

Transforming Mental Health in Healthcare

As a behavioral health consulting firm and premium employee assistance program, CCA helps healthcare organizations enhance the emotional well-being of their workforce and improve workplace culture. Traditional mental health resources are missing the mark and not meeting the needs of healthcare professionals. While the emotional toll has increased, utilization of resources has remained alarming low. Barriers include stigma, eroded trust, concerns over licensure loss, limited bandwidth, negative previous experiences, and lack of prioritization of self. CCA intends to transform the model.

CCA's is the first nurse-focused and nurse-sensitive EAP and behavioral health consulting firm. In order to meet the specialized needs of an overburdened healthcare workforce, CCA leverages decades of experience in mental health with the expertise of our Strategic Nursing Advisors to co-develop nurse-led, evidence-based, programs designed to positively impact emotional well-being, trust, belonging, engagement, retention, and joy in practice.



Lori Armstrong, DNP, RN, NEA-BC For over 25 years, Lori Armstrong has mastered best practices for nurse leaders as a CNO at top hospitals across the country. She helps nurses increase their leadership capacity, capabilities, and engagement to deliver great outcomes for themselves professionally and for their patients. Using her extensive clinical and executive experience combined with humanity, humor and contagious energy, Lori transforms leadership, improves operational excellence, and increases patient safety and patient satisfaction.



Donna Beecroft, MSN, RN, NE-BC Donna is the Chief Nursing Officer with Memorial Hermann in Houston, TX. Donna's expertise is in nurse leadership and operations for large healthcare systems. Her progressive, innovative, and open approach to leading with heart inspires her team of nurse leaders and direct care workers.



Judy Davidson, DNP, RN, FCCM, FAAN As a leading nurse researcher with the University of California, San Diego, Dr. Davidson is an advocate for suicide prevention. Her adaptation of the evidence-based Healer Education Assessment and Referral (HEAR) suicide prevention program has been recognized by the American Academy of Nursing for its positive impact and as an Academy Edge Runner as a best practice for addressing at-risk nurses.



Michelle Doran, DNP, RN, NPD-BC Michelle has more than 25 years of experience in clinical and administrative nursing practice and leadership. As the Director for the Healthcare Division for CCA, Michelle has been instrumental in creating nurse-focused solutions. Her background includes pediatric clinical practice, and leadership roles in academic medical centers and the health plan industry. She has supported organizations in achieving Magnet, Baby Friendly designation, Transition to Practice accreditation, and ANCC provider unit accreditation in nursing continuing education.



Kim Meeker, MBA, BSN, RN Kim has served as the Vice President of Patient Care Services and the Chief Nursing Officer for Henry Ford Wyandotte Hospital and Henry Ford Health Center—Brownstown since January 2021. She also serves as the President for the Michigan Organization for Nursing Leadership. As a motivational leader, she has demonstrated throughout her career the importance of sustaining and building teams dedicated to patient and team member excellence. Kim possesses expertise in continuous improvements, such as introducing frameworks that drive strategies and workflows for improved patient outcomes.



Teri Pipe, PhD, RN Dr. Pipe serves as the Founding Director of Arizona State University's Center for Mindfulness, Compassion and Resilience. Dr. Pipe was the inaugural Chief Well-Being Officer for ASU and served as Dean of the Edson College of Nursing and Health Innovation from 2011-2018. In 2014 she was selected as a Robert Wood Johnson Foundation Executive Nurse Fellow. Before joining ASU, she served as director of Nursing Research and Innovation at Mayo Clinic Arizona and was an associate professor of nursing at the Mayo Clinic's College of Medicine.



Cynda Hylton Rushton, PhD, MSN, RN, FAAN Dr. Rushton is the Anne and George L. Bunting Professor of Clinical Ethics at the Johns Hopkins Berman Institute of Bioethics and School of Nursing. She is the editor and author of *Moral Resilience: Transforming Moral Suffering in Healthcare*. Dr. Rushton is also a member of the American Nurses Association Center for Ethics & Human Rights Ethics Advisory Board and American Nurses Foundation Well-Being Initiative Advisory Board, as well as a Hastings Center fellow, chair of the Hastings Center Fellows Council, and a fellow of the American Academy of Nursing.

