

# CEOs and CWOs in Conversation – Interprofessional Leadership During COVID-19



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President & CEO  
ChristianaCare



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Chief Wellness Officer  
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#clinicianwellbeing



# CEOs and CWOs — Interprofessional Leadership During COVID-19

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# ChristianaCare

Nonprofit academic health system, serving Delaware, Maryland, Pennsylvania and New Jersey.  
Delaware's largest private employer and a Top 10 Philadelphia area employer.

## ➤ Acute Care

- Three hospitals and a freestanding emergency department.
- Level I trauma center.
- Level III neonatal intensive care unit.
- Comprehensive stroke center.
- Regional centers of excellence: heart & vascular care, cancer care and women's health.

## ➤ Research and Innovation

- Gene Editing Institute.
- Health & Technology Innovation Center.
- CareVio virtual care platform.
- Value Institute.

## ➤ Community Care

- Primary and specialty care.
- Home health care.
- Urgent care centers.
- Community health.

More than  
**13,000**  
Caregivers

More than  
**280**  
Residents & Fellows



# We serve together guided by our values

## Love & Excellence

We anticipate the needs of others and help with compassion and generosity.

We embrace diversity and show respect to everyone.

We listen actively, seek to understand and assume good intentions.

We tell the truth with courage and empathy.

We accept responsibility for our attitudes and actions.

We commit to being exceptional today and even better tomorrow.

We use resources wisely and effectively.

We seek new knowledge, ask for feedback, and are open to change.

We are curious and continuously look for ways to innovate.

We are true to our word and follow through on our commitments.

