

# UNMC College of Public Health ECHO

May 19, 2021

AHRQ ECHO National Nursing Home  
COVID-19 Action Network



# Welcome and Announcements

Deborah Levy

**AHRQ ECHO National Nursing Home  
COVID-19 Action Network**



# Announcements

- Please type your ***name, email, and facility name*** in the chat box for us and ECHO Institute to capture your attendance – **this is for training center accountability**
- Please type your questions in the chat box, and they will be addressed during the situation discussion and/or the Q&A
- The materials from the sessions are available for you to download from our website
- The recording of the sessions, which are required by AHRQ and ECHO Institute, are available only for special circumstances and a request must be made to Krista Brown
- Throughout the week, if you have questions, concerns, or issues to raise, please send Krista an email at [Krista.Brown@unmc.edu](mailto:Krista.Brown@unmc.edu)
- Today we are continuing with the core domain "Emotional and Organizational Support for Staff"

# Week 3 Agenda

Time	Subject	Speaker/Facilitator
1200 - 1205	Welcome and Announcements	Deborah Levy
1205 - 1215	COVID-19 Update	Deborah Levy
1215 - 1220	Poll Question #1	Krista Brown
1220 - 1255	Emotional and Organization Support	Matt Beacom Peg Bradke
1255 - 1300	Poll Question #2	Krista Brown
1300 - 1330	Continued Discussion and Q&A	Public Health Core Team

# Core Domains

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# Content – Core Domains

“What do Nursing Homes need to implement systems that help prevent, manage, and improve COVID-19 outcomes?”

1. Post-vaccination practices – visitation policies, PPE practices
2. Ongoing COVID-19 identification and treatment – plan for recognizing patients with COVID, post-COVID syndromes, testing, treatment, and cohorting
- 3. Emotional and organizational support for staff**
4. Vaccinations – vaccine confidence, testing, logistics, ongoing compliance and complications
5. Addressing and supporting the needs of resident and families or care partners – isolation, family communications
6. Stopping the spread (infection control) – building sustainable infection control practices
7. Leadership communication for COVID-19 – huddles, rounding, etc.
8. Leadership behaviors to support teams during COVID-19 – teamwork, roles, and psychological safety

# Current State of the Pandemic

Nebraska and Nationally

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# COVID-19 Update – State of Nebraska as of 5/18/2021

- Variants, possible reinfections, and breakthrough data were presented



# COVID-19 Vaccine Update from ACIP Meeting on 5/12/2021

- Pfizer-BioNTech vaccine was approved for ages 12-15 years under an EUA
- Thrombosis with thrombocytopenia syndrome (TTS) following COVID-19 vaccination
  - 28 confirmed cases reported to VAERS as of May 7, 2021 out of 8.73 million total Janssen COVID-19 vaccine doses administered
    - Median age: 40 years (range 18–59 years)
    - Median time from vaccination to symptom onset: 9 days (range 3–15 days)
    - Female (N=22), male (N=6)
    - 19 of the 28 TTS cases had a cerebral venous sinus thrombosis (CVST)
  - TTS does not appear to be associated with mRNA COVID-19 vaccines

# COVID-19 Vaccine Update – Current Vaccine Effectiveness (VE) Studies

- Immediate VE priority: does vaccine protect against symptomatic disease as expected
- Subsequent VE priorities:
  - Against key outcomes such as severe/non-severe disease, infection and transmission
  - In groups experiencing disproportionate impact (adults  $\geq$  65 years, those in LTC, those with key underlying conditions such as immunocompromised, obese, with diabetes)
  - Regimen-related questions for 2 dose products (single-dose, prolonged intervals, mixed-dose schedule)
  - Viral evolution – do genome changes impact VE
- Duration of protection
- Comparison of VE across products

<https://www.cdc.gov/vaccines/acip/meetings/slides-2021-05-12.html>

# COVID-19 Vaccine Update – MMWR

- Disparities in COVID-19 Vaccination Coverage Between Urban and Rural Counties — United States, December 14, 2020–April 10, 2021
  - COVID-19 vaccination coverage was lower in rural counties (38.9%) than in urban counties (45.7%)
  - Disparities persisted among age groups and by sex
- Interim Estimates of Vaccine Effectiveness of Pfizer-BioNTech and Moderna COVID-19 Vaccines Among Health Care Personnel — 33 U.S. Sites, January–March 2021
  - First U.S. multisite test-negative design vaccine effectiveness study among health care personnel
  - Single dose of Pfizer-BioNTech or Moderna COVID-19 vaccines was 82% effective against symptomatic COVID-19 and 2 doses was 94% effective

# Weekly Poll #1

What processes or procedures have you or your team implemented in the last week at your facility that you'd like to share with the group?

