

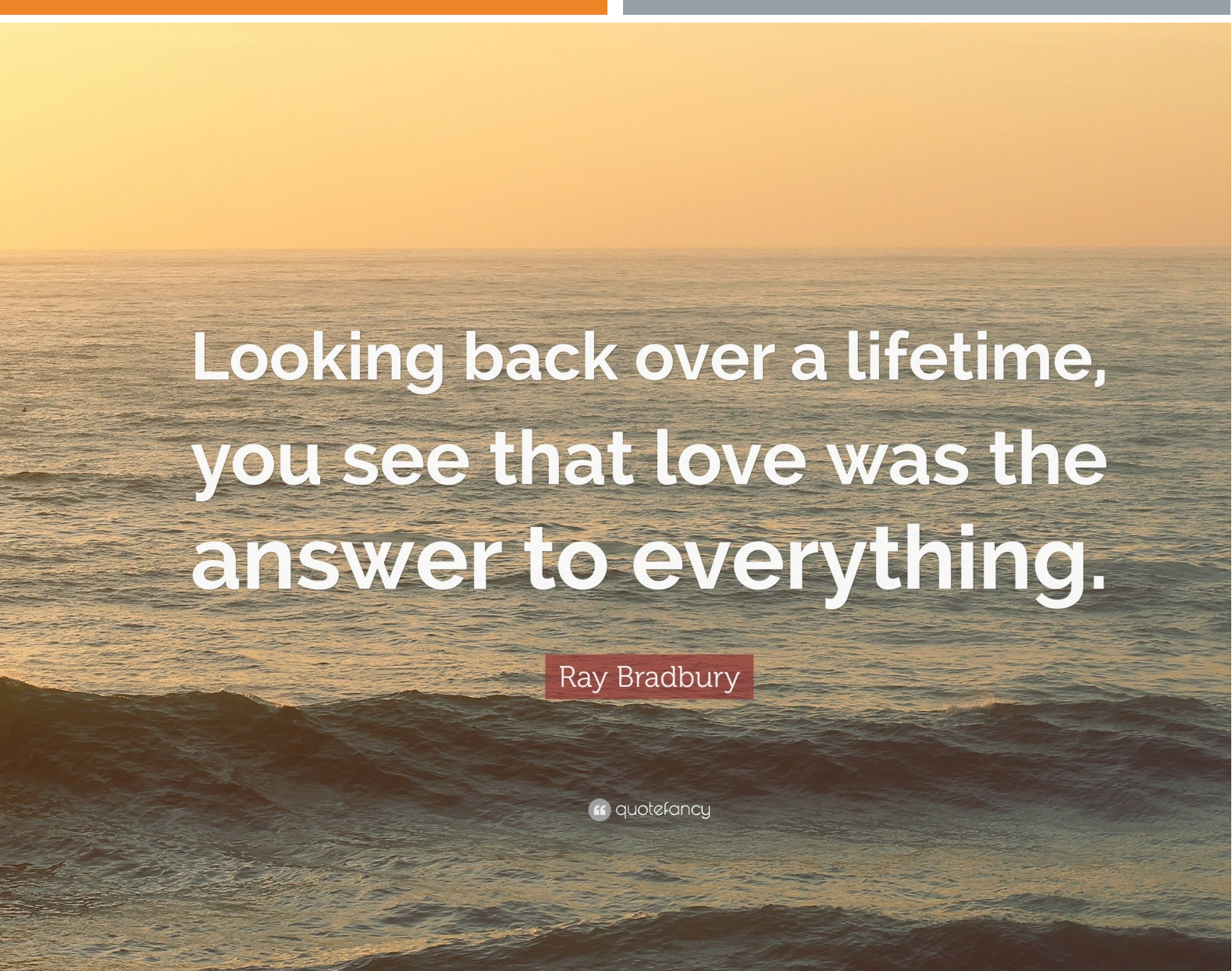
An aerial photograph of a crowded beach. The foreground shows a wide expanse of light-colored sand. In the middle ground, numerous people are scattered across the beach, many sitting on towels or blankets. A variety of colorful beach umbrellas are open, adding vibrant spots of color to the scene. The background is dominated by the deep blue ocean, which meets the horizon under a clear sky.

HEALING HEALTHCARE TEAMS AFTER COVID-19

AMY SHERMAN

AGENDA

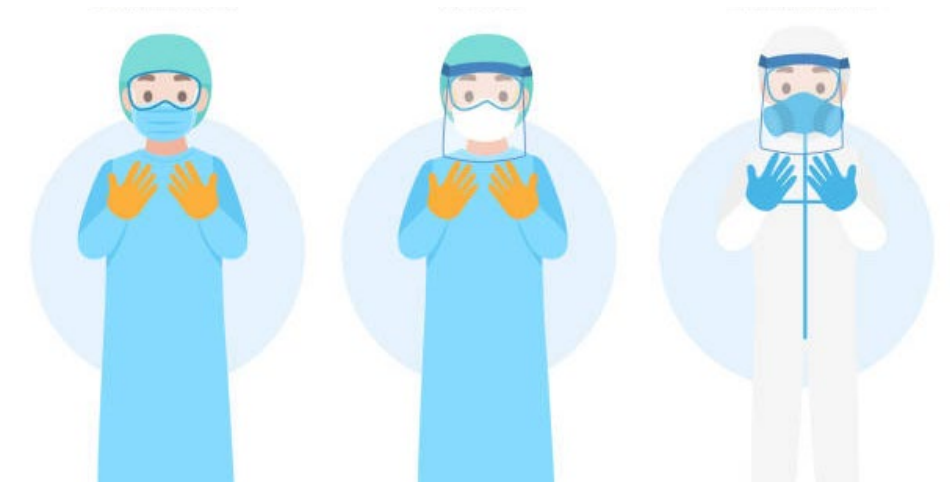
- Life, Work, and Challenges Before COVID
- Burnout – Activation, Decompression, and Engagement
- Employee Hopes and Fears for the Future
- Leading Hybrid Teams
- Lessons Learned
- Closing Summary

A photograph of a sunset over the ocean. The sky is a warm, golden-orange color, and the water is dark with some whitecaps. The quote is overlaid in white text.

Looking back over a lifetime,
you see that love was the
answer to everything.

