Return-to-Work Town Hall: PART 5

JUNE 17, 2020

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Today's Topics

Enhanced Primary Care Services

Leading Effectively through Adversity and Uncertainty

Communicating through Change

The Impact of Delaying Care

➢ **Today's meeting is being recorded and will be available following the event.**

➢ For additional information, email: **Covid19RTW@AtriumHealth.org**

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Ruth Krystopolski, MBA

Senior Vice President, Population Health

Enhanced Primary Care Services

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Enhanced Primary Care Services

Now Available at all Atrium Health Primary Care, Women's Care and Pediatric Practice Locations

- All patients screened before their visit; employees screened daily

- Extensive cleaning protocols

- All patients and teammates wear face masks

- In-person, phone and video appointments available with your PCP

- 30+ Urgent Care locations

- 24/7 virtual video visits (for adults and children)

- Appointments promised within 24 hours

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COVID-Safe for Employers Resource Guide

For distribution: Tuesday, June 23

Helping organizations reopen safely.

- Your **single source** for information on preventing workplace spread and managing worksite exposures

- Guidance for leaders as well as **turnkey materials** to share with your employees

- Embedded links provide access to infographics and other resources with **one click**

- All content is housed on a **new webpage** ensuring up-to-date info at your fingertips

Worksite Exposures CONT.

Managing Exposures

Notify Exposed Contacts: Employees who have had close contact with a confirmed positive OR a possible/suspected individual with COVID-19 should be notified immediately. Non-essential employees who are at work when they are notified should be sent home. For "essential" employees, also known as critical infrastructure workers, please follow CDC guidance.

Exposed Non-Essential Employees: Employees who have been exposed to a confirmed positive OR a possible/suspected individual with COVID-19 should:

- Stay home for 14 days. Start to count from the last day they had contact with that person.

- Limit their contact with others in their house. Stay at least 6 feet away from others in their house.

- Watch for signs of COVID-19, such as fever, cough, shortness of br... taste/smell. If they have any of these, isolate (sta... at least 3 days (72 hours) have p...

THANK YOU FOR PRACTICING SOCIAL DISTANCING

Preventing Workplace Spread

Social/Physical Distancing

This Crisis Feels Different…

- The pandemic is having a vastly different personal impact from previous crises.

- People are getting sick; some are dying.

- Social unrest and injustice are at the forefront.

- Amid our existential anxiety, we're doing our best to carry on. We're working from home, if we're lucky; we may be furloughed, or we may be out on the front lines.

- We're worried about our elderly loved ones.

- We're worried about rent, mortgages and the other day-to-day needs we took for granted just months ago.

- We're worried about our world.

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Stressful Times

Uncertainty in all five elements of well-being – career, social, financial, community and physical – have led to record levels of stress and worry that far surpass those recorded in past years.

- 7 in 10 employees have indicated that the pandemic is the most stressful time of their entire professional careers.

- Daily stress has increased from 48% to 65% and in a stunningly short period of time.

- 100% of full-time working parents of school-age children have their kids home for the summer – most without summer camp as an option.

- Anxiety, fear, sadness and anger have greatly increased due to a greater awareness of social injustice.

https://www.gallup.com/workplace/307622/leaders-responding-covid-workplace-disruption.aspx

https://www.ajmc.com/newsroom/how-has-covid19-affected-mental-health-severity-of-stress-among-employees

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Bring Order to Chaos

In any economic, health or violent crisis that impacts personal and professional life, it is the role of leadership to bring order to chaos.

