



Moral Injury

Moral Injury: Reframing Distress

Wendy Dean, MD

DISCLOSURES

- HRSA Award 1U3OHP45374-01-00 / 22-M05R
- Speaker for LeighHealth
- Cofounder, Moral Injury of Healthcare, Inc., a 501c3

None of these activities involve products used in patient care



ATTACKS IN HEALTHCARE FACILITIES

JUN 2022: Two injured in Los Angeles, CA (stabbing)

MAY 2022: Four killed in Tulsa, OK

MAY 2022: One killed in Dayton, OH

FEB 2021: Five killed in Buffalo, MN

JUL 2020: One killed, one injured in Mt. Laurel, NJ

FEB 2020: One killed in Rancho Mirage, CA

NOV 2018: Three killed in Chicago, IL

JUL 2016: Two killed in Florida

JAN 2015: One killed in Boston, MA

DEC 2013: Three killed at a Reno, NV



DEATH THREATS

- Tulsa
- Phoenix
- Madison

. . . Just in the last two weeks.

PASSION LED US HERE



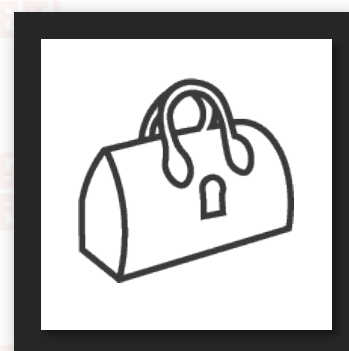
PRE-PANDEMIC DISTRESS



43%



~\$1M

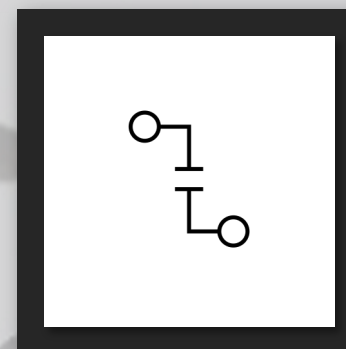
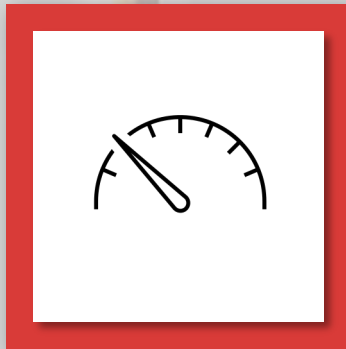


900k



BURNOUT

Exhaustion
Ineffectiveness or Lack of Accomplishment
Cynicism or Detachment



Maslach C. *Burnout: The cost of caring*. Englewood Cliffs, NJ: Prentice Hall; 1982.

A CLINICIAN'S STRUGGLE



I spent 25 years of formal education learning how to take ideal care of patients.

I had no idea how hard it would be to get that care for them.

MORAL INJURY – SHAY, 1994



*“Betrayal of what is right
by someone who holds legitimate authority
in a high-stakes situation”*



TRANSGRESSION - LITZ, 2009



“... perpetrating, failing to prevent, bearing witness to, or learning about acts that transgress deeply held moral beliefs and expectations.”



GOING (BY 2024)

1:5

GOING (2022)