Remember: We all learn from successes and challenges.

# Emotional and Organization Support

## Week 3 - The Language of Feelings and Needs and the Correlation with Wellbeing

A sensitive emotion that may not quite fit the site



guilt

# Building a Culture of Emotional Safety and Trust to Support Staff Wellbeing

Session 3 – How to Use Feelings and Needs to Communicate and to Create a Emotionally Safe Environment *Together With Staff*

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## From last week: You were asked to:

- Have a conversation with 5 staff members in different roles to ask what matters most to them?
  - Or make a board and have them put their response on the board with a post it note

**How might we address what matters to this individual?**



# Key: A Team Mindset

*Sometimes we can't change the stressor or the hazard but we can change the social support*

## Detract from Team Success

Win, don't lose

Be right

Rationalizing Actions

Minimize expressions of negative feelings

**Lack of Trust**

## Contribute to Team Success

Respect for others and Yourself

Transparency/Curiosity

Compassion/Empathy/  
Connections

Accountability - Taking time to do things right

**Trust**

# Psychological Safety

- "Belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes"
- Both are necessary to create a team in a learning environment.

Psychological  
Safety



Accountability

# Ask, Listen, Do: Build Confidence, Trust, and Support Through Conversations

- What existing processes can we **observe actions, share feelings, and notice behaviors** that indicate what matters most to staff--clinical and operational?

- Resident Rounds/Care conferences
- Huddle
- Morning Meetings/Stand Ups
- Leadership team meeting
- Intentional Rounds
- Job Shadowing



What are we trying to accomplish?

- Promote A Committed Team
- Exceptional Care
- Efficiency and Effective Work

Outcomes:

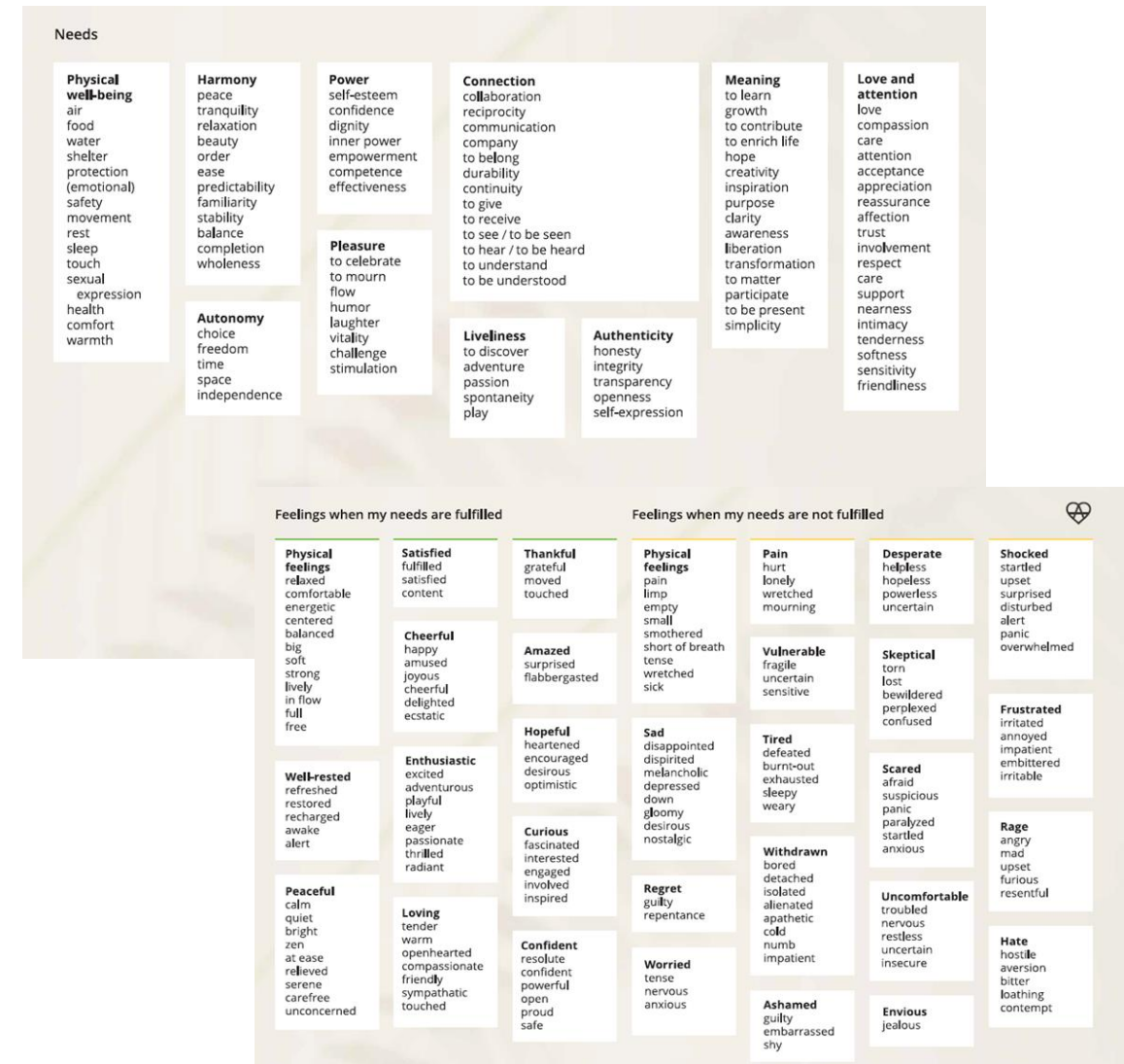
- Improve Leadership and Team Member Awareness of Safety Issues and Daily Work
- Promote timely recognition and resolutions of problems impacting the work
- Improve team members ability to integrate new or changed work