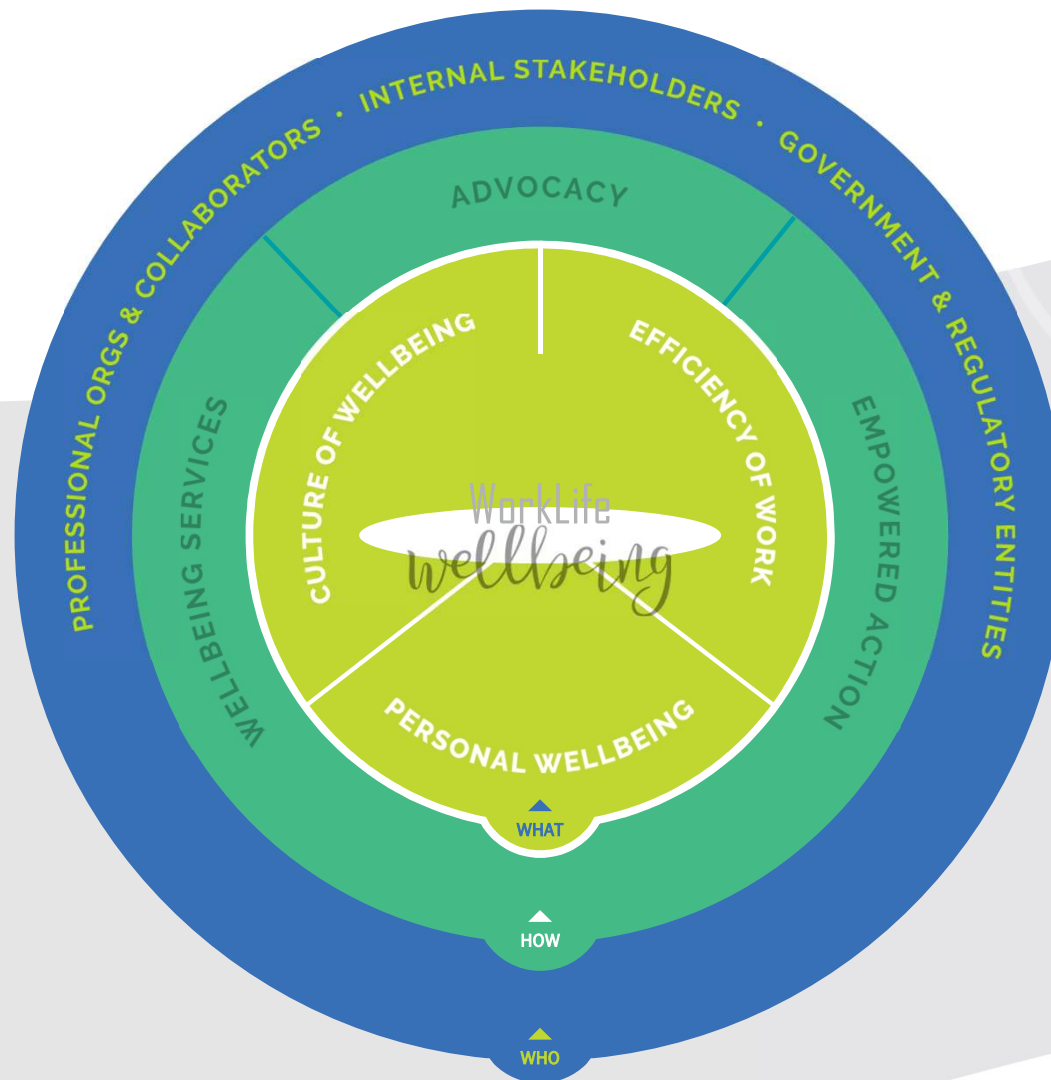








# Center for WorkLife Wellbeing



Hear Me.  
Protect Me.  
Prepare Me.  
Support Me.  
Care for Me.  
Honor Me.



# Hear Me



# Protect Me



## Protecting Your Home & Family

### COVID-19 FAQs

1. What steps can I take before leaving work (entering my car, house) to protect household members from getting sick?
  - Protecting your home and family starts throughout the work day with proper PPE donning & doffing (PPE Resource Video links are available on the [Infection Prevention intranet](#)).
  - Follow vigilant hand hygiene. In addition to the patient care ["5 moments of hand hygiene"](#), be aware of high-touch areas like doorknobs, hand rails, light switches, etc. Environmental Services is continually cleaning these areas however these surfaces may be contaminated in between cleanings. Wash your hands before touching your face or utilize a tissue to touch face, then wash your hands.
  - Once your shift has ended and you exit the building, continue vigilant hand hygiene. Utilize hand sanitizer containing at least 60% alcohol when hand washing is not accessible (i.e. in your car, grocery store, etc.).
  - Hand hygiene is important even if you don't have symptoms of flu or COVID. Practice social distancing by staying 6 feet away from family members, wearing a mask, and limiting use of shared spaces. If you do have a cough or fever, contact Employee Health at 302-733-1512; option 7.
2. Is it okay to socialize with fellow caregivers outside of work?

To decrease risk and flatten the curve, it is best to practice social distancing.



### Wellbeing FAQs for ChristianaCare Leaders during COVID-19

**As a leader, what should I do to support the wellbeing of my team?**  
 Acknowledge that what we are facing as healthcare professionals responding to this pandemic is new, uncertain, challenging, and potentially unprecedented. Many caregivers may feel anxious and may be looking for additional guidance, reassurance, and clarity around how to cope with personal and professional stressors.

**What does my team need right now to maintain their wellbeing?**

- Make sure to check in regularly with caregivers. Anxiety is a common reaction in response to uncertainty. Caregivers likely will be looking to you for a clear sense of direction and purpose, as well as transparent, succinct, and regular communication.
- Nurture and reinforce team support by promoting an atmosphere of caring. Consider creating a buddy system. Promote self-monitoring and self-care, such as assessing caregiver stress levels after shifts. Your interest shows your level of care and concern for caregivers' wellbeing.
- Recognize caregiver's needs for emotional support (e.g., empathy, understanding from instrumental support (e.g., problem-solving, fixing issues). If additional emotional support is needed, encourage them to contact the employee assistance program (EAP) or the Center for WorkLife Wellbeing (877-779-3949). Access Resources for Living for all other caregivers, 800-706-0779 or consult with the Center for WorkLife Wellbeing (Wellbeing@christianacare.org). To access WorkLife Wellbeing resources on your mobile device, text CWVW to 9552.

