

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



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President & CEO
ChristianaCare



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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.



'All the News That's Fit to Print'

The New York Times

Late Edition
There are another few days, cooler, high 61. Tonight, partly cloudy, low 54. Tomorrow, mostly cloudy, a few showers, mid, high 62. Weather map appears on Page 25.

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Why U.S. Arms Take Grim Toll In Yemen War

Trump's Focus Is Jobs, Not Civilian Deaths

By MICHAEL LAVORGNA and WALT BINGAMER

Year after year, the bombs fall — on wedding parties, funeral feasts, birthday parties and a school bus, killing thousands of civilians and helping turn Yemen into the world's worst humanitarian crisis. Weapons supplied by American companies, approved by American officials, allowed Saudi Arabia to pursue the reckless campaign. But in June 2019, an influential Republican senator decided to cut them off by withholding approval for new sales. It was a moment that might have stopped the slaughter.

'There is a wave of depression, letdown, true PTSD and a feeling of not caring anymore that is coming.'

DR. MARK ROSENBERG, the chairman of the emergency department at St. Joseph's Health in Paterson, N.J.



A nurse decompresses in a massage chair in the "boots" rooms of the Medical Intensive Care Unit at Christiana Hospital in Newark, Del.

'I Can't Turn My Brain Off'

As Medical Workers Bear the Unbearable, the Burnout Is Smoldering

By JAN HOFFMAN

The coronavirus patient, a 75-year-old man, was lying in his hospital bed when he was allowed in the room with him, only a young nurse.

In his protective gear, she attended to him and put on goggles. She reached for the pillow, checked his face with medical sensors, held his hand, spoke softly to him. He wasn't even her patient, but everyone else was clamored.

NEW CASES IN U.S. SLOW, POSING RISK OF COMPLACENCY

TRAJECTORY UNCERTAIN
Spikes Feared as the Very Steps That Curbed the Virus Are Lifted

The article is by John Burnam, Amy Harmon and Michael Sautter.

CHICAGO — The number of new coronavirus cases confirmed in the United States has steadily declined in recent days. In New York, the figures had dropped over the past month. The numbers have also plunged in hard-hit Massachusetts and Idaho, Hawaii and Alaska, and some states, including Vermont, Hawaii and Alaska, are reporting low new cases at all.

Months after the virus began spreading, only about 2 percent of the population has been tested for it, leaving the true scale and path unknown even as it continues to sick and kill people at alarming rates. More than 20,000 new cases are identified in most days. And about every day this past week, more than 1,000 Americans died from the virus.

'We're making a dud; we've discovered that is something good to me,' Jeffrey Sherman, an epidemiologist at Columbia University, said. 'But what we are also seeing is a lot of places right on the edge of controlling the disease.'