LEADERS CAN DO THIS BY:

- Calming the nerves of those around them

- Providing hope for a better future

- Motivating people to work towards successful outcomes

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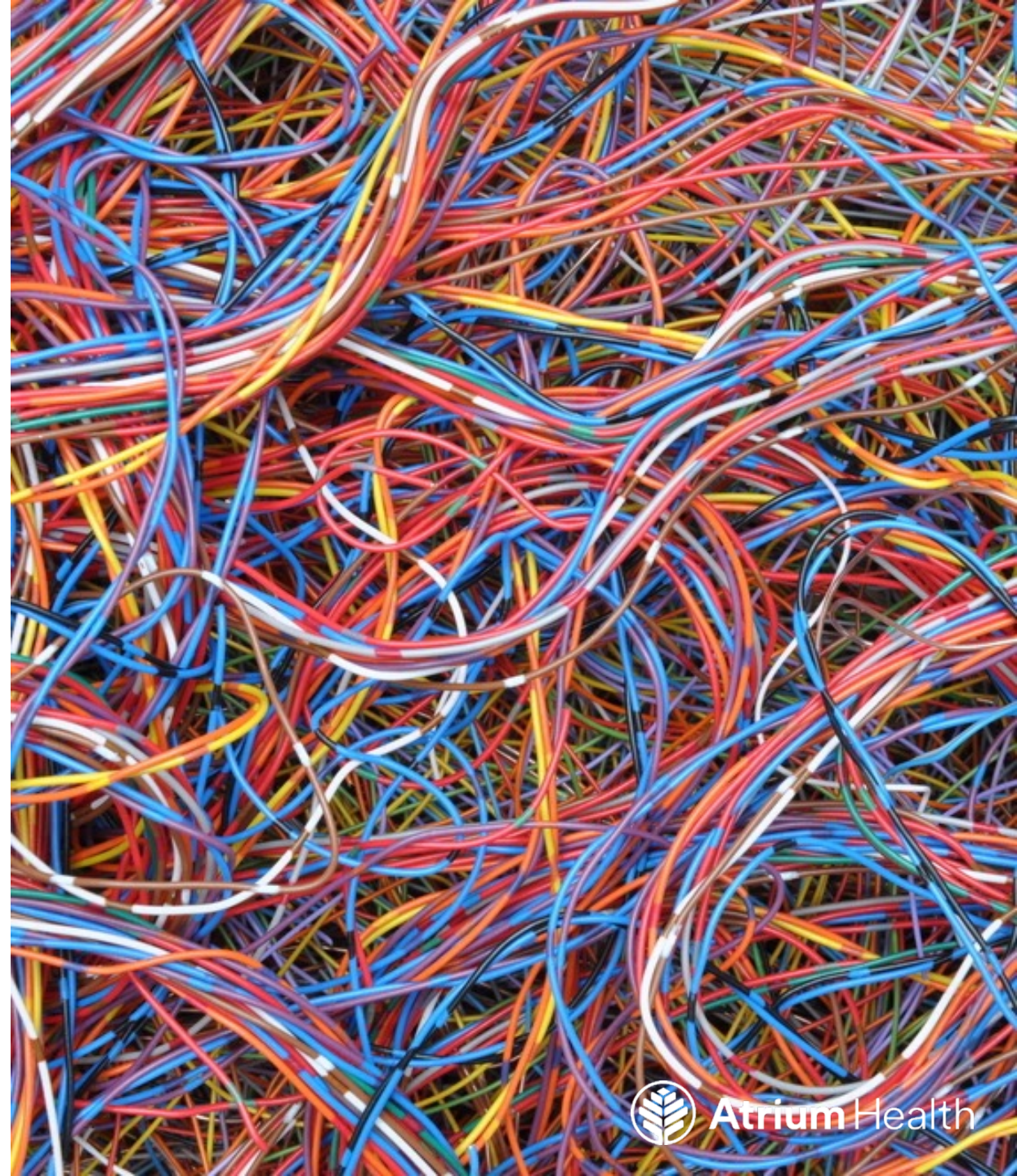
Adversity requires shifts in thinking

Healthy employees – not only physically, but also mentally healthy – will be essential for business survival beyond this time of unprecedented disruption.

Shift #1

Employees' personal lives are now relevant to you. Traditional thinking separated our personal lives from our work lives. Because you are responsible for the productivity of your employees, their fear and uncertainty are germane to your work.

Shift #2

People are essentially good and they're trying to do their best. Instead of assuming that employees will be overly distracted by personal issues, put down the judgment and think about how you might be more flexible so everyone can continue to get their work done.