Ray Bradbury

“ quote fancy



HEALING HEALTHCARE TEAMS AFTER COVID-19

■ The world before COVID seems so far away, we have experienced a time of rapid changes in every aspect of our lives. Professional or personal changes cause anxiety for most people. We went through 24 months (about 2 years) of consistent changes, and everyone is exhausted. We want to move forward but our world is different now and so is the way we need to lead. Let's look back on what we have experienced, review what we learned, what our associates need, what we need, and explore ways truly have work/life balance when working from home or onsite.



PRE-PANDEMIC US BUREAU OF LABOR AND STATISTICS

U.S. unemployment rate for 2019 was 3.67%

U.S. work from home rate for 2019 was 6%

U.S. crime rate & statistics for 2019 was 4.99* or 1.14% increase from 2018

U.S. inflation rate for 2019 was 1.81%

HEALTHCARE ADMINISTRATIVE CHALLENGES

Workforce

- The top 3 categories for voluntary terminations in 2019
 - Career Development
 - Work-Life Balance
 - Manager Behavior
- The top 3 categories involuntary terminations in 2019
 - Incompetence
 - Insubordination
 - Attendance

Leadership

- In 2019 “lousy” communication with their coworkers and/or their team was the number one reason why managers left their jobs and leadership positions.
- In 2019 the top 3 stressors for executive leaders were;
 - Colleagues being territorial and petty
 - Being expected to always have the answers
 - Figuring out how to manage my time.

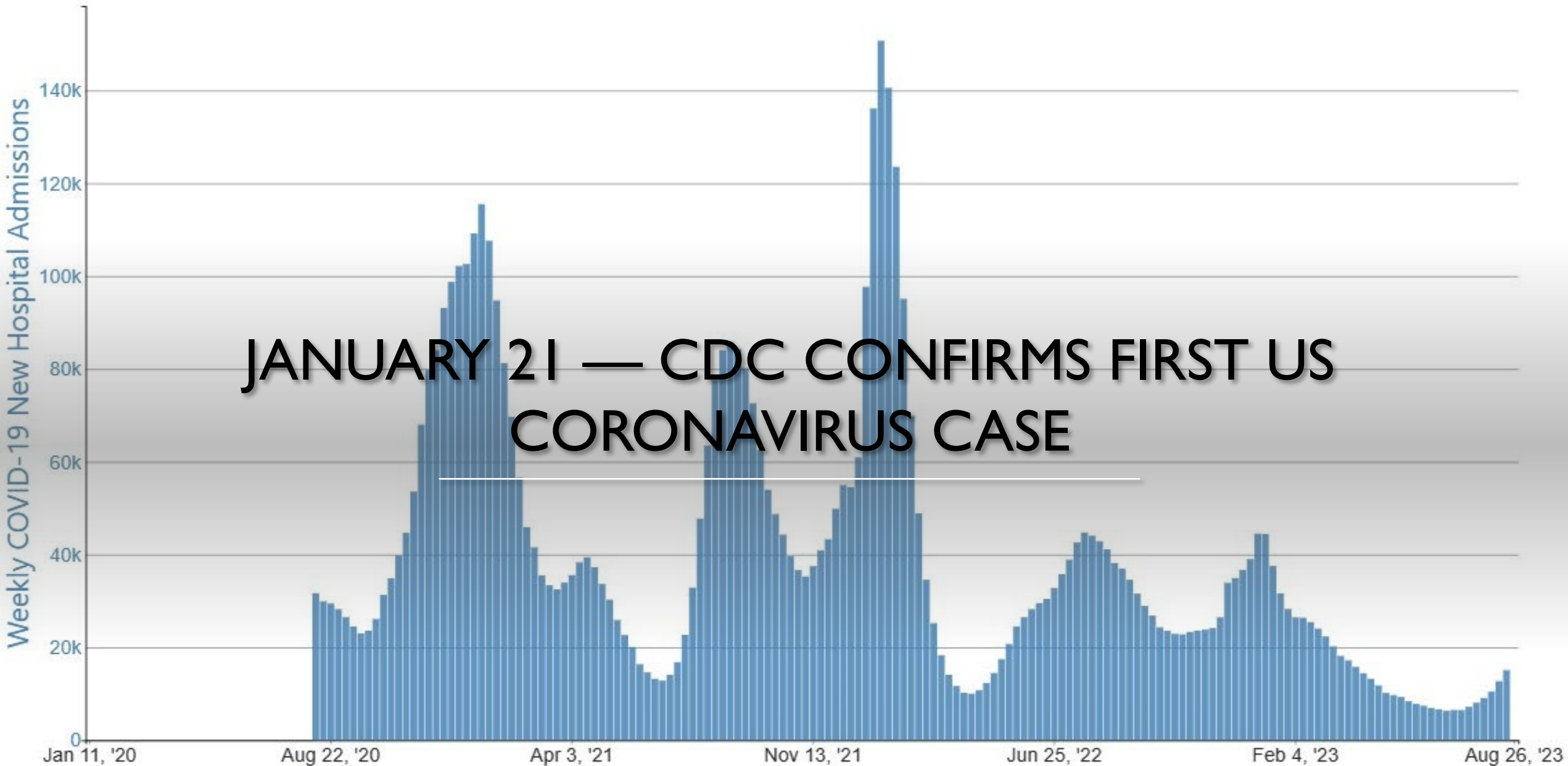
Top Issues Confronting Hospitals

- American College of Healthcare Executives (ACHE) 2019 Published Survey: Cited by CEOs as Top Issues Confronting Hospitals
 - Financial Issues
 - Governmental Mandates
 - Patient Safety and Quality

HEALTHCARE OCCUPATIONAL CHALLENGES

- The National Institute of Occupational Health and Safety published a report in 2019 that showed working in healthcare involves;
 - Intensely stressful and emotional situations in caring for those who are sick
 - Exposure to human suffering and death
 - Unique pressures from relationships with the patient, family members, and employers
 - Working conditions with ongoing risk for hazardous exposures
 - Demanding physical work and risk of injuries such as from patient handling
 - Long and often unpredictably scheduled hours of work. This is often related to as-needed scheduling, unexpected double shifts, and unpredictable intensity of on-call work.
 - For many health workers, unstable and unpredictable work lives, and financial strain
 - High administrative burdens and little control over schedules