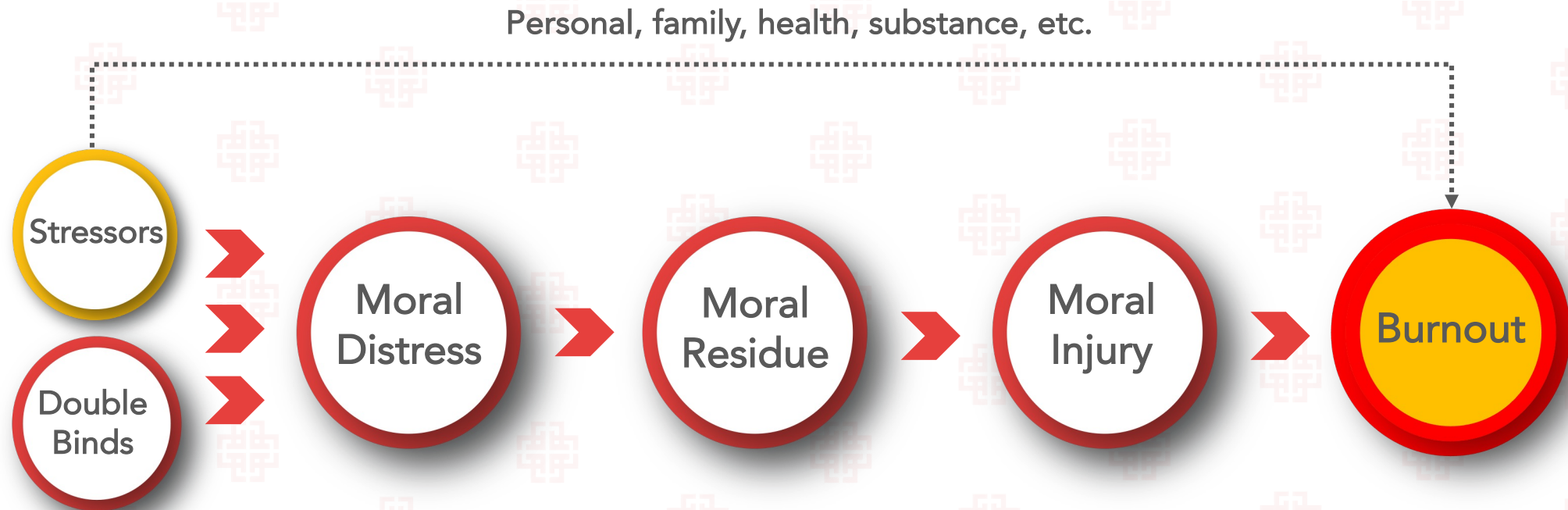


1:3

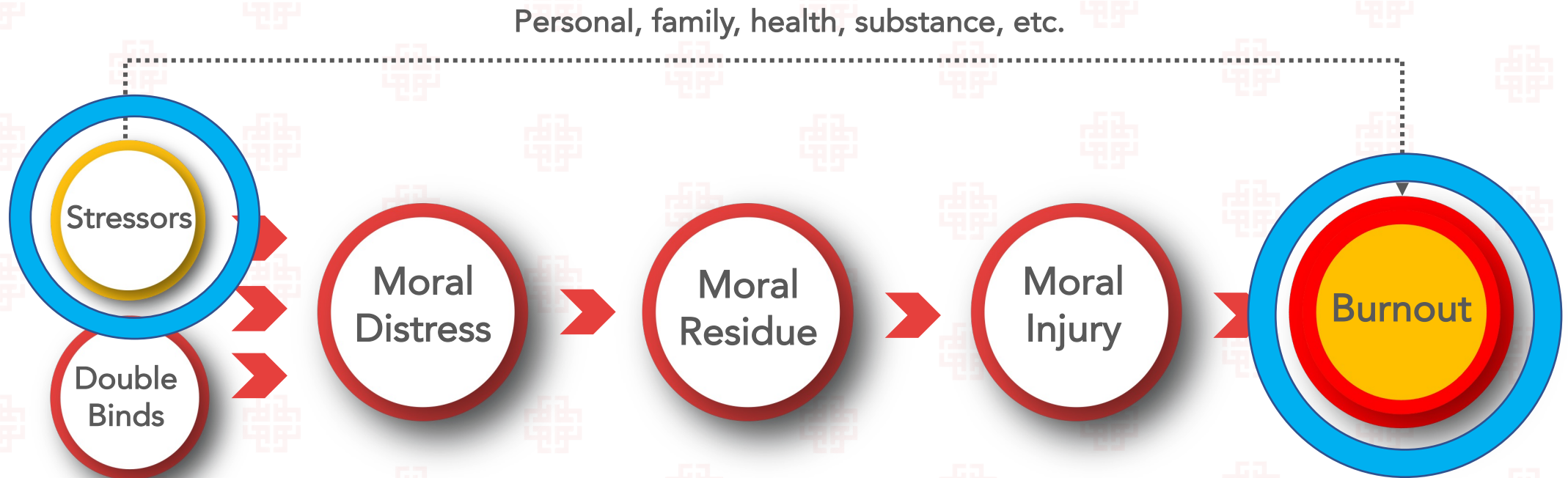
GONE

3:10

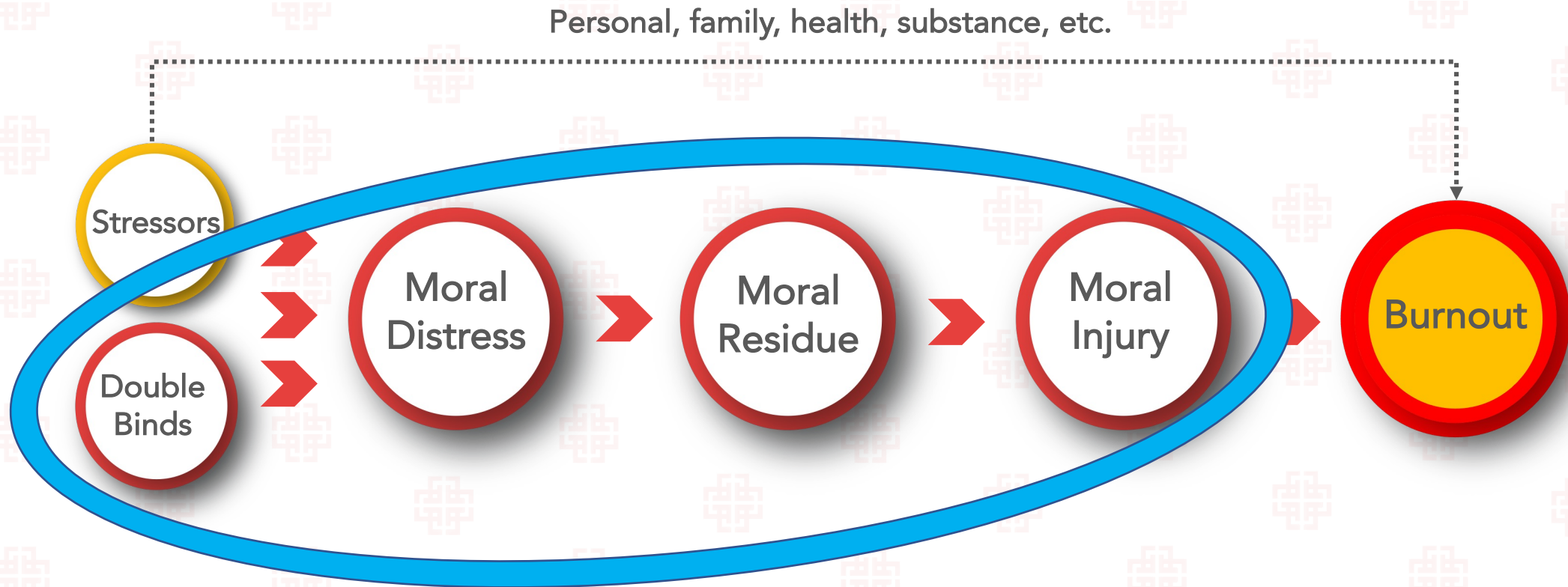
BURNOUT VS MORAL INJURY

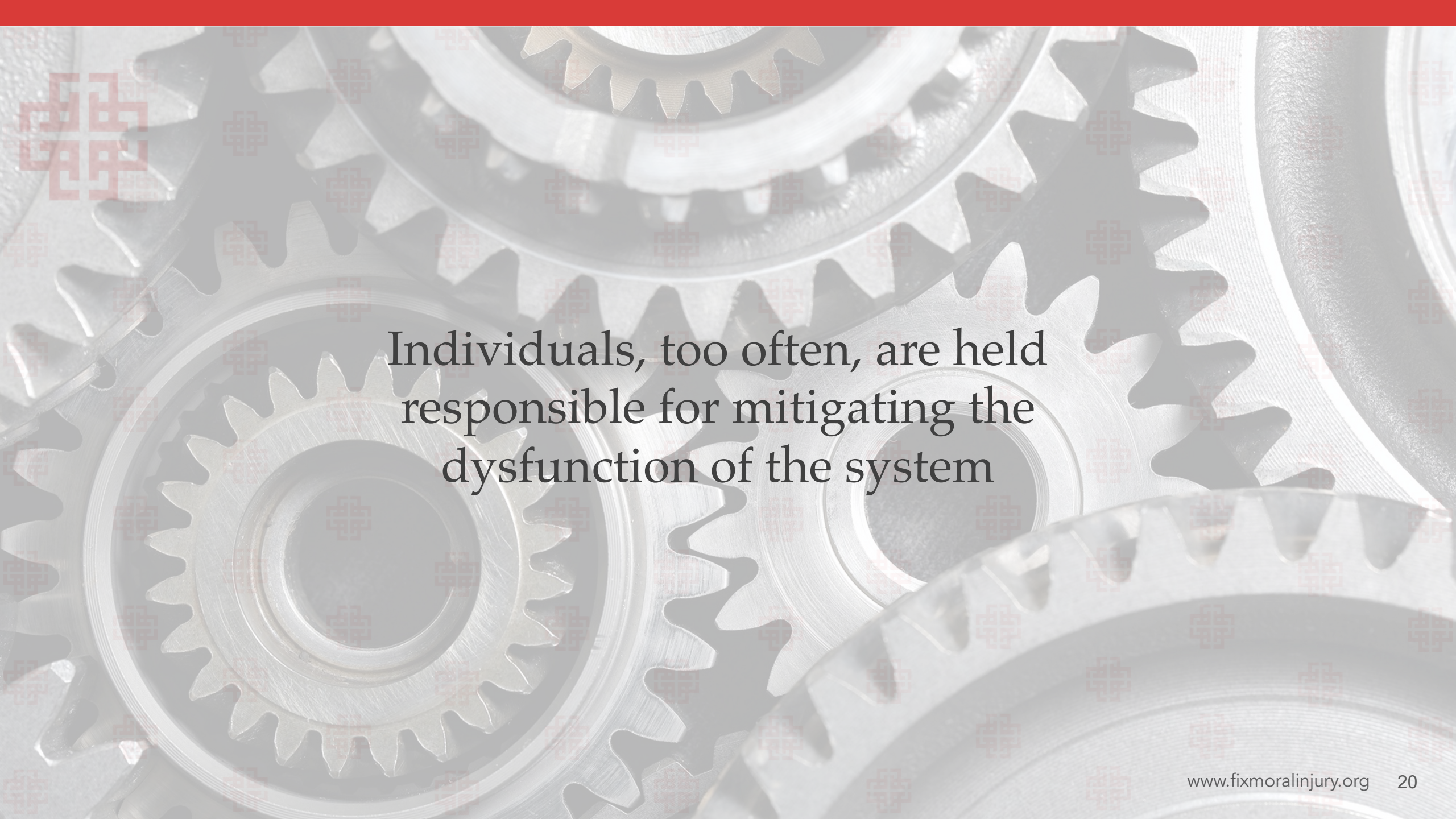


BURNOUT VS MORAL INJURY

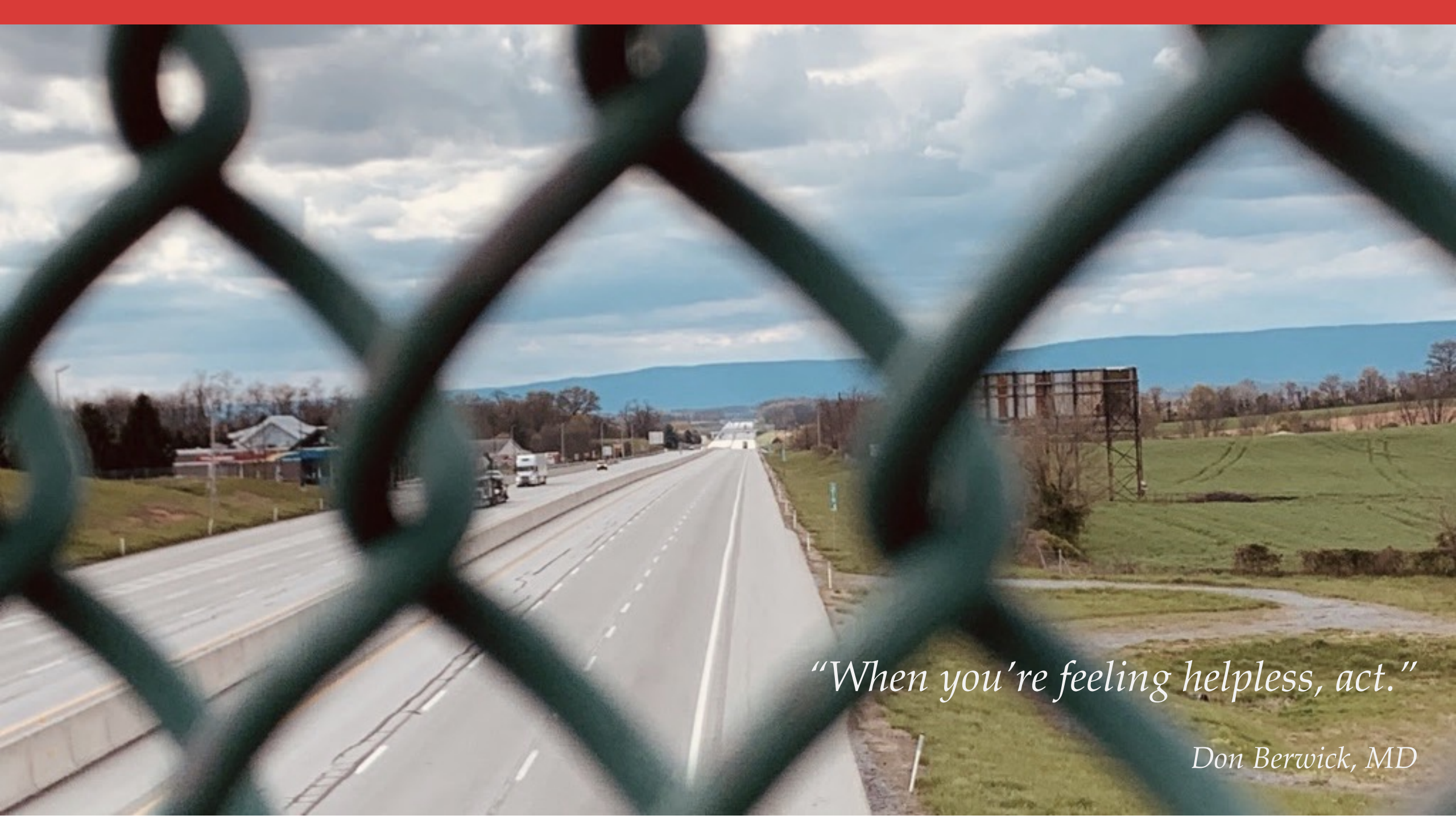


BURNOUT VS MORAL INJURY



The background of the slide is a close-up, grayscale photograph of several interlocking metal gears. The gears are of different sizes and are arranged in a way