Objectives

• Describe at least three forces driving change in the delivery of cancer care.
• Identify opportunities for oncology nurses to influence and lead changes that will transform cancer care.
## Oncology Nursing – Then and Now

<table>
<thead>
<tr>
<th></th>
<th>1975 - 1978</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sites of Patient Care</td>
<td>Inpatient</td>
<td>Outpatient</td>
</tr>
<tr>
<td>Five-Year Survival Rate All Cancers (%)</td>
<td>49%</td>
<td>68%</td>
</tr>
<tr>
<td>Cancer Survivors</td>
<td>~3 million</td>
<td>14.5 million</td>
</tr>
<tr>
<td>Treatment Modalities</td>
<td>Chemotherapy Radiation Therapy Surgery</td>
<td>Chemotherapy Genomics-based therapies Immunotherapy Radiation Therapy Surgery Targeted Therapies</td>
</tr>
<tr>
<td>Antiemetics</td>
<td>Prochlorperazine (Compazine) Metaclopramide (Reglan)</td>
<td>Multiple agents with differing mechanisms of action</td>
</tr>
<tr>
<td>Cancer Nursing Journals</td>
<td>None</td>
<td>Seven peer-reviewed journals</td>
</tr>
</tbody>
</table>

Carr, CJON, 2015; Mayer, CJON, 2015.
Access
Affordable Care Act
Empowered Patients
Value
Greater Accountability
Work Force
Changing Demographics

Progress in Cancer Treatments
Health Care Costs

The only constant in life is change

“Nothing endures but change”

“You never step into the same river twice”

Heraclitus
Health Care Trends That Will Affect American Nurses in 2016 and Beyond

• Nursing shortage offers opportunities
• Job opportunities expand outside the hospital
• Technology will play a greater role
• Nurses will collaborate more with other health care providers

Survive
1. To remain alive or in existence
2. To carry on despite hardships or trauma; persevere
3. To remain functional or usable

Thriving – Not Just Surviving

Thrive
1. To grow vigorously; flourish
2. To be successful or make steady progress; prosper

**Thriving in the Midst of Change**

*Focus on:*

- Leadership Development
- Self-Care

---

**The Future of Nursing: Leading Change Advancing Health**

*Institute of Medicine (IOM) Report, 2011*

“The nursing profession must produce leaders throughout the health care system, from the bedside to the boardroom, who can serve as full partners with other health professionals…”

Chapter 5: Transforming Leadership
**Oncology Nursing Society**

- **Mission**
  - To advance excellence in oncology nursing and quality cancer care

- **Vision**
  - To lead the transformation of cancer care

---

**Leading the Transformation of Cancer Care**

*Our Opportunity to Lead*

- Every oncology nurse is a leader, whether advocating for:
  - Patients at the bedside
  - Evidence-based changes in your institution
  - Legislation on Capitol Hill

- Oncology nurses are transforming cancer care
Leadership

“Management is doing things right; Leadership is doing the right things.”

“Management is efficiency in climbing the ladder of success; Leadership is about determining whether the ladder is leaning against the right wall”

Peter Drucker

Strategies to Enhance Nursing Leadership

• Understand that leaders are made, not born
• Mentor relationships
• Volunteer
• Professional organizations
• Educational opportunities
• Evidence-Based Practice
• Certification
• Self-Care
Oncology Nursing Society (ONS) Leadership Competencies

- Define the role of the oncology nurse leader
- Identify three levels of mastery:
  - Individual
  - Group
  - Governance
- Describes five domains
  - Personal mastery
  - Vision
  - Knowledge
  - Interpersonal effectiveness
  - Systems thinking

Putting Evidence Into Practice (PEP) Resources

PEP Rating System Overview
- ONC PDQ resources are designed to provide evidence-based interventions for patient care and teaching. PEP topic teams of nurses, scientists, and key stakeholders review and evaluate the available evidence. Key questions are used to rate the quality of evidence and guide the development of interventions. Find detailed information on the rating system at http://www.ons.org/practice/resources/pep.
**Strategies to Enhance Nursing Leadership**

- Understand that leaders are made, not born
- Mentor relationships
- Volunteer
- Professional organizations
- Educational opportunities
- Evidence-Based Practice
- Certification
- Self-Care

**Self-Care**

- American Nurses Association (2015) defines a healthy nurse as one who: “actively focuses on creating and maintaining a balance and synergy of physical, intellectual, social, spiritual, personal and professional well being”

- Benefits derived from practicing self-care strategies affects:
  - Nurse
  - Nurse’s family
  - Nurse’s work environment
  - Patient

Self-Care for You, the Nurse: REQUIRED, NOT OPTIONAL!

