

hospital LEADERS

To prepare and respond to disasters and public health emergencies, most hospitals have an emergency management plan and utilize a hospital incident command system (HICS) addressing command, operations, planning, logistics and finance/administration. Traditional plans have not included attending to the needs of the workforce in supporting their physical, emotional and psychosocial well-being. Over the long course of the COVID-19 pandemic, the impact has led to staff members feeling demoralized, traumatized, and unappreciated. This has led to resignations and has even led to suicide.

The Cynosure HQIC's Public Health Emergency (PHE) Workgroup and Affinity Group for Workforce Safety and Well-Being have identified best practice approaches and key steps for hospital leaders to support their workforce. This includes a set of approaches that hospitals can adopt or adapt to meet their organization's specific needs in addressing Hear Me, Protect Me, Care for Me, Prepare Me and Support Me.

WHAT IS NEEDED FROM LEADERSHIP

The recommended aims for this work using the American Medical Association (AMA) Coping with COVID-19 for Caregivers survey⁴ prompts are:

1. "The stress I experienced today is...",
 - Increase the percent responding "minimal" and "modest" by 20% by December 31, 2021
2. "I worry about exposing myself and my family to COVID,"
 - Increase the percent responding "not at all" and "somewhat" by 20% by December 31, 2021
 - These measures will allow leaders to measure the impact of the toolkit interventions.

LEADERSHIP ROUNDING SUGGESTIONS:

HEAR ME

- What are you most worried about right now?
- What concerns do you have for patients, yourself, your family, or the team?
- What can we do together that would help right now?
- How can we work together to make a positive change?
- What can we stop doing that would help right now?
- What else do you want us to know?

CARE FOR ME

- What would support look like for you today?
- How are you feeling today? Emotionally?

SUPPORT ME

- How are you?
- What do you need right now?
- What is a source of joy for you right now?

PREPARE ME

- What else do you think you'll need today?
- We are trying some new ideas. What are your thoughts about how "X" is working?
- What questions do you have?

PROTECT ME

- What decisions can we make together about how we manage the volume of patients we expect (or have) using the PPE available? Which of these ideas do you think we could test?
- Did you know we have testing available for you as you want/need it?
- Have you been able to obtain your vaccination? Can I schedule that for you?