COVID-19 New Hospital Admissions, by Week, in The United States, Reported to CDC



**JANUARY 21 — CDC CONFIRMS FIRST US
CORONAVIRUS CASE**

A TIMELINE OF COVID 2020

- January 31 — WHO Issues Global Health Emergency
- February 2 — Global Air Travel Is Restricted
- February 3 — US Declares Public Health Emergency
- February 10 — China’s COVID-19 Deaths Exceed Those of SARS Crisis
- February 25 — CDC Says COVID-19 Is Heading Toward Pandemic Status
- March 6 — 21 Passengers on California Cruise Ship Test Positive
- March 11 — WHO Declares COVID-19 a Pandemic
- March 13 — Trump Declares COVID-19 a National Emergency
- March 13 — Travel Ban on Non-US Citizens Traveling From Europe Goes Into Effect
- March 17 — University of Minnesota Begins Testing Hydroxychloroquine
- March 17 — CMS Temporarily Expands Use of Telehealth
- March 17 — Administration Asks Congress to Send Americans Direct Financial Relief
- March 19 — California Issues Statewide Stay-at-Home Order
- March 24 — With Clinical Trials on Hold, Innovation Stalls
- March 25 — Reports Find Extended Shutdowns Can Delay Second Wave
- March 26 — Senate Passes CARES Act
- March 27 — Trump Signs CARES Act Into Law
- March 30 — FDA Authorizes Use of Hydroxychloroquine
- March 31 — COVID-19 Can Be Transmitted Through the Eye
- April 8 — Troubles With the COVID-19 Cocktail
- April 16 — “Gating Criteria” Emerge as a Way to Reopen the Economy
- April 28 — Young, Poor Avoid Care for COVID-19 Symptoms
- April 29 — NIH Trial Shows Early Promise for Remdesivir
- May 1 — Remdesivir Wins EUA
- May 9 — Saliva-Based Diagnostic Test Allowed for At-Home Use
- May 12 — Death Toll Likely Underestimated, Fauci Testifies
- May 21 — United States and AstraZeneca Form Vaccine Deal
- May 28 — US COVID-19 Deaths Pass the 100,000 Mark
- June 4 — Lancet, NEJM Retract COVID-19 Studies on Hydroxychloroquine
- June 10 — US COVID-19 Cases Reach 2 Million
- June 16 — HHS Announces COVID-19 Vaccine Doses Will Be Free for Some
- June 18 — WHO Ends Study Into Hydroxychloroquine
- June 20 — NIH Halts Trial of Hydroxychloroquine
- June 22 — Study Suggests 80% of Cases in March Went Undetected
- June 26 — White House Coronavirus Task Force Addresses Rising Cases in the South
- June 29 — Gilead Sets Price for Remdesivir at \$3120
- June 30 — Fauci Warns New COVID-19 Cases Could Hit 100,000 a Day
- July 2 — States Reverse Reopening Plans
- July 6 — Scientists, Citing Airborne Transmission, Ask WHO to Revise Guidance
- July 7 — CMS Plans to Pay More for Home Dialysis Equipment
- July 7 — US Surpasses 3 Million Infections, Begins WHO Withdrawal
- July 9 — WHO Announces COVID-19 Can Be Airborne
- July 14 — States With COVID-19 Spikes Report Greatest Health Insurance Coverage Losses
- July 14 — Early Moderna Data Point to Vaccine Candidate’s Efficacy
- July 15 — New Hospital Data Reporting Protocol Prompts Concern
- July 16 — US Reports New Record of Daily COVID-19 Cases
- July 20 — Diagnostic Delays From COVID-19 May Increase Cancer-Related Deaths
- July 21 — Vaccines From AstraZeneca, CanSino Biologics Show Promising Results
- July 22 — HHS, DOD Announce Vaccine Distribution Agreement With Pfizer and BioNTech
- July 23 — Antibody Levels Drop After First 3 Months of COVID-19 Infection
- July 23 — Antibody Cocktail May Treat, Prevent COVID-19
- July 27 — Moderna Vaccine Begins Phase 3 Trial, Receives \$472M From Trump Administration
- July 27 — Senate Introduces HEALS Act
- July 29 — FDA Grants Truvian EUA for Rapid Antibody Test
- August 3 — New US Pandemic Phase; US to Pay Sanofi, GlaxoSmithKline \$2B for Vaccine
- August 4 — Rural Hotspots Face Lack of Intensive Care Unit Beds
- August 7 — Talks Stall on Second Relief Package
- August 11 — Trump Administration Reaches Deal With Moderna
- August 12 — Severe Obesity Increases Mortality Risk From COVID-19
- August 13 — Biden Calls for 3-Month Mask Mandate
- August 15 — FDA Approves Saliva Test
- August 17 — COVID-19 Now the Third-Leading Cause of Death in the US
- August 23 — Convalescent Plasma Is Cleared for Use by FDA
- August 24 — Remdesivir’s Clinical Benefits Questioned
- August 25 — CDC Changes Testing Guidance, but Later Reverses Itself
- August 26 — FDA Grants EUA to Abbott’s Rapid Test
- August 28 — First Known Case of COVID-19 Reinfection Reported in the US
- September 1 — US Rejects WHO Global COVID-19 Vaccine Effort
- September 3 — Steroids Reduce Mortality in Severe Cases; Sanofi, GSK Begin Human Vaccine Trials
- September 3 — Bioethicists Weigh In on Equitable Vaccine Distribution
- September 8 — AstraZeneca Halts Phase 3 Vaccine Trial
- September 14 — US Airports Stop Screening International Traveler
- September 14 — Pfizer, BioNTech Expand Phase 3 Trial
- September 14 — NIH Launches Investigation Into Halted Astrazeneca Trial
- September 15 — CDC Reports on Spread of COVID-19 at Restaurants
- September 16 — Trump Administration Releases Vaccine Distribution Plan
- September 17 — Europe Reports Rising COVID-19 Cases
- September 21 — CDC Pulls Guidance Saying COVID-19 Transmission Is Airborne
- September 21 — Johnson & Johnson Begins Phase 3 Vaccine Trial
- September 23 — A New, More Contagious Strain of COVID-19 Is Discovered
- September 25 — Midwest States See Increase in COVID-19 Cases
- September 28 — Global COVID-19 Deaths Surpass 1 Million
- September 29 — HHS to Distribute 100 Million Rapid Tests to States
- September 29 — Regeneron Announces Positive Results for Monoclonal Antibody Treatment
- October 2 — Trump, First Lady Test Positive for COVID-19; Trump Enters Hospital
- October 5 — Trump Leaves Hospital, Continues Receiving Treatment
- October 8 — More Americans Trust Biden to Lead Health Care System
- October 9 — US Signs Deal With AstraZeneca
- October 12 — Johnson & Johnson Halts Vaccine Trial
- October 15 — US Cases Spike Again; Studies Connect Blood Type and COVID-19 Risk
- October 19 — Global Cases Top 40 Million
- October 22 — FDA Approves Remdesivir as First COVID-19 Drug
- October 23 — AstraZeneca and Johnson & Johnson Announce Restart of COVID-19 Vaccine Trials
- October 28 — CMS Issues Vaccine, Treatment Coverage Rules
- November 4 — US Reports Unprecedented 100,000 Cases in 1 Day
- November 5 — Study Predicts Difficulties in Nationwide COVID-19 Immunity
- November 9 — President-Elect Biden Announces COVID-19 Transition Team; Pfizer Publishes Vaccine Results
- November 9 — FDA Issues EUA for Eli Lilly’s Antibody Treatment
- November 11 — Indoor Venues Responsible for Much of COVID-19’s Spread
- November 16 — Moderna Reveals Vaccine Efficacy Results
- November 16 — FDA to Move Rapidly on EUAs for Pfizer, Moderna Vaccines
- November 17 — Fauci Highlights the Need for Long-term Follow-up of COVID-19 Effects
- November 18 — Pfizer, BioNTech Vaccine Is 95% Effective
- November 20 — Pfizer, BioNTech Submit EUA Application; CDC Warns Against Holiday Travel
- November 23 — AstraZeneca Reports Vaccine Is 90% Effective; FDA Grants EUA for Second Antibody Treatment
- December 10 — FDA Advisory Panel Recommends Pfizer, BioNTech COVID-19 Vaccine
- December 11 — FDA Agrees to EUA for COVID-19 Vaccine From Pfizer, BioNTech
- December 17 — FDA Panel Backs Moderna COVID-19 Vaccine
- December 21 — New COVID-19 Variant Circling the UK
- December 23 — US Buys More Pfizer Vaccine
- December 28 — Novavax Starts Phase 3 Trial of COVID-19 Vaccine
- December 29 — First US Case of New COVID-19 Variant Found in Colorado
- December 30 — UK Approves Emergency Authorization for the AstraZeneca and Oxford COVID-19 Vaccine
- December 31 — US Falls Short of Goal to Give 20 Million Vaccinations by Year End