**What concrete actions can I take to encourage health and wellbeing?**

- Information will be changing and updated regularly. Communicate clearly, directly, transparently, and consistently. Acknowledge what you do and do not know. Your established Hearing Tomorrow Huddle huddles provide your team with a consistent, predictable time to share information and raise new issues. For resources on using virtual huddles, visit Learning Space.
- Be available. Your presence and openness will be comforting during this challenging time.
- Cultivate a sense of team cohesion that is new, best, by describing a shared purpose and sense of togetherness.
- Be creative and stay connected. Utilize Microsoft Teams to stay in contact for remote/virtual meetings.
- As best as possible, work to convey a sense of hopefulness. Every storm runs out of rain, this too will pass.
- Remember that you are also a role model for your team.

### How to DON PPE for COVID-19

Donning PPE with N95 Respirator (if fit tested)  
 May 1, 2020

**What PPE do I need for an aerosol-generating procedure?**  
 For aerosol-generating procedures, healthcare workers caring for a patient with confirmed or under investigation for COVID-19 are recommended to use Standard, Contact, Droplet, and Airborne Precautions.

Perform Hand Hygiene. If fit tested for N95 respirator, don the following PPE in order:

- Isolation Gown, tied in back
- N95 Respirator, if fit tested, wear in place as follows: ensure no leaks in front
- Eye Protection: Face shield or safety glasses
- 1 pair of Gloves: Cover wrists of isolation gown

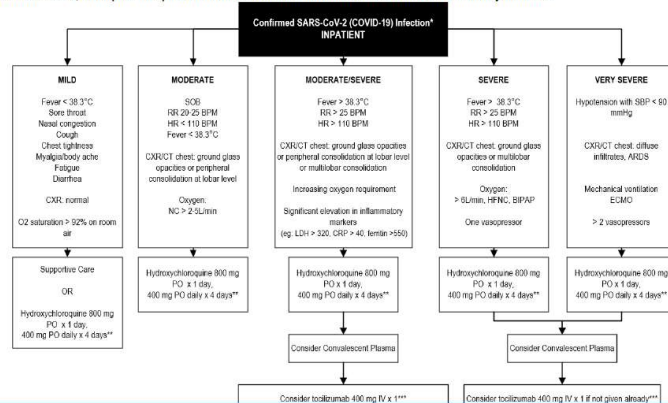
**Your PPE should match below:**

**Aerosol-generating procedures include, but are not limited to:**

- Intubation
- Extubation
- BRAP, CPAP
- Manual ventilation with Bag-Valve Mask (BVM)
- Bronchoscopy
- Open system nebulizer treatment
- Open suction
- Tracheostomy placement

Scan or click for a 2 minute video demonstration

Hydroxychloroquine is restricted to Hospitalists, Infectious Diseases Providers and Pulmonary Intensivists unless it is a continuation of a home medication. Tocilizumab D-19, IVIG for COVID-19, chloroquine and lopinavir/ritonavir are restricted to Infectious Diseases Providers and Pulmonary Intensivists.



### Quick-start Guide for Staff Reassigned to a COVID Unit


- PPE Resources**
  - [Donning Contact & Droplet PPE](#)
  - [Doff & Clean a Face Shield for Reuse](#)
- Code Blue Response**
  - [Code Blue Response Job Aid](#)
  - [Code Blue Response Guidelines](#)
- Care Delivery & Treatment**
  - [Bar Code Medication Administration \(BCMA\) COVID Process \(Temporary\)](#)
  - [Respiratory Care & Aerosol Generating Procedure Guidance](#)

For additional information, please refer to the [COVID-19 Intranet site](#) or contact the assigned unit's NPDS or Nurse Manager

# Prepare Me




# Support Me



Center for WorkLife Wellbeing


[Home](#) [Caregiver Wellbeing during COVID-19](#) [About](#) [Advocacy Efforts](#) [Get Involved](#) [Resources & Helpful Links](#) [Services](#) [24/7 Mental Health Services](#)