The Impact of Investing in Your Nurses



Nurse Leader Well-being Is a Healthcare Imperative

PATIENT WELLNESS RELIES ON NURSE LEADER WELLNESS

Not only can stressed and exhausted nurse leaders negatively impact **employee engagement, satisfaction, retention, and attrition**, but they also place positive patient experiences, safety, and outcomes **at risk**.

BUILD NURSE LEADERSHIP from the INSIDE OUT with a unique, nurse-led, evidence-based program rooted in positive psychology and designed to cultivate both individual and team wellbeing.

THE ESSENTIAL WELLNESS WORKSHOP FOR NURSE LEADERS

In this 6-hr workshop, nurse leaders take part in expert-facilitated virtual group sessions consisting of guided exploration of topics, wellness assessments, and group processing. The program equips participants with evidence-based strategies for self-stewardship and cultivating wellbeing. Using dynamic, feedback-based delivery modalities and flexible cohort scheduling, the program provides an adaptable, efficient platform for engagement, healing, and growth.

TOPICS EXPLORED:

- Self-stewardship, compassion, and regulation
- Accountability/boundaries
- Persevering through uncertainty
- Trauma-informed/mindful leadership
- Leading an exhausted/burned-out workforce
- Cultivating psychologically safe and healthy practice environments
- Rebuilding trust, community, and belonging
- Reinvigorating joy and meaning in practice

FACILITATORS:

Teri Pipe, PhD, RN

Professor and Dean Emerita
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The Opt-Out Program: PROACTIVE Mental Wellness Model

TRANSFORMING MENTAL HEALTH SUPPORT

There are many barriers to accessing mental health support, especially for nurses and caregivers. The caregiver “hero” concept can no longer prevail. Seeking help for the trauma and emotional burdens of caregiving is not a sign of weakness, it’s a sign of being a human being. Too often, however, nurses wait until they’re in crisis before they get needed services. Others are simply less inclined to raise their hands and ask for assistance — they lack awareness of available behavioral health resources or the time and energy to schedule appointments, or they’re concerned about the stigma associated with seeking mental health support.

This approach aims to increase utilization of emotional health resources through easier access to care. This novel program includes pre-scheduled, optional, wellness assessments and up to five counseling sessions for all enrolled participants in coordination with leadership.

CCA's Opt-Out mental health support model addresses barriers to care by shifting from the traditional paradigm of the opt-in, crisis-mode approach to a model that proactively fosters nurses' mental wellness.



Busy nurses don't have to spend time and effort scheduling appointments or feeling embarrassed in doing so. In coordination with leadership, confidential, voluntary virtual sessions will appear on participants' personal calendars and they can opt-out of scheduled appointments at any time.

The program design involves collaboration with an affiliated school of nursing's graduate nursing students with a mental health specialty.

Backed by CCA's decades of expertise in mental health, this unique program involves a dual purpose: Providing easy access to counseling services for nurses as well as clinical opportunities for nursing mental health practitioners. In collaboration with an affiliated school of nursing, services are provided by graduate nursing students specializing in mental health. Overseen by CCA's licensed clinical social workers, qualified graduate students conduct mental health sessions while they fulfill clinical hours required for their graduate degrees.

Don't wait until your nurses are in crisis to seek help. Invest in their well-being with CCA's Proactive Mental Wellness Model and empower them to be their best selves.

How It Works:

- In coordination with leadership, individual assessments and sessions are scheduled, by default, for all enrolled employees. Employees can opt-out or reschedule sessions.
- Nurse leaders participate in a 30-minute orientation session that explains the program components, guidance on implementation, scheduling, and messaging around program endorsement.
- CCA provides project management and oversight of the program, coordinating delivery of all services with organizational leadership.
- Aggregate outcomes data, including utilization rates, average number of sessions attended per individual, number of referrals, and anonymous program evaluations are collected, and shared with participating organizations.
- Participants have the option to continue for up to 5 counseling sessions.
- All sessions are confidential and voluntary. Any identification of harm to self or others is managed through standard of care processes and procedures.
- If agreed upon and based on identified issues, participants may be referred for ongoing mental health support or work-life services.

The HEAR Program

CCA has developed a model of the evidence-based Healer Education Assessment and Referral (HEAR) program with the guidance of Dr. Judy Davidson, nurse researcher on nurse suicide at University of California, San Diego. Nurses and physicians are at higher risk for suicide compared to the general public. This program has been successful in identifying risks and addressing them with the goal of preventing escalation.