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Guiding Principles

PEOPLE FIRST.

Leaders need to move beyond themselves and stand in other people's shoes. Show compassion so that each employee is confident that the organization cares about them as a person.
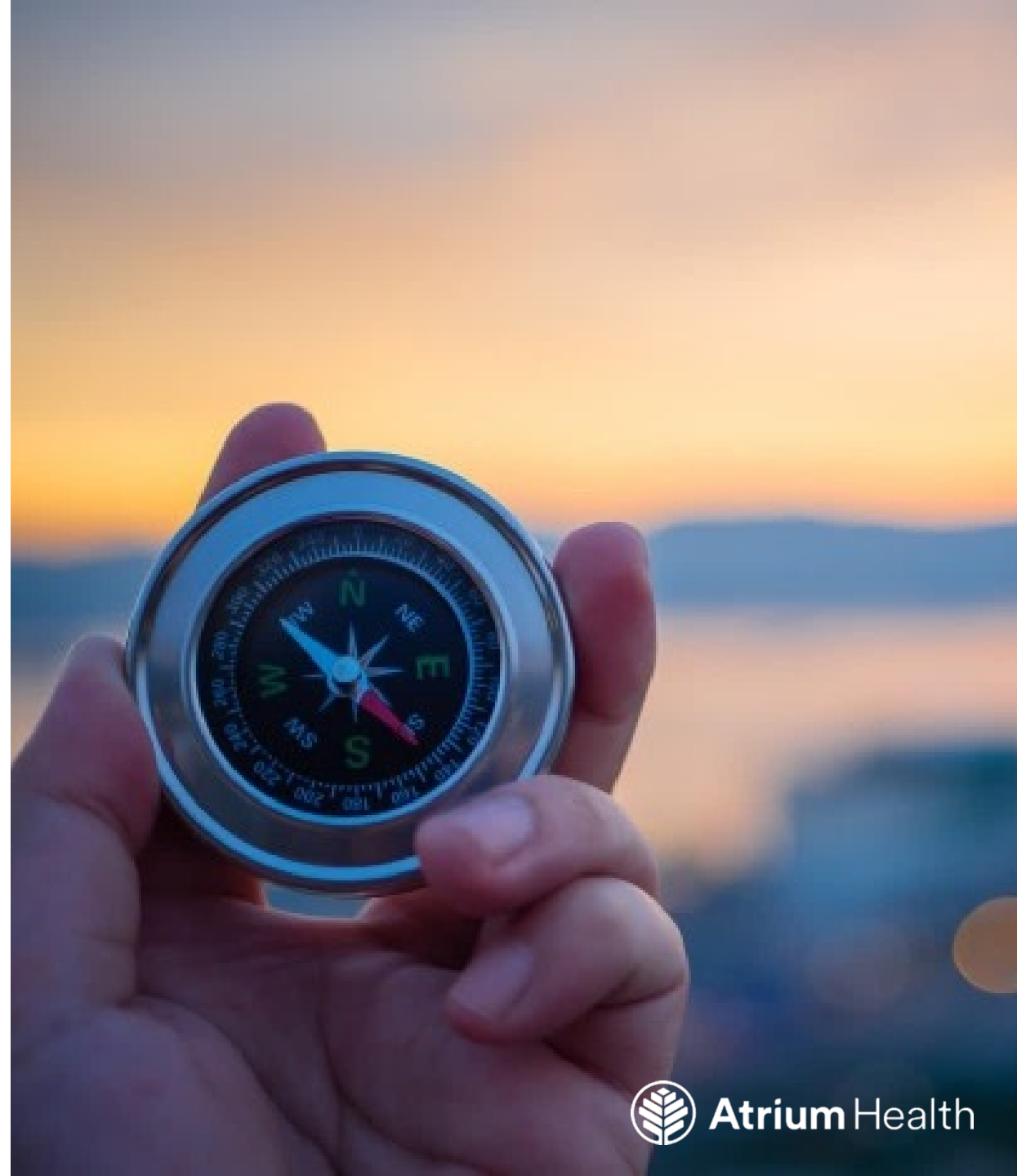
COMPELLING PURPOSE.