# What are strategies to respond to stress by identifying feelings and needs through nonviolent communication?

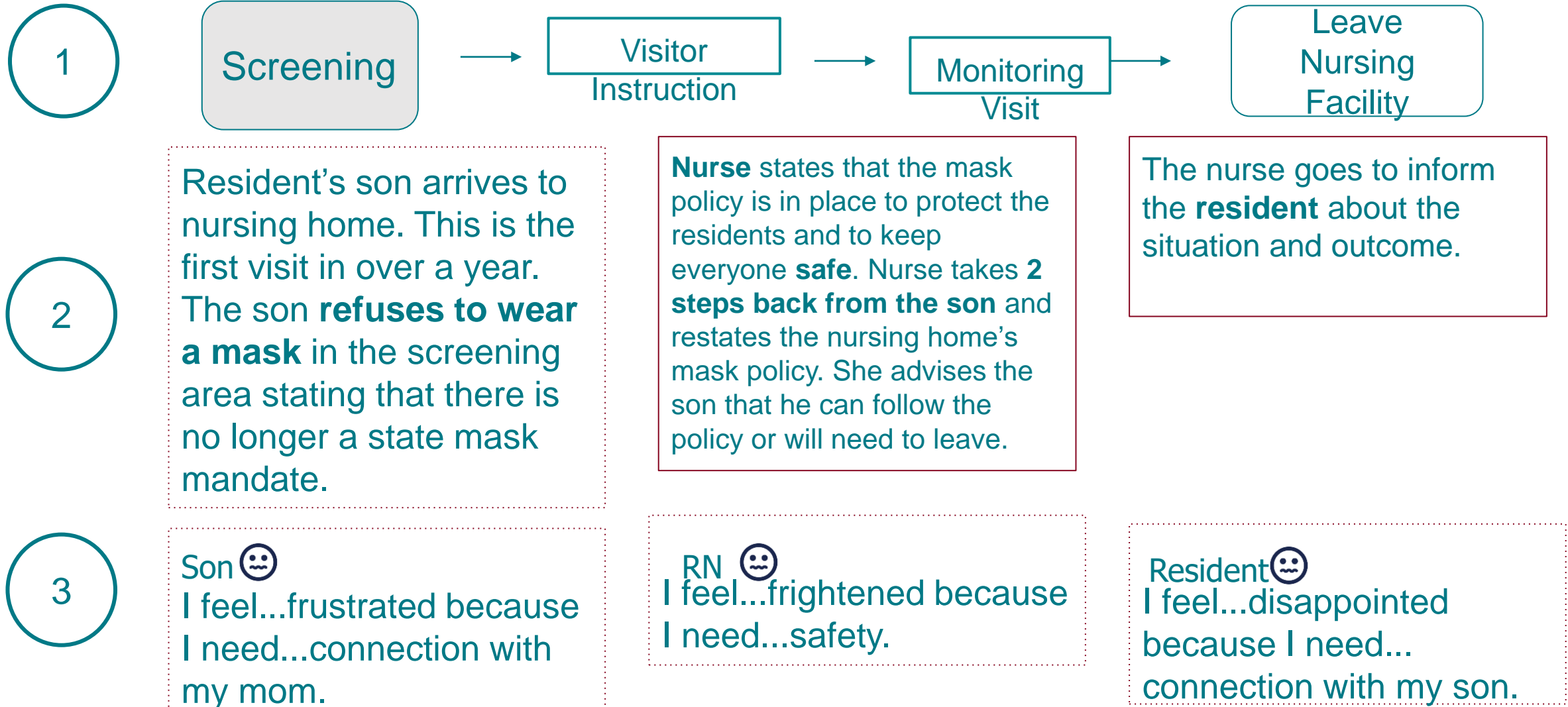
Nonviolent Communication is a way for us to communicate about our feelings and needs:

