UNMC College of Public Health ECHO May 19, 2021

AHRQ ECHO National Nursing Home COVID-19 Action Network





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Welcome and Announcements Deborah Levy

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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
- 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

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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
- 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

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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









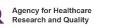
COVID-19 Vaccine Update – Current Vaccine Effectiveness (VE) Studies

- 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 <u>></u> 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, mixeddose 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.





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Emotional and Organization Support

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







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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?
 - \blacktriangleright 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	Contribute to Team Success
Win, don't lose	Respect for others and Yourself
Be right	Transparency/Curiosity
Rationalizing Actions	Compassion/Empathy/ Connections
Minimize expressions of negative feelings	Accountability - Taking time to do things right
Lack of Trust	Trust









Psychological Safety

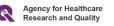
- "Belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes"
- Both are necessary to create a team in a learning environment.















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



- ASK "What Matters and What are your Needs?...Now?"
 - LISTEN to "What Matters and What is Needed...Now."



DO "What Matters and What is Needed...Now." 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

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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]

Physical well-being air food water shelter protection (emotional) safety movement rest sleep touch sexual expression health comfort warmth	Harmony peace tranquility relaxation beauty order ease predictability familiarity stability balance	Power self-esteem confidence dignity inner power empowerment competence effectiveness	Connection collaboration reciprocity communication company to belong durability continuity to give to receive to see / to be seen to hear / to be heard to understand to be understood		Meaning to learn growth to contribute to enrich life hope creativity inspiration purpose clarity awareness liberation transformation to matter participate	Love and attention love compassion care attention acceptance appreciation trust involvement respect care support
	completion wholeness	Pleasure to celebrate to mourn flow				
	Autonomy choice freedom time space independence	humor laughter vitality challenge stimulation	Liveliness to discover adventure passion spontaneity play	Authenticity honesty integrity transparency openness self-expression	to be present simplicity	nearness intimacy tenderness softness sensitivity friend l iness

Feelings when my needs are fulfilled Feel

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Physical feelings relaxed comfortable energetic centered	Satisfied fulfilled satisfied content	Thankful grateful moved touched	Physical feelings pain limp empty small	Pain hurt lonely wretched mourning	Desperate helpless hopeless powerless uncertain	Shocked startled upset surprised disturbed alert
balanced big soft strong lively	Cheerful happy amused joyous cheerful	Amazed surprised flabbergasted	smothered short of breath tense wretched sick	Vulnerable fragile uncertain sensitive	Skeptical torn lost bewildered	panic overwhelme
in flow fu ll free	delighted ecstatic	Hopeful	Sad		perplexed confused	Frustrated irritated
Well-rested refreshed restored	Enthusiastic excited adventurous playful lively	heartened encouraged desirous optimistic	disappointed dispirited melancholic depressed down gloomy	Tired defeated burnt-out exhausted sleepy weary	Scared afraid suspicious panic	annoyed impatient embittered irritable
awake alert	vake eager	Curious desirous fascinated nostalgic interested		Withdrawn bored	paralyzed startled anxious	Rage angry mad upset
Peaceful calm quiet	Loving	engaged involved inspired	Regret guilty repentance	detached isolated alienated apathetic	Uncomfortable troubled	furious resentful
bright zen at ease relieved	tender warm openhearted compassionate friendly	Confident resolute confident	Worried	co l d numb impatient	nervous restless uncertain insecure	Hate hostile aversion bitter
serene carefree unconcerned	sympathatic touched	powerful open proud safe	nervous anxious	Ashamed guilty embarrassed shy	Envious jealous	loathing contempt

when my needs are not fulfilled





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

Leave Visitor Nursing Screening Monitoring Instruction Facility Visit **Nurse** states that the mask The nurse goes to inform Resident's son arrives to policy is in place to protect the the resident about the nursing home. This is the residents and to keep situation and outcome. first visit in over a year. everyone safe. Nurse takes 2 steps back from the son and The son refuses to wear 2 restates the nursing home's a mask in the screening mask policy. She advises the area stating that there is son that he can follow the no longer a state mask policy or will need to leave. mandate. Son 💮 RN 🙂 I feel...frightened because Resident 3 I feel...disappointed I feel...frustrated because I need...safety. because I need... I need...connection with

my mom.

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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



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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

STAFF WELL-BEING BEFORE YOU HEAD HOME



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

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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.

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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 wellbeing 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

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

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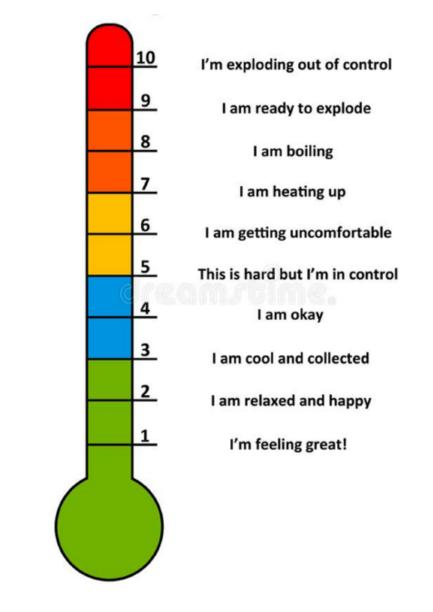






What's your temperature?

- 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

	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?		



ASK "What Matters...Now?"

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





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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.











- 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 <u>https://www.youtube.com/watch?v=R3yUu7ZgGtk</u>
- Stress First Aid Toolkit for Long-Term Care Staff <u>https://www.ithaca.edu/gerontology-institute/finger-lakes-geriatric-education-center/stress-first-aid</u>
- A handout on how to use the NVC process to increase emotional intelligence <u>https://www.wellcoach.com/memberships/images/NVC_Language.pdf</u>









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

 Interim Estimates of Vaccine Effectiveness of Pfizer-BioNTech and Moderna COVID-19 Vaccines Among Health Care Personnel — 33 U.S. Sites, January–March 2021
 <a href="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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