Balance providing direction and reassurance by defining what matters most as you navigate these dynamic times.

SUPPORT AND CONNECTION.

Fear and distance deteriorate morale. Experiment with different ways to interact and communicate with your team.

https://2uzkee3eob510v4rszskfx11-wpengine.netdna-ssl.com/wp-content/uploads/2020/04/HBR-When-Crisis-Strikes-Lead-with-Humanity.pdf

https://www.forbes.com/sites/dedehenley/2020/03/13/how-to-lead-during-this-time-of-adversity-and-uncertainty/#6f93349b3660

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Overcommunicate

Information decreases anxiety and stress by reducing the sense of powerlessness that comes with uncertainty.

The idea is to communicate aggressively – often and through different channels.

- **Tell people what you know.** Without disclosing matters that are confidential, be transparent about what you know and how decisions were made.

- **Be honest about what you don't know.** Provide a timeline for getting answers.

- **Give people the opportunity to ask questions… and really listen.** Be open to the ideas and concerns that others are experiencing.

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Leaders Set the Tone

Model professionalism and respect.

- Engage in conversations in a diplomatic and non-confrontational manner.

- Build a workforce with a diverse voice—be it culturally, religiously, racially or gender-based.

- Establish inclusiveness as a core value of the organization to help normalize diversity.

- Establish policy and process for conflict resolution.

The Washington Times. Retrieved from http://www.washingtontimes.com/news/2014/aug/18/ferguson-businesses-struggleamid-looting-violence/ Civil Unrest and Employees: When Community Concerns Become Workplace Challenges www.feinet.com ☐ 800.987.4368 Adhere to the regulatory language of the Occupational Safety and Health Administration's (OSHA) employer responsibilities.

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Offer Hope

When you think the future will be better than the present, you start working harder today.

LEADERS OFFER HOPE THROUGH:

- **Goals:** When you explain what you specifically want to achieve, you give people direction. Hope needs an object.

- **Energy:** People need to see your engagement to generate their own. Hope needs engagement and motivation.

- **Ideas:** Leaders who can think of many different ways to reach a goal will find more ways around the inevitable obstacles. Hope needs strategy and creativity.

https://www.gallup.com/workplace/308459/lead-workplace-hope-covid.aspx

https://www.forbes.com/sites/dedehenley/2020/03/13/how-to-lead-during-this-time-of-adversity-and-uncertainty/#6f93349b3660

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Ask for Input

As leaders, we are not expected to have all the answers or all the ideas, but we are expected to identify the best plan based on the information available.
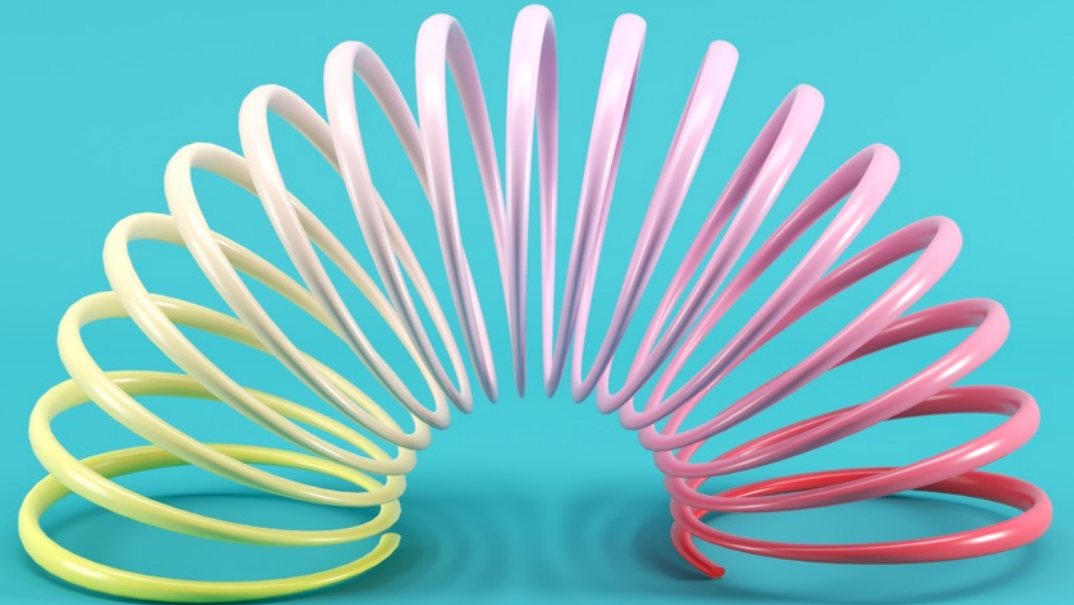
Without asking for input, we can potentially miss out on vital information or even a potentially better or simpler solution.