'I Can't Turn My Brain Off': PTSD and Burnout Threaten Medical Workers

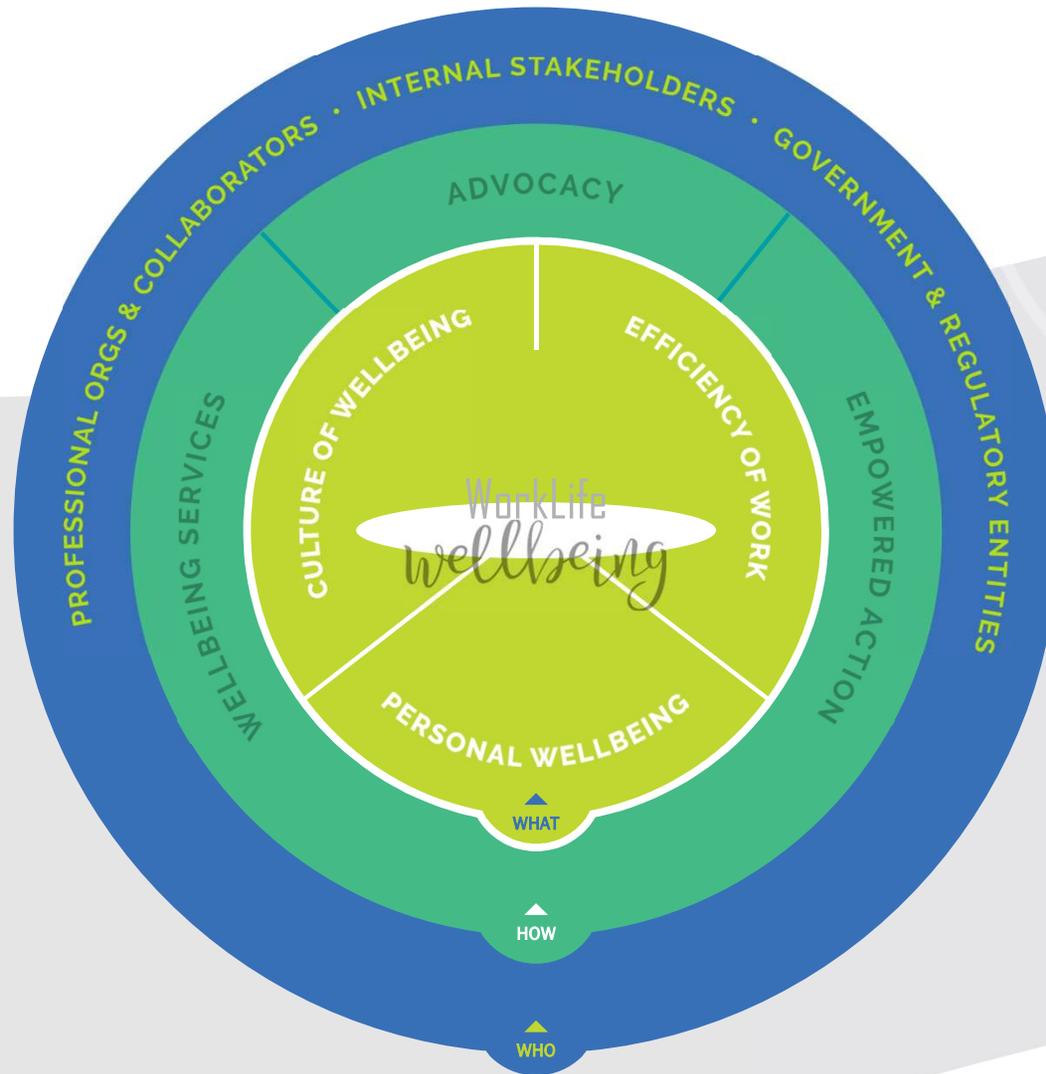
Before Covid-19, health care workers were already vulnerable to depression and suicide. Mental health experts now fear even more will be prone to trauma-related disorders.

Continued on Page B1

Continued on Page 1



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 302-733-4512; 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 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 (at WorkLife for medical-dentist staff: 877-730-3349; Mental 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 CWV to 95512.

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 Huddle, Tomorrow's Huddle, huddles provide your team with a consistent, predictable time to share information and raise new issues. For resources on using virtual huddles, visit LearningSpace.
- Be available. Your presence and openness will be comforting during this challenging time.
- Cultivate a sense of team cohesion that is "we-ness," 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 unconfirmed 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:

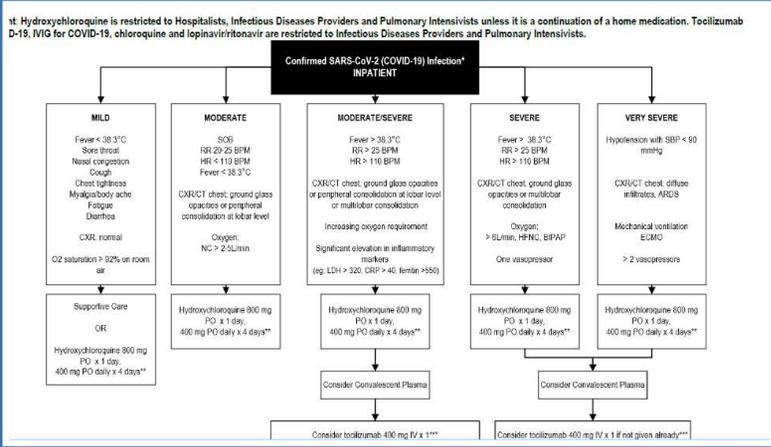
- Isolation Gown, tied in back
- N95 Respirator, if fit tested; wear in place; fit before leaving; use until at least 10 feet
- Eye Protection: face shield or safety glasses
- 1 pair of Gloves: cover wrists of isolation gown

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

- Intubation
- BRAP, CPAP
- Mechanical ventilation with Bag-valve Mask (BVM)
- Bronchoscopy
- Open system nebulizer treatment
- Cyan suction
- Tracheostomy placement