that creates a sense of depth and mechanical complexity. The lighting highlights the metallic texture and the sharp edges of the gear teeth.

Individuals, too often, are held
responsible for mitigating the
dysfunction of the system



“When you’re feeling helpless, act.”

Don Berwick, MD

RECOGNIZE



RESPOND

WHATEVER YOU'RE NOT
CHANGING
YOU ARE
CHOOSING

REPAIR

“Leaders . . . have a moment . . .




one of those rare opportunities where . . . you have almost a do-over.”

Steve Sonensheim



A photograph of a Gothic cathedral, likely St. Patrick's Cathedral in New York City, with a damaged roof. The building is illuminated by the warm, golden light of a sunset or sunrise. In the background, a dense city skyline is visible under the same warm sky. The text "REBUILD & RESTORE COMMUNITY RESILIENCE" is overlaid in white, bold, sans-serif font in the upper left corner.

REBUILD & RESTORE COMMUNITY RESILIENCE

A photograph of a large crowd of people at a concert or festival. Many people have their hands raised in the air, and several pairs of hands are forming heart shapes. The scene is illuminated by bright, warm stage lights, creating a hazy, atmospheric effect. The background is filled with the silhouettes of other people and more raised hands, suggesting a large gathering.

What are we
– administrators, clinicians, and patients –
promising each other?

Don Berwick, MD