STATE OF MARYLAND TIMELINE OF COVID 2020-2022

2020

- Feb. 28, 2020: 3 Marylanders meet CDC criteria for testing of coronavirus
- March 1, 2020: Coronavirus threat prompts Maryland colleges to cancel study abroad
- March 5, 2020: Hogan declares a state of emergency; first 3 confirmed positive cases
- March 9, 2020: Out-of-state travel for state employees canceled amid coronavirus outbreak
- March 12, 2020: Crowd control enforced
- March 14, 2020: Emergency order expands access to child care
- March 14, 2020: Archbishop: All public Masses canceled
- March 14, 2020: First case of coronavirus in Baltimore
- March 15, 2020: Hogan issues order to close all casinos, racetracks and betting facilities in Maryland
- March 15, 2020: Maryland session adjourns early

- March 16, 2020: Schools close, executive order closes public places
- March 17, 2020: Maryland primary election postponed to June
- March 17, 2020: Preakness postponed
- March 18, 2020: Maryland records first coronavirus death
- March 19, 2020: Hogan updates case data, announces new restrictions
- March 19, 2020: All USM schools will finish classes online with no in-person commencement ceremonies
- March 23, 2020: Hogan orders nonessential businesses to close
- March 24, 2020: Convention Center transforms to field hospital
- March 28, 2020: 1 dead; 66 nursing home residents test positive
- March 30, 2020: Governor issues stay-home order
- April 4, 2020: BPD's Southwest District officers ordered to self-quarantine
- April 7, 2020: Hogan tours field hospital, announces creation of strike teams
- April 9, 2020: 108K+ file new unemployment claims in first week of April
- April 10, 2020: Hogan acts on bleak budget outlook due to coronavirus
- April 12, 2020: ZIP code data released, showing NW Baltimore hit hard

- April 15, 2020: Hogan signs face-mask order
 - April 18, 2020: Protesters demand reopening of Maryland
 - April 20, 2020: State procures 500K tests from South Korea
 - April 22, 2020: Laurel Hospital reopens to treat coronavirus patients
 - April 24, 2020: Hogan details recovery plan
 - April 29, 2020: Hogan mandates universal testing at nursing homes
 - May 6, 2020: Maryland schools closed for rest of academic year; stay-home order amended
 - May 13, 2020: Hogan announces Stage One of reopening
 - May 27, 2020: State can complete Stage One of recovery plan
 - June 3, 2020: Hogan says state ready to enter Stage Two
 - June 10, 2020: Hogan announces more restrictions lifted under Stage Two
 - July 29, 2020: Hogan expands mask order, issues out-of-state travel advisory
 - Aug. 16, 2020: Maryland surpasses 100,000 coronavirus cases
 - Aug. 27, 2020: All schools authorized to reopen, Hogan says
 - Sept. 1, 2020: Maryland ready to enter into Stage Three of recovery plan
 - Oct. 1, 2020: Limits on childcare capacity lifted; Nursing homes update
 - Nov. 5, 2020: Coronavirus cases increasing
 - Nov. 20, 2020: Back to stricter restrictions as new cases spike above 1K
 - Nov. 23, 2020: Hogan mounts stiff defense of secret deal to buy South Korean coronavirus tests
 - Dec. 1, 2020: Maryland surpasses 200,000 coronavirus cases
 - Dec. 14, 2020: First vaccines administered in Maryland
 - Dec. 15, 2020: Maryland surpasses 5,000 coronavirus deaths
- ## 2021
- Jan. 9, 2021: Maryland surpasses 300K coronavirus cases
 - Jan. 12, 2021: UK variant confirmed in Maryland
 - Jan. 18, 2021: Hogan, leaders get vaccines; State moves to 1B
 - Jan. 21, 2021: Hogan to school districts: return to hybrid learning
 - Jan. 25, 2021: Maryland enters Phase 1C of vaccination plan
 - Jan. 30, 2021: South African variant confirmed in Maryland
 - Feb. 17, 2021: Brazilian variant confirmed in Marylander who died
 - March 5, 2021: 'We grieve with you'
 - March 21, 2021: Maryland surpasses 400K COVID-19 cases
 - March 23, 2021: Maryland enters Phase 2A, to open more vaccination sites