It also gives the opportunity to be involved, which can reduce the sense of powerlessness that can come with uncertainty.

https://www.inc.com/gordon-tredgold/7-ways-successful-leaders-deal-with-chaos-and-uncertainty.html

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Be Flexible & Adaptive

- **In uncertain times, it's likely that new information will arrive** that will challenge our plan or present a better solution. Situations are typically fluid, and the pace of change is rapid.

- **Leaders need to be flexible and able to adopt better solutions as they arise.** The goal should be to keep moving forward and at the best pace possible, not just sticking to the plan.

- **Mistakes will be made as we are asked to work in new ways.** Catch the mistakes, suspend judgment and blame, and put corrections in place.

https://www.inc.com/gordon-tredgold/7-ways-successful-leaders-deal-with-chaos-and-uncertainty.html

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Be Positive

Leaders are not supposed to have all the answers, but it is crucial that they **project confidence** during times of uncertainty.

Identify **small wins** that your team can achieve quickly to increase morale and create momentum.

Engage the power of **appreciation**. Look for the good in teamwork and individual contributions, and then call it out.

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Safe Workspace

According to OSHA, its mission is to "assure safe and healthful workplaces by setting and enforcing standards, and by providing training, outreach, education and assistance. Employers must comply with all applicable OSHA standards."

You are responsible for creating a safe working environment. Consider these steps:

Workplace violence prevention training

Create a training using a trauma informed approach (taking one's past experiences and trauma into account).

Crisis planning

Having a plan in place for any type of crisis scenario is a great idea, and your organization might already have one.

Use your EAP program

For specific employee counseling

For leadership and organizational development

OSHA Laws & Regulations. United States Department of Labor: Occupational Safety and Health Administration. Retrieved from https://www.osha.gov/law-regs.html

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Promote Self-Care

For employees who work at home, it can be hard to find that important work-life balance. For employees on the front lines, this crisis is taking another toll as they risk their own safety to keep working.

Pay attention to the physical and emotional health of your employees. Model the right behaviors.

- Get enough rest and practice good hygiene.

- Establish communication boundaries outside regular work hours.

- Make room for fear and sadness in your conversations.

- Create space for mistakes as employees adjust to new working conditions.

Troubled Employees

Spotting a troubled employee in a traditional work environment was hard enough…

When people are troubled, their behavior changes and job performance declines.

- Occasional incidents of poor job performance do not necessarily mean that there is a serious problem.

- Watch for a pattern of declining job performance in a previously satisfactory employee.

- Once a pattern is identified, an employee can work to restore his/her well-being and capabilities.

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Disengaged Employees

Identifying a disengaged remote employee is even trickier…

- For remote employees, the same holds true: when people are troubled, their behavior changes.

- Leading from a distance means managers must observe virtual body language.

- Watch for changing patterns in communication, such as missing meetings, slow or no reply to emails and messages, missed deadlines, or a lack of participation in team chats.

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Mental Health Services

Many people suffering from mental health issues don't want to talk about them the same way they may talk about a physical illness.

- A solution is to offer remote employees the help they need by providing access to anonymous mental health services and support that they can access anytime.