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Caregiver Wellbeing during COVID-19

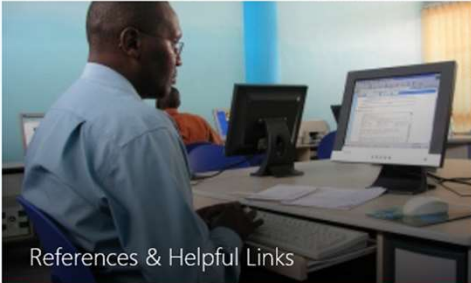
[LEARN MORE →](#)




24/7 Mental Health Services



Services



References & Helpful Links



Get Involved



## Support for COVID+ Caregivers & Their Teams

### Guidance and Resources for Leaders

**I just found out a member of my team has tested positive for COVID-19, what do I need to do as their leader?**

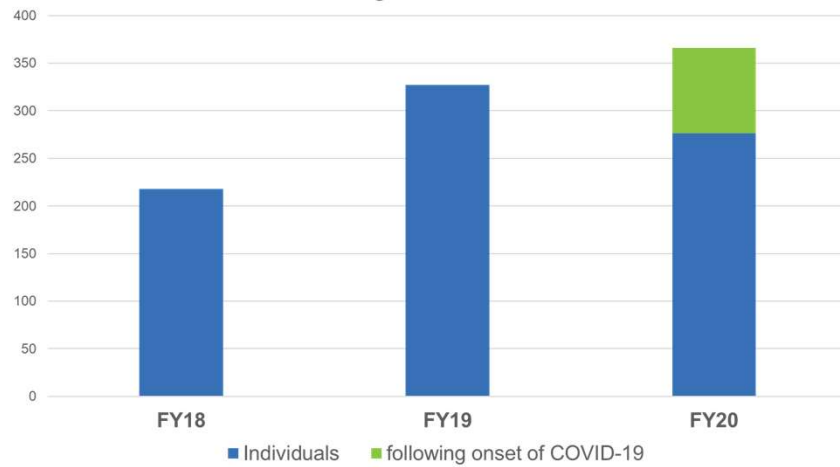
- ✓ **Ensure Employee Health is aware.** Call 302-733-1512 ext. 7
- ✓ **Check in on your own emotional response to the news.**
  - Ensure you are ready to calmly communicate before engaging with your team.
  - Take care of yourself physically and emotionally. The members of your team will follow your example for their own self-care.
  - Remember that the caregiver support resources (below) are also available to *you*.
- ✓ **Clearly and compassionately communicate the diagnosis to your team.**
  - Do not divulge the identity of the caregiver who tested positive without first obtaining their consent.
  - Reduce caregiver anxiety by responding with care and understanding.
  - Acknowledge that the news may generate an emotional response from members of the team—for some this will happen in the moment and for others it may happen