Example: The Language of Feelings and Needs During Visitation

- How might staff feel? What is their need?
  - Feeling: “I feel...” [frightened, nervous, excited]
  - Need: “...because I need/value...” [Clarity about visitation, predictability, hope]



# Process Map+Observations+Emotion Map Showing Nursing Facility Visitation Using Nonviolent Communication



# Reflection on Staff feelings/needs

- What do you notice?
- What feelings and emotions are expressed through words and body language?
- How are needs communicated?

*People may forget what you said, people may forget what you do,  
but they will never forget how you made them feel.*

# A Walk in Their Shoes...What they aren't saying that we don't know



# Tools and Questions to Invite Sharing of Feelings and Needs

- Utilize processes and discussion to reinforce shared purpose and identify needs.
- Notice themes in responses
  - What triggers a stress response?**
  - How do they express how they feel?**
  - What needs do they identify?**
- Be present and ask thoughtful; open-ended questions



Take a moment to think about today.....

Acknowledge one thing that was difficult during your working day

**Let it go**



Check on your colleagues before you leave

**Are they OK?**



**Are you OK?** Your senior team are here to support you



Consider three things that **went well**.....



Now switch your attention to home

**REST**

**RELAX**

**REFRESH**

Permission to share Staff Wellbeing Huddle granted by Organizational Development, NHS Lothian.



# Staff Wellbeing Huddle Questions

**What feelings did you experience today?**

**Were you able to connect them to a need? Was that need met today?**

- How did you support or look after your team members today? How did someone support you?
- How was communication and teamwork today?
- What are you proud of as a team?
- Any patient/service delivery issues of concern today?
- Were you able to find information/equipment you needed?
- Were you asked to do anything you were uncomfortable with?

**What learning occurred? What recommendations would you share with staff and leaders?**



Working in the NHS can be a rewarding and challenging experience. It is important that we find ways of checking-in with staff on a daily basis, to surface frustrations/concerns and take actions improve the work environment/conditions. The huddle framework below can be used to run a 10 minute staff well-being huddle at the end of a shift or days work. This can be done face-to-face or virtually.

**What went well?**

How was teamwork and communication?  
How did you look after each other today?  
What are you proud of as a team today?

**What could have been better ?**

Any patient or service delivery issues causing a concern?  
Has anyone had a conversation that caused you upset or distress?  
Has anyone been unable to find equipment or advice that they need today?  
Has anyone been asked to do anything they are not comfortable doing today?