- Your EAP can help employees with a variety of issues in and out of the workplace, including mental health services and employee assistance:

  - In-person, telephonic and video counseling

  - Licensed Professional Counselors who address stress, depression, family issues, substance abuse and more

  - Referrals for long-term counseling or specialized care

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Acknowledge The Basics

- Lead with your mission

- No magic formula

- Continuous learning

- Know how to pivot

- Thick skin required

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Communication as an Experience

Always with your mission in mind

OUR MISSION

To improve **Health,**

elevate **Hope** and

advance **Healing** – for all

HR Information

Culture

Policies & Organizational Updates

Experience

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5 Generations Working Side-by-Side in 2020

TRADITIONALISTS	BOOMERS	GEN X	MILLENNIAL	GEN 2020
Born 1900-1945	Born 1946-1964	Born 1965-1976	Born 1977-1997	After 1997
Great Depression	Vietnam, Moon Landing	Fall of Berlin Wall	9/11 Attacks	Age 15 and Younger
World War II	Civil/Women's Rights	Gulf War	Community Service	Optimistic
Disciplined	Experimental	Independent	Immediacy	High Expectations
Workplace Loyalty	Innovators	Free Agents	Confident, Diversity	Apps
Move to the 'Burbs'	Hard Working	Internet, MTV, AIDS	Social Everything	Social Games
Vaccines	Personal Computer	Mobile Phone	Google, Facebook	Tablet Devices

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Internal Alignment

- Understand the business goals

- Align all communications teams – even ones that don't usually communicate

- Align all HR teams – everyone wants to communicate

- Align with business operations

- Establish official cadence

- Agree upon governance

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Re-think Everything

- Re-work existing communication channels

- Consider risk

- New stuff: temporary vs long-term

- Old stuff: to bring back or not bring back

- Accept the old way may not work

- Track and measure…track and measure…track and measure…

- Consider the experience

- Incorporate change management
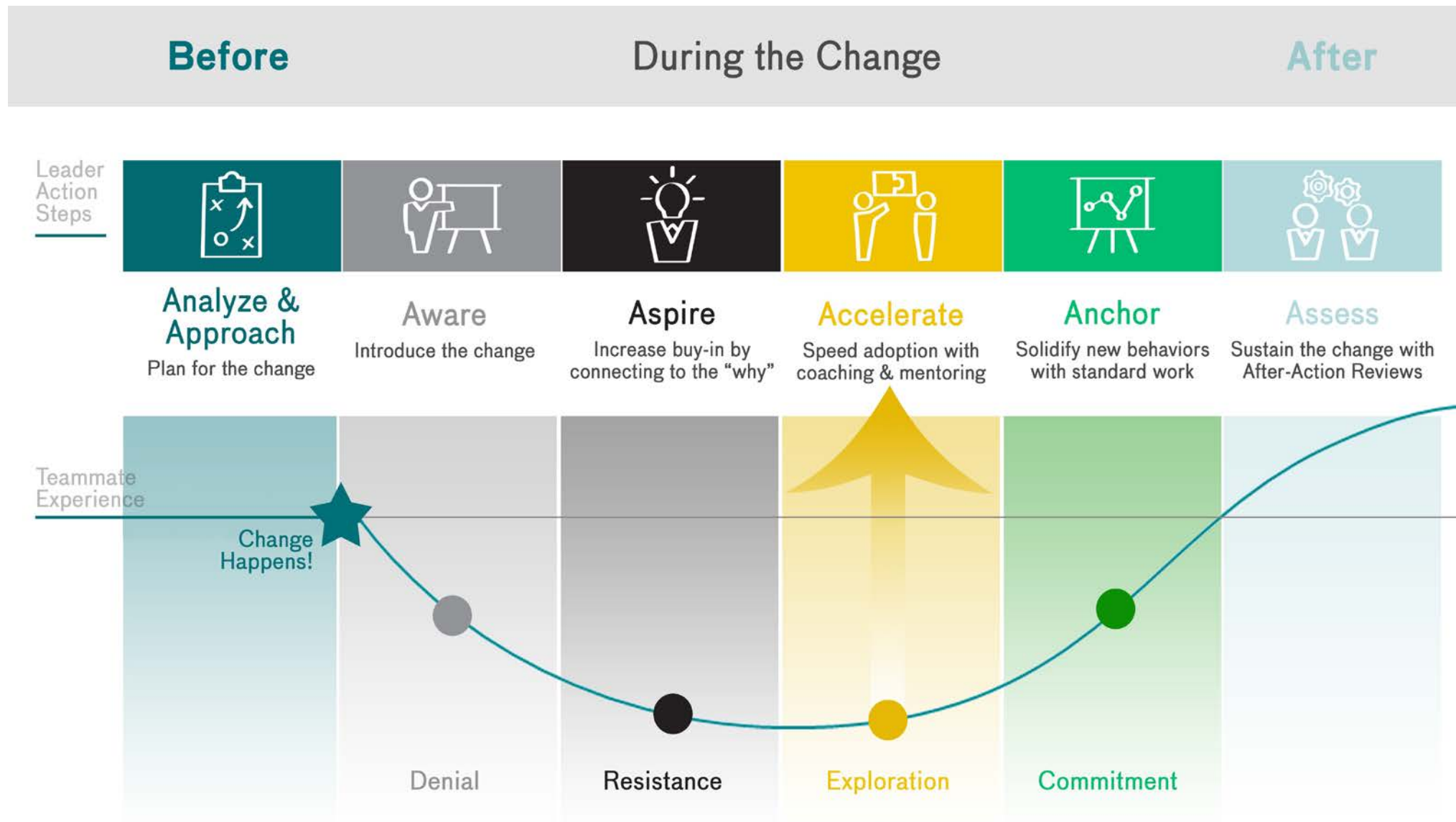
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Change Acceleration Model