Your PPE should match below:

Scan or click for a 2 minute video demonstration



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](#)

[Not following](#) [Share](#)



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

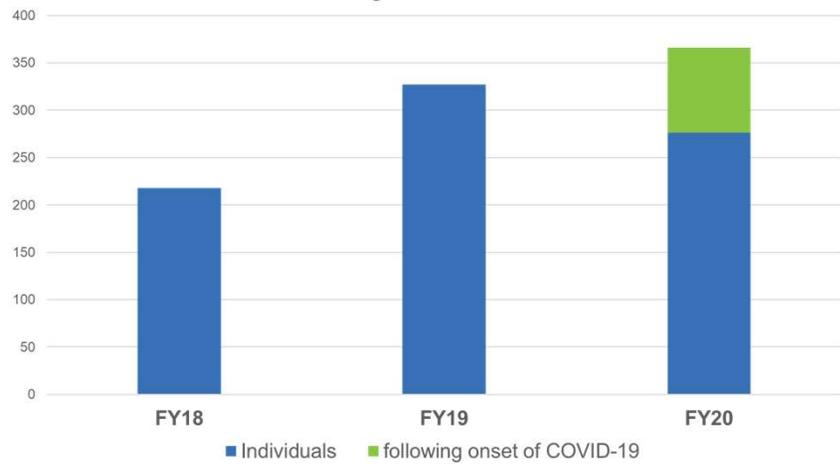
I just found out a member of my team has tested positive for COVID-19, what do I need to do as their leader?

- ✓ **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

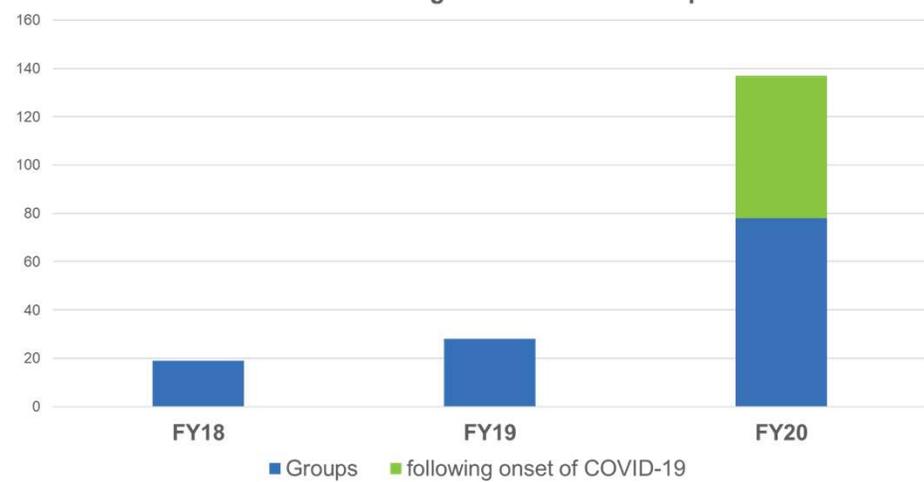
Care for Me



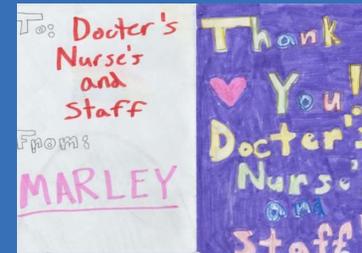
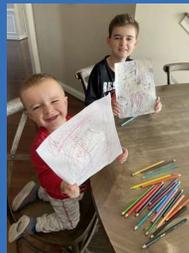
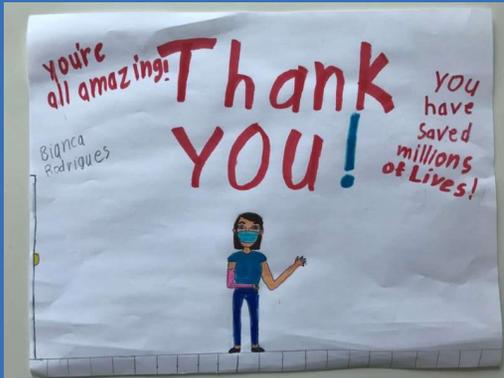
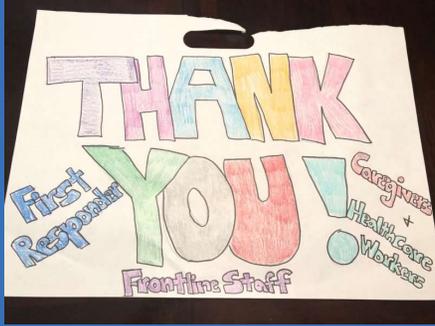
Care for the Caregiver Utilization: Individuals