# Care for Me

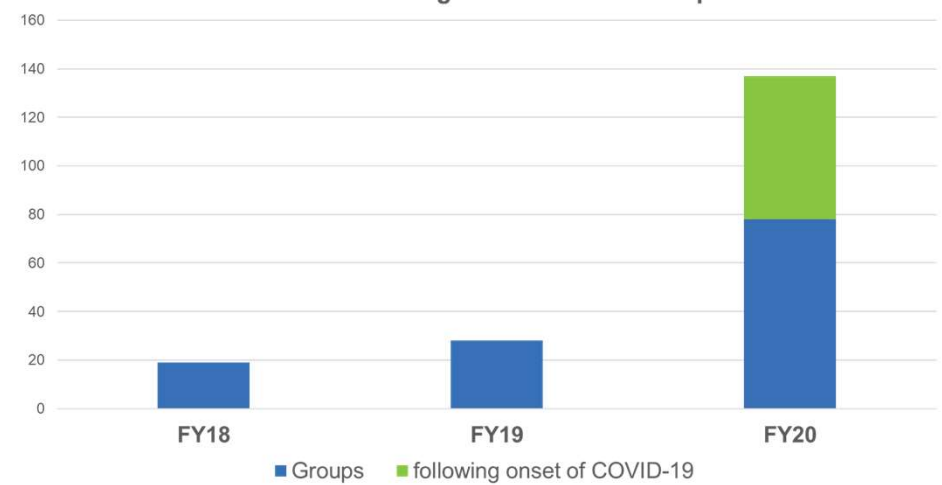




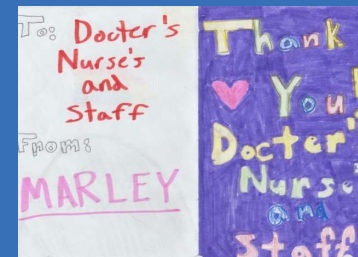
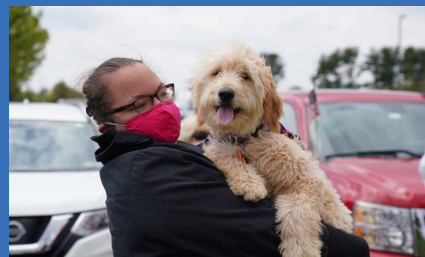
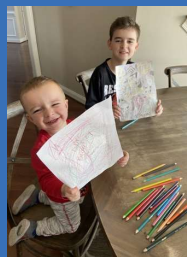
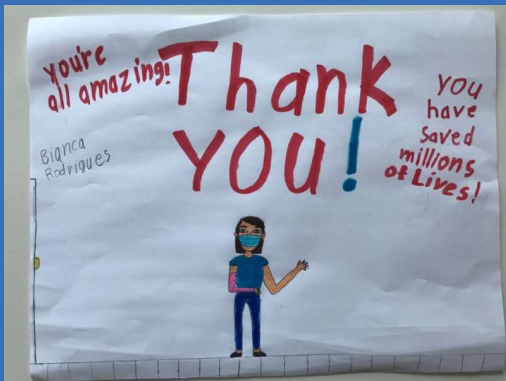
Care for the Caregiver Utilization: Individuals



Care for the Caregiver Utilization: Groups



# Honor Me





**“The solidarity of a group provides the strongest protection against terror and despair, and the strongest antidote to traumatic experience.”**

—Judith Herman, M.D. (1997)



# CEOs and CWOs in Conversation – Interprofessional Leadership During COVID-19



**Jonathan S. Lewin, MD, FACR**  
CEO & Chairman of the Board  
Emory Healthcare



**Sharon H. Pappas, RN, PhD,  
NEA-BC, FAAN**  
Chief Nurse Executive  
Emory Healthcare



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# CEOs and CWOs in Conversation: Interprofessional Leadership during COVID-19