- Take time for yourself
- It is not a luxury
- It’s a necessity

Burnout

- Prolonged response to chronic job-related emotional and interpersonal stressors
- Characterized by emotional exhaustion, depersonalization, and lack of perceived personal accomplishment
- Prevalence among RNs: 8% - 38%

## Historic Symptoms of Burnout

<table>
<thead>
<tr>
<th></th>
<th>Physical</th>
<th>Behavioral</th>
<th>Psychological/E</th>
<th>Spiritual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Rapid Pulse</td>
<td>• Abuse of chemicals</td>
<td>• Critical of others</td>
<td>• Doubt value systems or beliefs</td>
</tr>
<tr>
<td></td>
<td>• Insomnia</td>
<td>• Spending less time with patients</td>
<td>• Apathy</td>
<td>• Drawing a conclusion that a major change is needed (divorce, job change, relocation)</td>
</tr>
<tr>
<td></td>
<td>• Fatigue</td>
<td>• Tardiness, absenteeism</td>
<td>• Depersonalizing patients</td>
<td>• Becoming angry or bitter at God</td>
</tr>
<tr>
<td></td>
<td>• Reduced resistance to infection</td>
<td>• Medication errors</td>
<td>• Feelings of low personal accomplishment</td>
<td>• Withdrawing from fellowship</td>
</tr>
<tr>
<td></td>
<td>• Weakness &amp; dizziness</td>
<td>• Depression, anxiety</td>
<td>• Frustration with others</td>
<td>• Increased anger or bitterness at God</td>
</tr>
<tr>
<td></td>
<td>• GI complaints</td>
<td>• Hypertension</td>
<td>• Boredom</td>
<td>• Withdrawing from fellowship</td>
</tr>
<tr>
<td></td>
<td>• Frequent or lingering illness</td>
<td>• Head, back, muscle ache</td>
<td>•</td>
<td>• Depression, anxiety</td>
</tr>
<tr>
<td></td>
<td>• Hypertension</td>
<td>• Impersonal communication</td>
<td>• Feelings of alienation &amp; isolation</td>
<td>• Avoidance of intense patient relationships</td>
</tr>
<tr>
<td></td>
<td>• Head, back, muscle ache</td>
<td>• Sarcasm</td>
<td>• Feelings of alienation &amp; isolation</td>
<td>• Avoidance of intense patient relationships</td>
</tr>
<tr>
<td></td>
<td>• GI complaints</td>
<td>• Cynicism</td>
<td>• Feelings of alienation &amp; isolation</td>
<td>• Avoidance of intense patient relationships</td>
</tr>
<tr>
<td></td>
<td>• Frequent or lingering illness</td>
<td>• Inadequate documentation</td>
<td>• Feelings of alienation &amp; isolation</td>
<td>• Avoidance of intense patient relationships</td>
</tr>
<tr>
<td></td>
<td>• Hypertension</td>
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<td>• Avoidance of intense patient relationships</td>
</tr>
</tbody>
</table>

## Compassion Fatigue

- Unique and expanded form of burnout; severe malaise resulting from caring for patient’s physical and emotional needs
- Characterized loss of ability to nurture; apathy and cynicism
- Prevalence among RNs: 16% - 39%
## Consequences of Compassion Fatigue

<table>
<thead>
<tr>
<th>Implications</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical</td>
<td>Chronic fatigue, exhaustion, insomnia, aches and pains (headaches, muscle tension), GI complaints</td>
</tr>
<tr>
<td>Emotional</td>
<td>Sadness, apathy, cynicism, oversensitivity, frustration/irritation, depression, anxiety, blaming/judgmental, mood swings, lack of joyfulness, poor concentration, memory impairment, self-medication with food, alcohol</td>
</tr>
<tr>
<td>Social</td>
<td>Isolation, loss of interest or enjoyment in activities previously found desirable</td>
</tr>
<tr>
<td>Work</td>
<td>Avoidance or dread of working with certain patients, decreased productivity, increased errors, turnover, job dissatisfaction, decreased efficiency, increased use of sick days, choosing to leave nursing as a career</td>
</tr>
<tr>
<td>Spiritual</td>
<td>Existential questioning</td>
</tr>
</tbody>
</table>
### Burnout & Compassion Fatigue Avoidance