The HEAR program includes an anonymous, confidential process for screening for emotional health and suicide risk and connecting individuals with professional counselors. Through a customized encrypted website portal individuals are invited to take a brief mental health self-assessment. The assessment is a valid, reliable tool provided by the American Federation of Suicide Prevention. Results are stratified by risk and sent to a CCA mental health counselor (encrypted and anonymous). Depending on risk factors, a personalized response is sent back to the individual within 24 to 48 hours.

Participants and their counselor can communicate anonymously via portal. Participant determines if/how/when anonymity is broken and if they prefer to communicate via portal or move to virtual or phone meetings. They receive personalized feedback, recommendations, and support, and explore service options—including a referral for continuation of individual professional therapy—in a safe and confidential way.

The program addresses the stigma attached to reaching out for help for emotional health and/or substance use issues and the risk to one's job, career, and licensure by making the process anonymous, unless the individual wishes otherwise.



Peer Support Program

CCA recognizes there are certain segments of the healthcare workforce that do not utilize traditional services due to stigma and concerns about confidentiality. Relative to seeking support from counselors and therapists, physicians and nurses tend to be more comfortable speaking with peers. We have found that customizing our program to cater to the unique needs of different constituent populations significantly increases program utilization, as well as the health of the organization.



To address these barriers, CCA has created a peer-to-peer support program that offers easy and discreet access to trained peer coaches who can provide prompt consultation and short-term support. They also facilitate connections to mental health professionals who can provide confidential referrals related to acute distress, substance abuse, grief, burnout, PTSD, family concerns, and other issues impacting physician and nurses.

The Peer Support Program is served by experienced CCA clinicians with master's or PhD credentials, clinical licensure, and at least 15 or more years of pertinent experience. All team members have extensive clinical experience, have served healthcare clients including Physicians and high-level executives, and have management and executive coaching experience. Facilitates care connections Supports peak performance.

The Peer Support Program includes:

- Overall design of the program such as program parameters, processes for recruiting and training peer coaches, and setting up a system for tracking and reporting.
- Comprehensive peer training involving live, instructor-led training, written materials, and communications to peer coaches providing pertinent resources, and updates about the program.
- Intake, connection to peer coaches, and backup support as well as referrals to specialized services and crisis intervention, as needed.
- High-touch account management including consultation, quality assurance, and oversight on every case as well as regular communication/promotion.
- Virtual support groups led by training professionals who are also licensed clinicians, designed to provide a forum for participants to air questions and concerns and receive information and guidance.

The MEPRA Program

The Mindful Ethical Practice and Resilience Academy (MEPRA) is the product of an academic and practice partnership at The Johns Hopkins University Hospital and School of Nursing, and is designed to cultivate a culture of mindfulness, ethical competence, and resilience for novice and experienced nurses. The framework for building ethical competence and moral resiliency includes skills involving:

- Self-regulation
- Mindfulness
- Moral sensitivity, discernment, and action
- Targeted communication

COMPONENTS AND MODALITIES:

MEPRA has four essential, interconnected components

- 1) Foundational Program
- 2) Communities of Practice
- 3) Retreats
- 4) Unit-Based Champions

Modalities include in-person facilitation, reflective practices, roleplay, simulation, and multi-media platforms.

OUTCOMES:

The program is the footing for unit-based and system-wide interventions to influence a culture of ethical practice in healthcare. MEPRA graduates share a common experience, vocabulary, skills, and practices that organically create community and experience in using a common model for culture change.

The original implementation and evaluation in 2016-2018 included over 300 Johns Hopkins nurses, in ten cohorts.

The pre/post data shows a significant positive impact on:

- Ethical confidence and competence
- Depression
- Anger
- Mindfulness
- Work engagement
- Resilience
- Intent to stay



Since 1984, CCA has been helping organizations improve performance by optimizing the potential of their greatest asset—their people. As a premium EAP provider and corporate consultant, we provide support to management, HR, and employees through our counseling, learning and development programs, coaching, and consulting. CCA's high-touch services have put us ahead of the curve in helping leaders to mitigate risk and elevate their businesses to the next level.



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