# Changing landscape – COVID-19

- What was it?
  - Significant impact in nursing homes among older people
  - National calls to re-enter workforce
  - Pandemic payment
- What did it mean for registrants?
  - New roles in vaccination
  - Students needed to complete clinical placements
  - Distribution of pandemic payment

# Changing landscape – COVID-19

- What did we do as regulator to respond?
  - Registration – return nurses to register to strengthen workforce capacity.
  - Education - students were supported to access clinical spaces to complete their nursing and midwifery training.
  - Information – utilised registrant contacts to shared COVID-19 information directly with nurses and midwives.
  - Standards – approving COVID-19-related guidance

# Questions?

Essene Cassidy | [essene.assidy@hse.ie](mailto:essene.assidy@hse.ie)



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# Discussion Questions

- Is there anything different or more we need to do to support new entrants/graduates in the post-pandemic context? (Didn't have the "normal" pathway to registration/induction to workforce)
- How do we as regulators support our workforce with these new and expanded practices that are now embedded?
- How do we as regulators keep up with the pace of change in the workforce environment?

# Thank you

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