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

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President & CEO
ChristianaCare

Heather Farley, MD, MHCDS, FACEP
Chief Wellness Officer
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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 commit to being exceptional today and even better tomorrow.

We embrace diversity and show respect to everyone.

We use resources wisely and effectively.

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

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

We tell the truth with courage and empathy.

We are curious and continuously look for ways to innovate.

We accept responsibility for our attitudes and actions.

We are true to our word and follow through on our commitments.
"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.
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 302-733-1612 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.
Support Me
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 302-731-1512 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—prepare this will happen in the moment and for others it may happen.

Care for Me
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)
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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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Jonathan S. Lewin, MD, and Sharon Pappas, PhD, RN
Emory Healthcare
Incident Command Center (ICC)

Team 6 – Executive Leadership

Care Model
Clinical Operations

<table>
<thead>
<tr>
<th>Workgroups</th>
<th>Operating Units</th>
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<tbody>
<tr>
<td>• Supply Chain</td>
<td>• EUH / EUOSH / EWWH</td>
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<td>• HR/OIM</td>
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<td>• Care Model</td>
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<td>• Clinical Operations</td>
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<td>• Ambulatory Operations</td>
<td>• EUHM</td>
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<td>• Communications</td>
<td>• EDH / EHH / ELTAC</td>
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<td>• CEPAR / EU</td>
<td>• ERH</td>
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<td>• Community Outreach</td>
<td>• PEP</td>
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<td>• Infectious Disease / Surveillance</td>
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<td>• Data Analytics</td>
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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
The Role of "EmPower" at Emory Healthcare
The Ability to Pivot
EmPower & Professional Governance

Contributions to Clinician Well-Being

Investing in self-care
As health care workers, we do whatever is possible for our patients, often to the detriment of our own health. Given the demands placed on us, 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 Champion continues, visit our site for 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