**Lessons learned & improvement ideas:**



# Types of Questions to Bring About Conversation:

- Q: What is meaningful in your daily work?
  - Goal: Reinforce shared purpose
- Q: What are the pebbles in your shoes? (What could be improved?)
  - Follow up Question: How would you improve it/them?
  - Goal: Acknowledge human fallibility, ideas for improvement, how to bring about change
    - Personal agency, share individual voices, get curious about the process
- Q: How do you feel recognized at work?
  - Goal: Understand feelings and needs
- Q: Who do you want to thank and why? How would you like to recognize them?
  - Goal: Meet the need for recognition and contribution

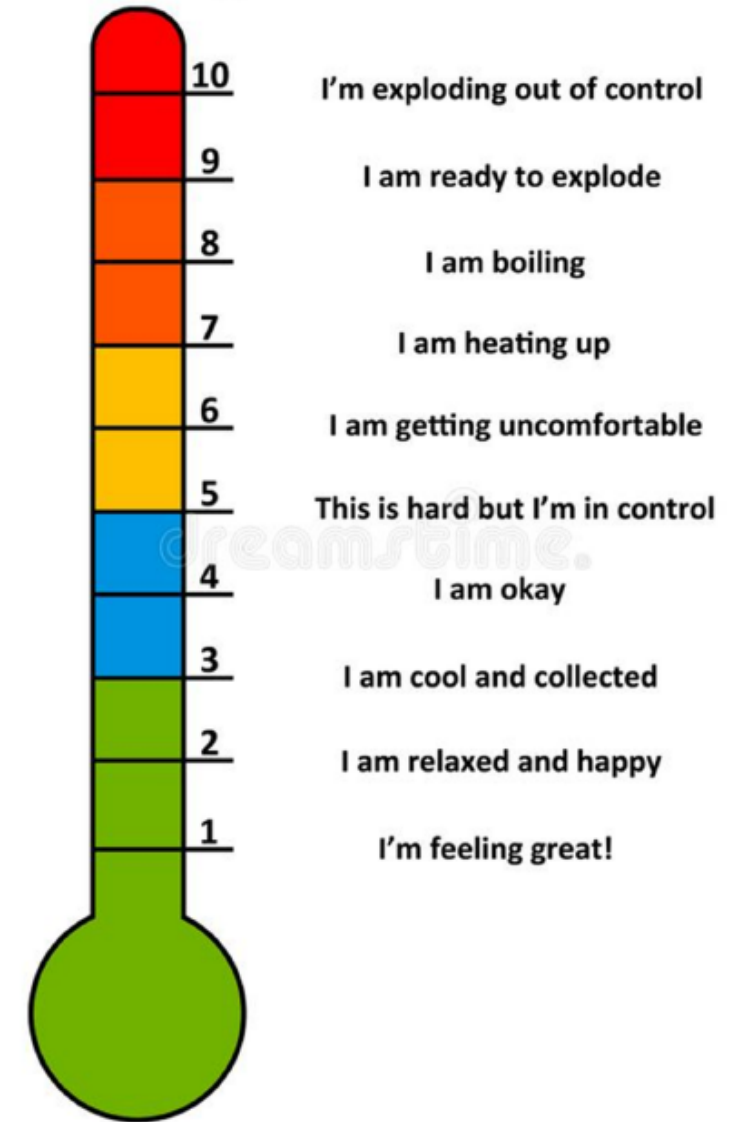


**LISTEN to  
"What  
Matters...."**

Improvement Tool(s): How to: Institute for Healthcare Improvement Conversation and Action Guide

# What's your temperature?

- Incorporate temperature checks throughout the day/shift.
- What is the plan to support staff when their temperature rises?
  - How can we be proactive and reduce the triggers that result in rising temperatures?
- How can we create environments that support staff to experience more time in green and blue zones?



# Questions to Ask to Support Post Traumatic Growth

eTable. Questions to Explore Domains of Posttraumatic Growth at the Individual and Organizational Levels



ASK "What Matters...Now?"