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practice responsible selfishness</td>
<td>Incorporate activities that renew or re-energize may help nurses better respond to the needs of others</td>
</tr>
<tr>
<td>Separate work from home</td>
<td>Emotional decompression, such as physical activity, imagery tactics, &amp; techniques of distraction</td>
</tr>
<tr>
<td>Develop self-care plan</td>
<td>Embrace all aspects wellness, hardiness, and resilience: nutrition, stress reduction, time for social activities, hobbies, spiritual health</td>
</tr>
<tr>
<td>Develop positive support groups</td>
<td>Structure support groups or peer support offering active listening, empathy, &amp; problem-solving resources</td>
</tr>
<tr>
<td>Redefine success</td>
<td>Death is a frequent outcome that can lead to discouragement &amp; defeat. Realize the impact of compassionate care; knowledge that you’ve made a difference</td>
</tr>
</tbody>
</table>

Aycock, N. & Boyle, D., 2009; Boyle, 2015.
Complementary Approaches

- Chair massage
- Aromatherapy
- Journaling
- Prayer
- Quiet time
- Mindfulness meditation

Self-Care Strategies

- Doing stretches to Pharrel William’s song “Happy”
- Spending the day relaxing with pedicure and hair appointments
- Focusing attention on fun instead of on work while on vacation
- Balancing home and work life more closely
- Enhancing humor throughout the day
Resiliency

- “Resilience can be viewed like a tree in a storm that bends but doesn’t break under stress, bouncing back to grow and thrive” (Leverance, 2015).

- It is “the ability to change disaster into personal growth experience” (Polk, 1997) through “mechanisms of positive adaptation” (Molina, 2014).
**Practices that Support Resiliency in Nursing**

- Increase self-awareness
- Focus on strengths, not weaknesses
- Don’t take resilience for granted
- Share with others
- Tools & resources to enrich your resilience journey

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**Bite Size Resiliency:**

*Three Good Things*

J. Bryan Sexton, PhD  
Director of Patient Safety,  
Duke University Health System  
[https://www.youtube.com/watch?v=57ru-P7EuMw](https://www.youtube.com/watch?v=57ru-P7EuMw)
### What went well today and what was your role in making it happen?

<table>
<thead>
<tr>
<th>#1</th>
<th>Amusement</th>
<th>Awe</th>
<th>Gratitude</th>
<th>Inspiration</th>
<th>Interest</th>
<th>Joy</th>
<th>Hope</th>
<th>Love</th>
<th>Pride</th>
<th>Serenity</th>
<th>Other</th>
<th>Not Applicable</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>#2</th>
<th>Amusement</th>
<th>Awe</th>
<th>Gratitude</th>
<th>Inspiration</th>
<th>Interest</th>
<th>Joy</th>
<th>Hope</th>
<th>Love</th>
<th>Pride</th>
<th>Serenity</th>
<th>Other</th>
<th>Not Applicable</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>#3</th>
<th>Amusement</th>
<th>Awe</th>
<th>Gratitude</th>
<th>Inspiration</th>
<th>Interest</th>
<th>Joy</th>
<th>Hope</th>
<th>Love</th>
<th>Pride</th>
<th>Serenity</th>
<th>Other</th>
<th>Not Applicable</th>
</tr>
</thead>
</table>

### Resiliency Exercise: Three Good Things

**Why does it work?**

1) We are hard-wired to remember the negative
2) Enhanced recall of material reviewed during the last 2 wakeful hours
3) With practice, reflection on the positive leads to noticing more positive

[https://www.youtube.com/watch?v=57ru-P7EuMw](https://www.youtube.com/watch?v=57ru-P7EuMw)
**Resiliency Exercise:**

*Three Good Things*

- The exercise works if it gets you to reflect on the positive, and your role in bringing it about
- Need to do the exercise for 14 days
- Best time is right before sleep onset

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**For More on Resiliency by Dr. Sexton:**

*“Introduction to Resiliency: The Prevalence and Severity of Burnout”*

50 minute podcast

[https://www.youtube.com/watch?v=zL1FmLYOC4c](https://www.youtube.com/watch?v=zL1FmLYOC4c)

For information re: participating in Dr. Sexton’s “Three Good Things” study:

[http://dukepatientsafetycenter.com](http://dukepatientsafetycenter.com)
**NPR Radio Online Podcast**

*Sponsored by the “Compassionate Care Initiative of the University of Virginia School of Nursing”*

- Part 1: “Facing Challenge and Change”
- Part 2: “How Nurses Regain their Center”
- Part 3: “Relaxation Audio”

**Incorporating Resiliency into Your Practice**

- Zen rooms
- Debriefing sessions
- Mentors
- Support of co-workers
American Nurses Association (ANA) HealthyNurse™ Initiative

• ANA provides a comprehensive health risk appraisal (HRA) in collaboration with Pfizer, Inc. free of charge
• HIPPA-compliant HRA gives nurses real-time data on their health, safety, and wellness, personally and professionally
• Nurses can compare their results to national averages & ideal standards
• Access a web wellness portal
• Visit www.anahra.org to take the HRA

References

References