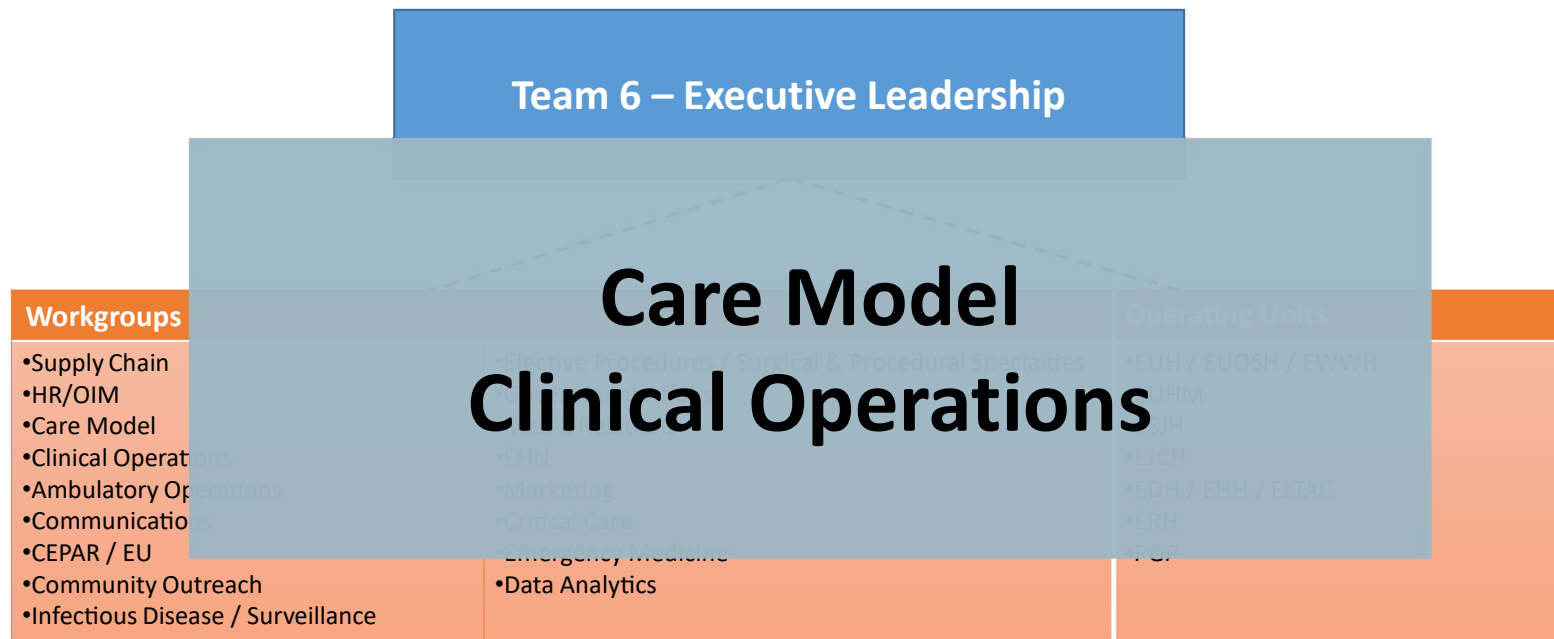
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**Jonathan S. Lewin, MD, and Sharon Pappas, PhD, RN**  
Emory Healthcare