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Prepare to Pivot

Need-to-know to storytelling to caution fatigue

TRUTH

TRANSPARENCY

TRUST

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48% of Americans Delayed Healthcare

A Kaiser Family Foundation poll in May found that 48% of Americans said they or a family member skipped or delayed care due to COVID-19.

- 11% of those polled said that the person's condition worsened as a result of the delayed care

https://www.kff.org/report-section/kff-health-tracking-poll-may-2020-health-and-economic-impacts/

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Health & Financial Impacts of Delaying Care

Short-Term & Long-Term Implications

- Avoiding care for chronic medical conditions can lead to a worsening of those conditions, which could lead to:

  - An unnecessary trip to the ER

  - Hospitalization

  - A prolonged time out of work

  - Reduced workplace productivity

  - Higher treatment costs

- Following the SARS outbreak in 2003, hospitalizations for diabetes significantly increased as a result of decreased outpatient use during the pandemic.

https://www.sciencedirect.com/science/article/pii/S0929664609600826

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Health & Financial Impacts of Delaying Care

Missed healthcare due to COVID-19:

- Emergency stroke evaluations are down 40%.

- Of the 650,000 cancer patients receiving chemotherapy in the U.S., around half are missing their treatments.

- Of the 150,000 new cancer cases typically discovered each month in the U.S., most are not being diagnosed.

- Up to three-fourths of routine cancer screenings are not happening.

- Nearly 85% fewer living-donor transplants are occurring now, compared to the same period last year.

https://thehill.com/opinion/healthcare/499394-the-covid-19-shutdown-will-cost-americans-millions-of-years-of-life

Safety Measures

**We have measures in place to ensure safety within our facilities. This includes:**

- At the time of scheduling the appointment

- At the time of the reminder of the appointment

- Temperature check and health screening when entering the building

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Alternative Care

We have alternative ways to get care other than physically walking into an office.