- April 6, 2021: Any Marylander 16+ can get vaccine
 - April 28, 2021: Statewide outdoor mask mandate lifted
 - May 12, 2021: Restrictions to be lifted, state ready to vaccinate adolescents
 - May 20, 2021: Get the shot for a shot at \$\$\$
 - May 31, 2021: 70% of Maryland adults vaccinated
 - June 15, 2021: State of Emergency to be lifted
 - July 7, 2021: Hogan announces VaxU Scholarship Promotion
 - Aug. 2, 2021: Anne Arundel announces vaccine requirement for county workers
 - Aug. 5, 2021: Some state employees must show proof of vaccination
 - Aug. 9, 2021: Baltimore face mask mandate reinstated
 - Aug. 18, 2021: Vaccine mandate for nursing home, hospital employees
 - Aug. 31, 2021: Mayor announces COVID-19 vaccine requirement for city employees
 - Sept. 3, 2021: Maryland surpasses 500K COVID-19 cases
 - Sept. 8, 2021: Maryland working to get seniors booster shots
 - Nov. 3, 2021: COVID-19 vaccine rollout begins for children 5-11
 - Dec. 3, 2021: Omicron in Maryland
 - Dec. 27, 2021: More Maryland hospitals enter contingency standards of care
 - Dec. 29, 2021: 2,000+ hospitalizations for first time in pandemic
 - Dec. 29, 2021: Demand for COVID-19 tests high with hours-long waits in line
- ## 2022
- Jan. 4, 2022: 30-day state of emergency, executive orders issued
 - Jan. 5, 2022: Omicron variant is Maryland's dominant strain of coronavirus
 - Jan. 6, 2022: Maryland to open 10 COVID-19 testing sites
 - Jan. 13, 2022: More testing sites to open, state to distribute face masks
 - Jan. 8, 2022: VaxCash 2.0 for booster shots
 - Feb. 14, 2022: Bout with COVID-19 changes man's mind about vaccines
 - Feb. 25, 2022: Maryland rescinds school face mask policy
 - March 22, 2022: Metrics show decline in COVID-19 cases at schools
 - March 30, 2022: City schools send COVID-19 tests home ahead of spring break
 - April 22, 2022: Maryland among states to see rising COVID-19 metrics

HEALTHCARE WORKING ON THE FRONTLINE

The healthcare workforce was not protected.

Personal Protective Equipment (PPE) Shortages

Visitor Restrictions

Delayed development of COVID-19 testing and contact tracing

Rapid Changes in Treatment Options

Over capacity hospitals and understaffed units



HEALTHCARE ADMINISTRATIVE FRONTLINE

Initial hesitation of companies to move associates to remote working

Equipment needs and training

Healthcare workers facing increased HIPAA exposure when printing from home

Creation of Productivity Standards

New challenges of work times

Working and teaching children was a challenge

No escape from all the distractions around our associates

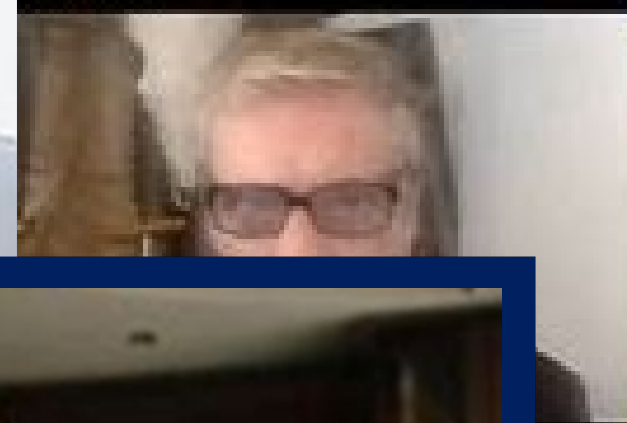
Telehealth Video Visit synchronous	Virtual Check-In (Telephone) synchronous	e-Visit asynchronous
<ul style="list-style-type: none"> New and Established Patients—Office 99202 - 20 min or 99212 - 10 min 99203 - 30 min or 99213 - 15 min 99204 - 45 min or 99214 - 25 min 99205 - 60 min or 99215 - 40 min 	<ul style="list-style-type: none"> New and Established Patients for up to 7 days cumulative time The following codes are now telehealth & can replace Video Visits as necessary 99441 - 5-10 minutes 99442 - 11-20 minutes 99443 - 21-30 minutes 	<ul style="list-style-type: none"> New and Established Patients for up to 7 days cumulative time 99421 - 5-10 min (EHR, secure email) 99422 - 11-20 min (EHR, secure email) 99423 - 21+ min (EHR, secure email)
<ul style="list-style-type: none"> G0425 - Emergency Medicine, up to 30 minutes Other telehealth codes Managed Care Codes may vary from these CNS codes 	<ul style="list-style-type: none"> G2012 - Brief check-ins for New Medicare Patients Managed Care Plans will convert to Video CPT codes 	<ul style="list-style-type: none"> G2061-63 for non-physician healthcare professionals (clinical psychologists, PT, OT, speech-language pathologists) CMS (Commercial) G2061 - 5-10 min (98970) G2062 - 11-20 min (98971) G2063 - 21+ min (98972)
<ul style="list-style-type: none"> PATIENT VERBAL CONSENT Must document method (video) Must document time, where applicable Chart Documentation must replicate in-office requirements (i.e., medication reconciliation) 	<ul style="list-style-type: none"> VERBAL CONSENT Must document method (telephone) Must document time Do not need to document medication reconciliation History Present Illness Review of Systems Medical Decision Making 	<ul style="list-style-type: none"> VERBAL/WRITTEN CONSENT Must document method (e-Visit) Must document time Do not need to document medication reconciliation History Present Illness Review of Systems Medical Decision Making

FAQs on Medicare Coverage and Costs Related to COVID-19





19th Judicial District Court
Recording of this hearing or live stream
is prohibited.
Violation may constitute contempt of
court and result in a fine of up to \$500
and a jail term of up to 180 days.