	Domains of posttraumatic growth				
	Development of deeper relationships	Openness to new possibilities	Greater sense of strength	Stronger sense of spirituality	Greater appreciation
Individual	Who has experience surviving such a trauma? Are there people whom I trust to share this experience and gain perspective in reframing the experience?	While I cannot change what has happened, what can I learn from this experience? How can this experience better prepare me for future stress and trauma? How can I transform tragedy into triumph?	Because I survived this experience, am I stronger than I thought? Are there role models who have grown stronger under conditions of extreme adversity and suffering?	Is this experience bigger than myself? What brings meaning to my life? What are my true values? Are my choices aligned with my values?	Will this be a wake-up call for me and push me to reorder priorities in my life?
Organization	What can we learn from other organizations that have survived similar traumas? Does our community feel they can trust and rely on us during crisis? Do we engage our community in open, honest 2-way communication?	Where have inertia and tradition prevented us from considering new ways of delivering care to better serve our patients? Can this disruption propel our innovation and improvement?	What strength did our organization display in surviving this trauma? How can we leverage this quality to bring about necessary change in other areas?	What are our true mission, vision, and values? Are we authentically serving our community and patients?	Are we taking care of the well-being of the people of our organization to the extent we should?

Olsen et al. (2020). Pandemic-Driven Posttraumatic Growth for Organizations and Individuals. JAMA 32

# What Can We Do This Week?

- Ask 5 staff in different roles to share their feelings around visitation.
  - When you think about families visiting residents, what feelings bubble up for you?
  
- What did you learn? What surprised you?

# Weekly Poll #2

What processes or procedures will you or your team implement in the next week at your facility that you'd like to share with the group?

Remember: We all learn from successes and challenges.

# Wrap up

- Final comments or questions?
- Any topics you would like the faculty to discuss today or in future meetings?
- What processes are supporting a culture of "Emotional Stability and Building Trust"  
Which are not?
- We would like to learn from you! Please share your ideas for tests of change, success stories, challenges, and innovations by emailing us.

# References and Resources – 1

- YouTube video on empathic listening by Marshall Rosenberg, PhD  
<https://www.youtube.com/watch?v=R3yUu7ZgGtk>
- Stress First Aid Toolkit for Long-Term Care Staff  
<https://www.ithaca.edu/gerontology-institute/finger-lakes-geriatric-education-center/stress-first-aid>
- A handout on how to use the NVC process to increase emotional intelligence  
[https://www.wellcoach.com/memberships/images/NVC\\_Language.pdf](https://www.wellcoach.com/memberships/images/NVC_Language.pdf)



# References and Resources – 2

- Slides from ACIP Meeting on COVID-19 Vaccines - May 12, 2021  
<https://www.cdc.gov/vaccines/acip/meetings/slides-2021-05-12.html>
- Disparities in COVID-19 Vaccination Coverage Between Urban and Rural Counties — United States, December 14, 2020–April 10, 2021  
[https://www.cdc.gov/mmwr/volumes/70/wr/mm7020e3.htm?s\\_cid=mm7020e3\\_e&ACSTrackingID=USCDC\\_921-DM57588&ACSTrackingLabel=MMWR%20Early%20Release%20-%20Vol.%2070%2C%20May%2018%2C%202021&deliveryName=USCDC\\_921-DM57588](https://www.cdc.gov/mmwr/volumes/70/wr/mm7020e3.htm?s_cid=mm7020e3_e&ACSTrackingID=USCDC_921-DM57588&ACSTrackingLabel=MMWR%20Early%20Release%20-%20Vol.%2070%2C%20May%2018%2C%202021&deliveryName=USCDC_921-DM57588)
- Interim Estimates of Vaccine Effectiveness of Pfizer-BioNTech and Moderna COVID-19 Vaccines Among Health Care Personnel — 33 U.S. Sites, January–March 2021  
[https://www.cdc.gov/mmwr/volumes/70/wr/mm7020e2.htm?s\\_cid=mm7020e2\\_e&ACSTrackingID=USCDC\\_921-DM57416&ACSTrackingLabel=MMWR%20Early%20Release%20-%20Vol.%2070%2C%20May%2014%2C%202021&deliveryName=USCDC\\_921-DM57416](https://www.cdc.gov/mmwr/volumes/70/wr/mm7020e2.htm?s_cid=mm7020e2_e&ACSTrackingID=USCDC_921-DM57416&ACSTrackingLabel=MMWR%20Early%20Release%20-%20Vol.%2070%2C%20May%2014%2C%202021&deliveryName=USCDC_921-DM57416)

# Thank you!

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