**EMORY**  
HEALTHCARE



# Incident Command Center (ICC)



# ICC & Team 6 Collaboration Structure



## Morning

- **EmPower Tier Meetings**
- **ICC Daily Huddle Meeting**
- **Team 6 Meeting**

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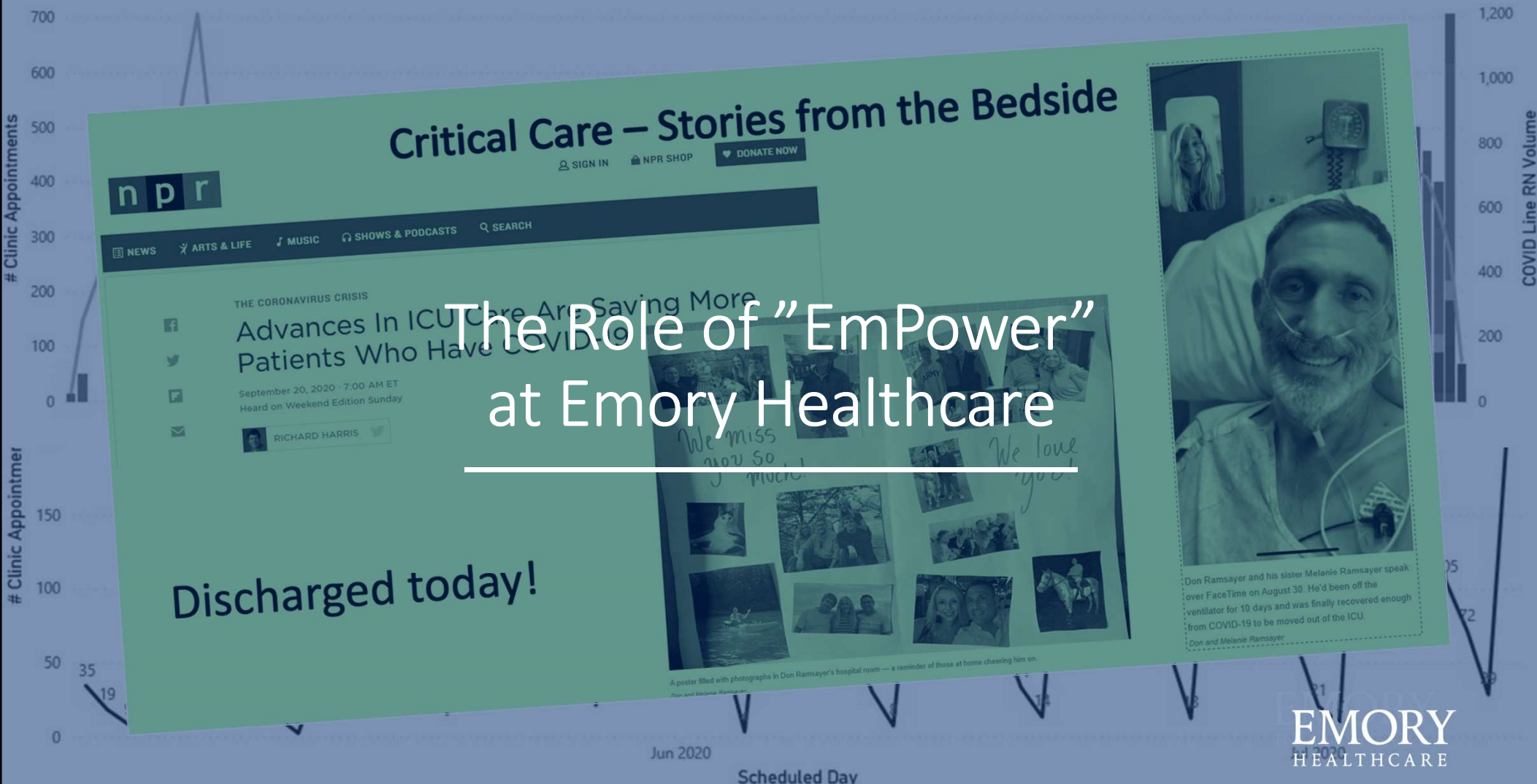


## Evening

- **Optional: Select Workgroups/stakeholders**
- **ICC Daily Huddle Meeting**
- **Team 6 Meeting**

# COVID Clinic Arrivals and RN Line Volume per Day

Category ● Acute Respiratory Clinic ● COVID+ Virtual Clinic ● EP6 Drive Through ● ESJH Cluster Testing ● Hotspot Testing ● LaGrange Screening ... ● Northlake Screeni... ● WW Screening ... ● COVID Line R...



A group of healthcare workers in full PPE (gowns, gloves, masks, and face shields) are working in a clinical setting, likely an ICU or operating room. They are gathered around a patient, with medical equipment and monitors visible in the background. The scene is dimly lit, emphasizing the focus on the workers and their task.

# The Ability to Pivot

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**EMORY**  
HEALTHCARE



# EmPower & Professional Governance

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## Contributions to Clinician Well-Being



Please view this website outside the VOTVOT or use the Chrome browser inside the VOTVOT.

**EMORY HEALTHCARE | Resilience & Wellness**

### Investing in self-care

As health care workers, we do whatever is possible for our patients, often to the detriment of our own health. Since the demands asked of us are so high, we need to make sure we are taking care of ourselves.

Everyone has a different way of practicing self-care, so we've compiled the health and wellness resources available to you as an Emory employee on this site. The resources listed below are to get you started on your self-care journey. As the Resilience & Wellness Campaign continues, week-by-week, we will add more information and tips to practice self-care. We encourage you to check back often.

**EMORY**  
HEALTHCARE



# Moderated Discussion



**Pascale Carayon, PhD**

*Planning Committee Co-Chair*

Leon and Elizabeth Janssen Professor in the College of Engineering

University of Wisconsin-Madison



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