- Many chronic conditions can be managed virtually rather than face-to-face
  - Phone checks
  - Video visits
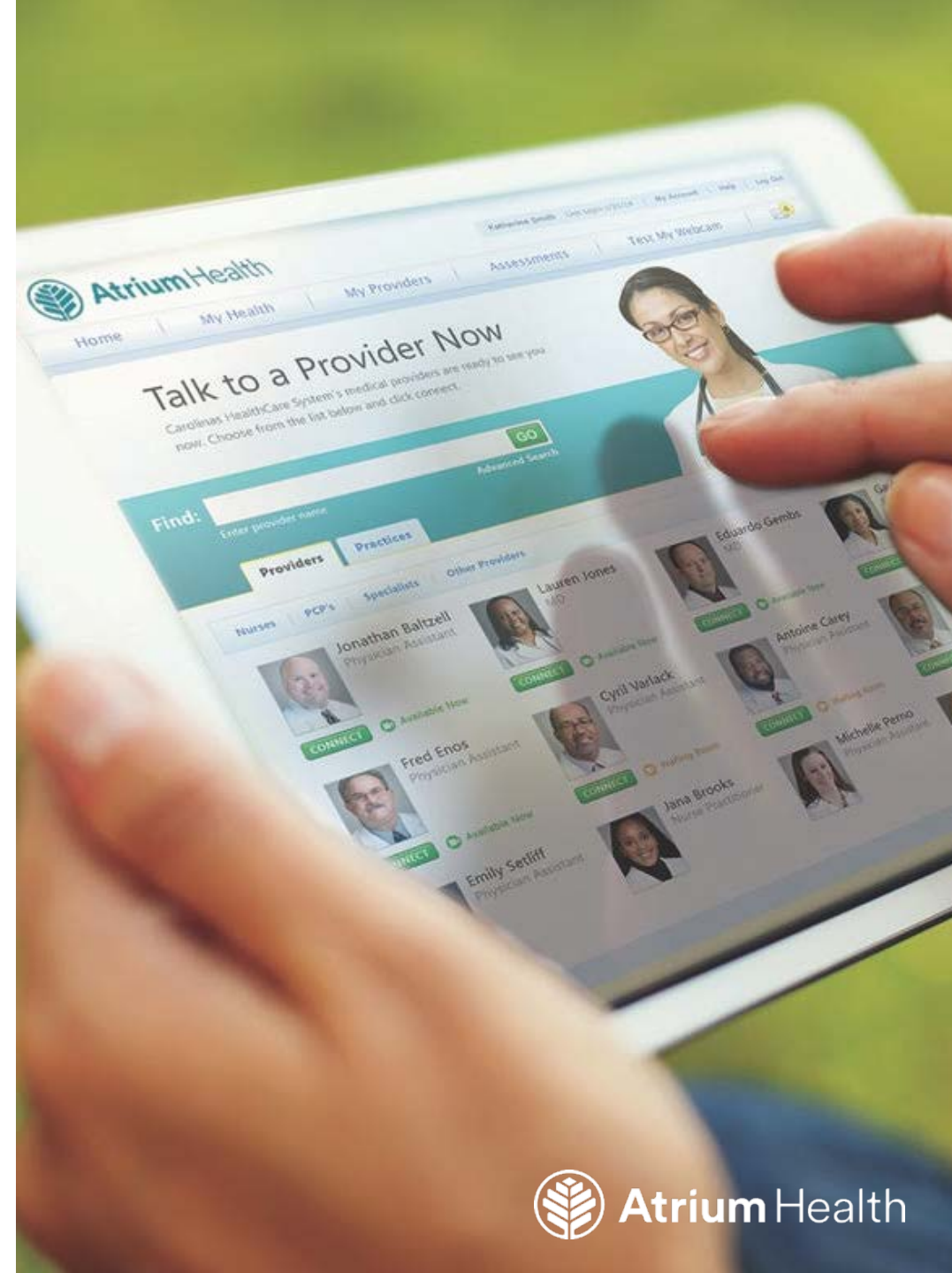
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Megan Heiar, MS, PT, MBA

Vice President, Population Health

Q&A & Closing

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Questions?

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We will continue to provide employers with guidance.

Where to go for additional information:

Email Covid19RTW@AtriumHealth.org with questions, topic suggestions for the next Town Hall, or to request more information on Atrium Health COVID-19 screening and testing.

EMPLOYER SOLUTIONS

Thank you.

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