**YOU'RE ON
MUTE**

**NO..STILL ON
MUTE**





DURING PANDEMIC US BUREAU OF LABOR AND STATISTICS

U.S. unemployment rate for 2020 was 8.05%, a 4.38% increase from 2019

U.S. work from home rate for 2020 was 42%, a 36% increase from 2019

U.S. crime rate & statistics for 2020 was 6.24* or 28.78% increase from 2019

U.S. inflation rate for 2020 was 1.23%, a 0.58% decline from 2019

THE REALITY OF OUR NEW WORLD

- The Covid-19 pandemic is **ranked as the most stressful event in their working lives by at least 70 % of employees.** The pandemic ranks higher than stress events such as the Great Recession in 2008 and the 9/11 attack. Work stress associated with the pandemic resulted in an average loss of productivity of one hour per day for 62% of employees (Mayer, 2020[11]). The pandemic has exacerbated the stress level of employees where a survey conducted by America's State of Mind Report (Express Scripts, 2020[6]) indicates that prescriptions for medications for insomnia, anxiety, and antidepressants increased by a significance of 21 % from February 16 to March 15, 2020, which clearly illustrates the growing concerns about the health of employees as they work from home.
- The COVID-19 pandemic **exacerbated additional elements of fatigue, strain, stress, loss, and grief for healthcare workers.** Many healthcare workers experienced increased workloads in the face of short staffing and shortages in critical personal protective equipment. This led to increasing anxiety and the risk of personal harm. Some healthcare workers report **symptoms consistent with post-traumatic stress disorder related to the pandemic.** Some also reported residual symptoms due to personal infection with COVID-19.
- Many healthcare workers **place the well-being of others before self.** On the surface, this dedication to patients may seem admirable. However, it can ultimately be **harmful if it delays or prevents workers from getting the help that they need** for their own health and well-being.
- Stigma is another factor contributing to mental health concerns among healthcare workers. There is a strong and historical **stigma related to healthcare workers seeking care for mental health concerns or substance use disorders.**

WORKFORCE ISSUES

- Work from Home (WFH) has been identified as a psychological hazard due to the increasing impact it has on work-related stress. Isolation is one of the most critical stressors during the pandemic period and directly impacts motivation. While social isolation is a typical aspect of WFH, it was more pronounced during the pandemic period as any physical contact between colleagues became impossible.*
- Another critical stressor facing the employees was maintaining a work-life balance because the boundaries between work and home were blurred. WFH is associated with remote employees having difficulties disconnecting from their jobs. These employees face multiple side effects such as poor sleeping patterns and unhealthy eating habits, which creates further problems, including coronary heart diseases, diabetics, obesity, and hypertension. Moreover, the office workstation would be ergonomically compliant, which is impossible for most employees to achieve at home. Ergonomics noncompliance creates compounded issues such as musculoskeletal issues like slip disc, carpal tunnel syndrome, tennis elbow, and many other issues that can be irreversible.
- Working From Home Trends
 - Weekly Teams meetings increased by 252%
 - **6 billion more emails were sent**
 - We were chatting 32% more frequently
 - The average **after-hours work increased by 28%**
- What Is Stressful About Working at Home?
 - 41% of employees who worked more often from home vs. on-site considered themselves highly stressed, compared to 25% of those who worked only on-site.
 - 42% of those who work from home report frequent night waking, while only 29% of office workers reported the same.
 - Employees who work from home may experience more of a blur when it comes to work and personal life boundaries, especially with the use of smart devices.
 - Work-from-home employees may struggle more with the concept of unplugging and ending their workday
- Great Resignation
 - About 50.5 million people quit their jobs in 2022

HEALTHCARE ADMINISTRATIVE CHALLENGES

Workforce

- The top 3 categories for voluntary terminations in 2022
 - Uncaring/Uninspiring Leaders
 - Health Issues
 - Job Satisfaction/**Burnout**
- The top 3 categories involuntary terminations in 2022
 - Damaging Company Property
 - Drug or Alcohol Intoxication at Work
 - Falsifying Company Records (payroll)

Leadership

- In 2022 The Harvard Business Journal summary of why leaders quit; “Managers must cope with the least capable, the suspicious, the rivalrous, the self-centered, and the generally unhappy.”
- In 2022 the top 3 stressors for executive leaders were;
 - **Burnout**
 - Decision making with ambiguous information
 - Time pressures with little respite

Top Issues Confronting Hospitals

- American College of Healthcare Executives (ACHE) 2022 Published Survey: Cited by CEOs as Top Issues Confronting Hospitals
 - Workforce Issue; personnel shortages
 - Financial Issues
 - Behavioral Health/Addiction Issues

BURNOUT

THE AMERICAN PSYCHOLOGICAL ASSOCIATION - DICTIONARY OF PSYCHOLOGY DEFINES BURNOUT AS;

Burnout

- n. physical, emotional, or mental exhaustion accompanied by decreased motivation, lowered performance, and negative attitudes toward oneself and others. It results from performing at a high level until stress and tension, especially from extreme and prolonged physical or mental exertion or an overburdening workload, take their toll. The word was first used in this sense in 1975 by U.S. psychologist Herbert J. Freudenberger (1926–1999) in referring to workers in clinics with heavy caseloads. Burnout is most often observed in professionals who work in service-oriented vocations (e.g., social workers, teachers, correctional officers) and experience chronic high levels of stress. It can be particularly acute in therapists or counselors doing trauma work, who feel overwhelmed by the cumulative secondary trauma of witnessing the effects. See also overtraining syndrome; vital exhaustion.

overtraining syndrome

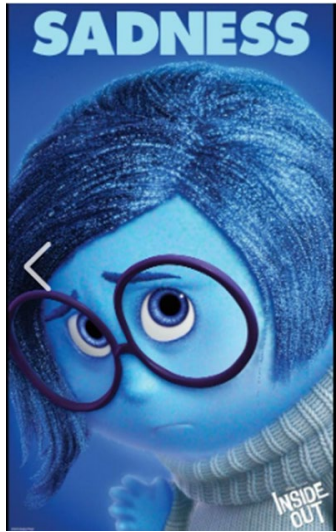
- in the context of sport or exercise, the unwanted physical and mental effects, collectively, of training beyond the individual's capacities. Characteristic symptoms include decreased performance, increased ease of tiring, loss of motivation, emotional instability, inability to concentrate, and increased susceptibility to injury and infection. See burnout.

vital exhaustion

- a state characterized by excessive fatigue, lack of energy, increased irritability, sleep disturbances, and feelings of demoralization. It has been associated with increased risk of cardiovascular disease and cardiovascular-related events, particularly myocardial infarction and sudden cardiac arrest. See also burnout. [defined and first investigated in the 1980s by Dutch researcher A. Appels and colleagues]

SIGNS OF BURNOUT - HEIGHTENED EMOTIONS

A recent study by the employment website Indeed found that 52% of workers feel burned out, with 67% blaming COVID-19 for their stress. *A 2020 Gallup poll found that fully remote workers now experience more burnout than on-site workers.