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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#clinicianwellbeing



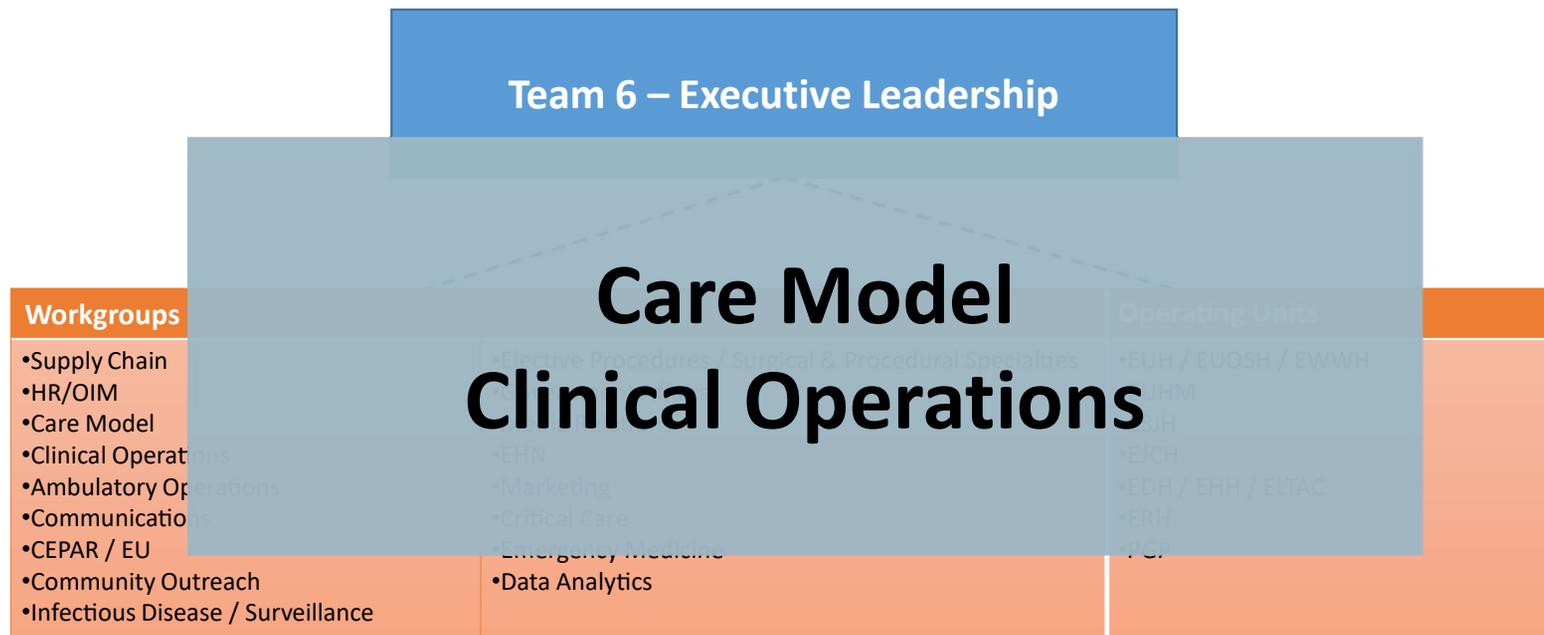


CEOs and CWOs in Conversation: Interprofessional Leadership during COVID-19

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**

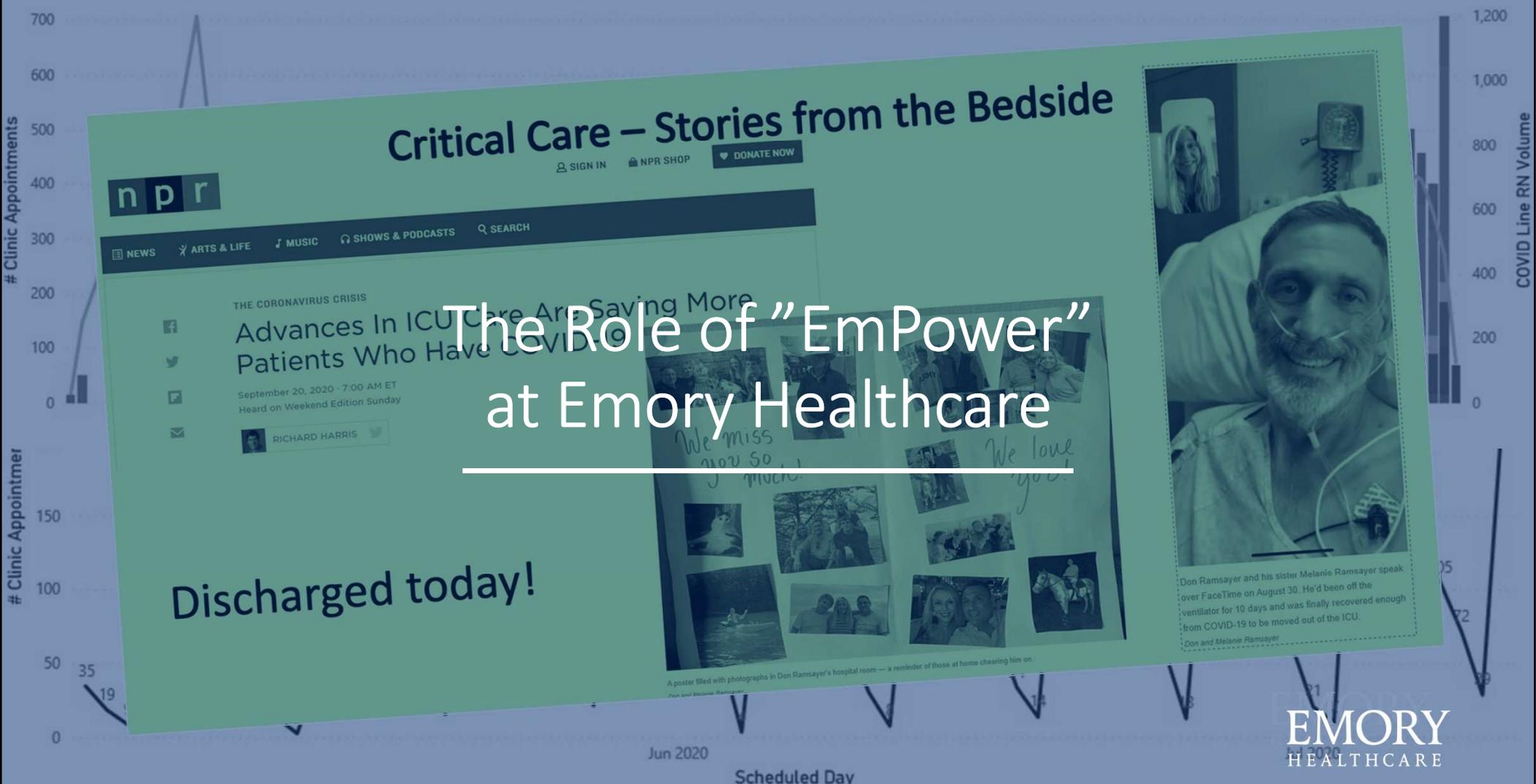


Evening

- **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...



Critical Care – Stories from the Bedside



SIGN IN NPR SHOP DONATE NOW

NEWS ARTS & LIFE MUSIC SHOWS & PODCASTS SEARCH

THE CORONAVIRUS CRISIS

Advances In ICU Care Are Saving More Patients Who Have COVID-19

September 20, 2020 - 7:00 AM ET
Heard on Weekend Edition Sunday

RICHARD HARRIS

Discharged today!



A poster filled with photographs in Don Ramsayer's hospital room — a reminder of those at home cheering him on.



Don Ramsayer and his sister Melanie Ramsayer speak over FaceTime on August 30. He'd been off the ventilator for 10 days and was finally recovered enough from COVID-19 to be moved out of the ICU.



The Ability to Pivot

EMORY
HEALTHCARE

EmPower & Professional Governance

Contributions to Clinician Well-Being



Please view this website outside the VOT/VDI or use the Chrome browser inside the VOT/VDI.

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.

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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[#clinicianwellbeing](https://twitter.com/hashtag/clinicianwellbeing)