- Inability to Concentrate
- Easily Upset or Angered
- Reduced efficiency or performance
- Difficulty Sleeping
- Feelings of alienation at work
- Recurring Illness
- Headaches
- Loss of energy
- Self-doubt
- Exhaustion
- Hopelessness
- Neglect of Personal Needs
- Social Isolation
- Chronic GI Problems
- Obsession with Problems
- Alcohol/Drug Consumption

Habitual Burnout

Chronic Sadness

Chronic Mental Fatigue

Chronic Physical Fatigue

Depression

*NATIONAL LIBRARY OF MEDICINE BURNOUT IN HEALTHCARE WORKERS: PREVALENCE, IMPACT AND PREVENTATIVE STRATEGIES

RESILIENCE AGAINST BURNOUT

Activation

- What motivates you or drives you in your work?
 - The chance to make an impact
 - Learning something new
 - Serving Others
 - Finding innovative solutions
 - Having fun
 - Continuous improvement
 - Sharing knowledge and helping others succeed

Decompression

- How do you recover from a stressful day?
 - Deep breathing
 - Talk it out
 - Exercise
 - Get outdoors
 - Meditate
 - Take a day off
 - Read
 - Disconnect

Engagement

- Why is Engagement Important?
 - Create connections.
 - Build a shared vision.
 - Show employees the purpose behind their work.
 - Show your appreciation.
 - Renews your passion for the work you are doing.

RESILIENCE AGAINST BURNOUT

Each Section score separately; 5-point scale 1 = strongly disagree 2 = somewhat disagree 3 = neutral 4 = somewhat agree 5 = strongly agree

To measure activation

- The work I do makes a real difference;
- My work is meaningful;
- I care for all patients/clients equally even when it is difficult;
- I see every patient as an individual person with specific needs.

To measure decompression

- I rarely lose sleep over work issues;
- I am able to free my mind from work when I am away from it;
- I can enjoy my personal time without focusing on work matters;
- I am able to disconnect from work communications during my free time.

RESILIENCE AGAINST BURNOUT

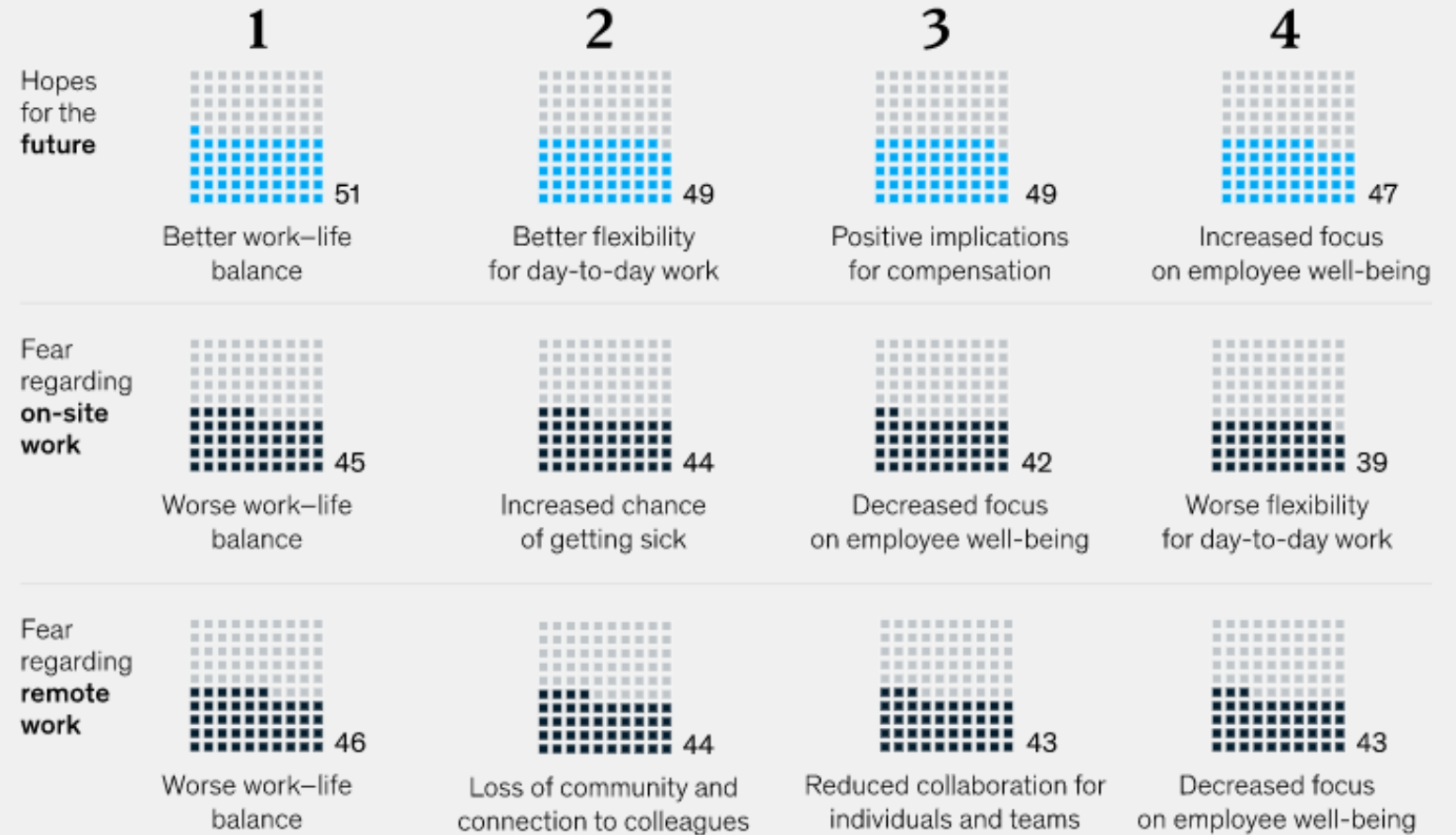
- The higher your score the more resilience you are currently exhibiting in the face of stress, and the more likely you will be resistant to burnout. As such, the lower score on gauges of decompression and activation are meant to serve as flags that workplace stress has become overwhelming rather than as indications of a particular individual's ability or strength in coping.
 - Resilience is conceptualized here as a moderator of the growing stress faced by the healthcare workforce.
- Harvard Business Journal published a report on Stress Management - Helping Health Care Workers Avoid Burnout.
 - To better understand the sources of burnout and resilience against it, they analyzed data for more than 80,000 health care personnel from 40 healthcare systems nationwide (approximately 19,000 nurses, 5,000 physicians and 60,000 non-nurse/MD personnel)
 - They found that doctors, nurses, and non-nurse/MD personnel all had the same average level of activation (4.5)
 - Physicians had lower decompression scores, showing they were less able than others to withdraw and recharge.
 - They also found that decompression and activation are moderately correlated:
 - People who are better able to decompress are also somewhat more likely to feel activated in their work.

EMPLOYEE HOPES, FEARS, AND NEEDS

- The number one hope for those in our care is a Better work-life balance
- Fear of increases chance of getting sick was second highest for those working onsite
- Fear of losing community and connection was the second highest for those working remotely
- Both groups fear decreased focus on employee well-being

Employee hopes and fears for the future reflect a focus on flexibility, well-being, and compensation

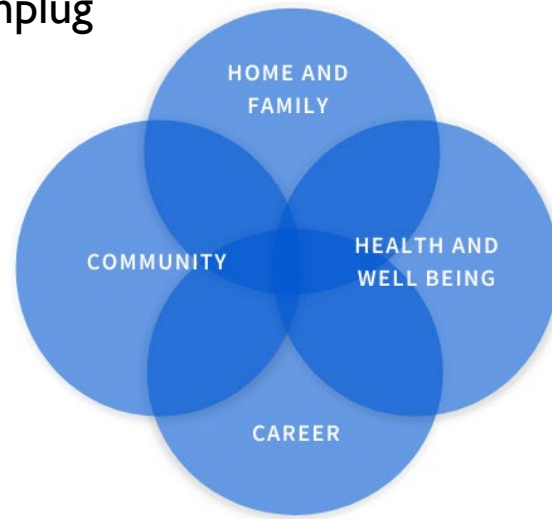
Employees' top 4 hopes and fears, % survey participants



Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

Leadership Increased Focus on Work Life Balance

WORK-LIFE INTEGRATION



Create a Dedicated Workspace

Accept that it won't be perfect

Take time off

Reward Yourself

Reduce Distractions

Don't be afraid to unplug

Make use of technology

Set Boundaries

Prioritize challenging tasks

Set your priorities

Connect With Friends

Get Comfortable Saying No

Take time to move around

Spend some time outside

Set a regular lunch time

Focus on achieving results

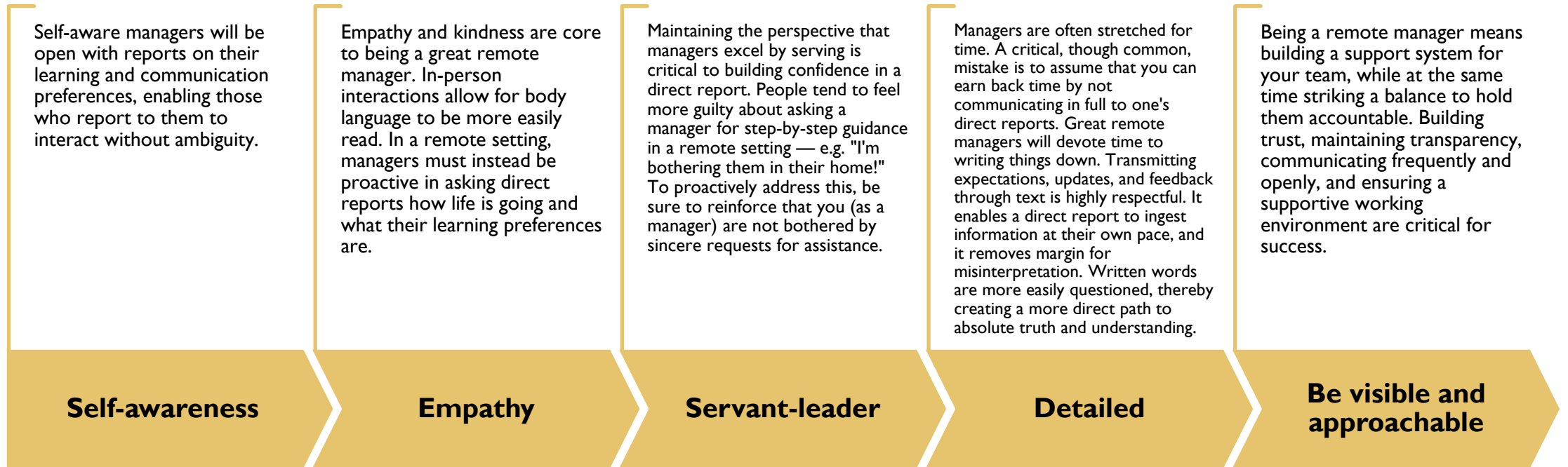
Create a Routine

LEADERSHIP INCREASED FOCUS ON EMPLOYEE WELL-BEING

Leaders have the responsibility of ensuring that the well-being of the employees is improved because it directly affects the organization's productivity.

- Data show healthcare workers need more support from leadership
 - Know what your employees are striving for. Not everyone has the same work-life balance goals. Talk to each employee about their objectives, and then determine what you can do to help them. Some employees may benefit from working remotely a couple of days each week, while others may prefer altering their daily work schedule. It's important to be open-minded and flexible.
- Leaders can facilitate their employees' success
 - Set a good example. Your employees follow your lead. If you send emails at all hours of the day and night or work hard on the weekends, your staff thinks that is what is expected of them, too.
- There are multiple strategies that organizations and management should adopt to improve the well-being of employees as they work from home. These strategies will be effective in the reduction of mental stress and anxiety associated with working from home.
- Management needs to be more capable of identifying and handling work stress. This can be achieved through the training of managers to enable them to quickly recognize the symptoms of work stress and implement techniques to handle them.
- Implementation of formal communication protocols can be significant for reducing work stress resulting from isolation, as managers can effectively track the state of their employees.
- The use of video conferencing improves the coordination between employees as well as allows managers and/or peers to identify employees who are having problems by observing the non-verbal cues.
- Employees can also benefit from creating no meeting zones during the day, which is crucial in achieving a work-life balance as the appropriate breaks enable them to connect more with their personal life.
- Organizations should provide employees with membership to online classes such as aerobics, yoga classes, and many others, which handle breaking the sedentary lifestyle that employees occasionally fall into when working from home.
- Managers should supply resources about healthy eating and encourage employees to engage in activities that are important for their physical and mental well-being.

LEADERSHIP ASSOCIATES WANT MORE OF THIS





POST PANDEMIC US BUREAU OF LABOR AND STATISTICS

- U.S. unemployment rate for 2022 was 3.61%, a 1.74% decline from 2021
- U.S. work from home rate for 2022 was 48%, a 6% increase from 2021
- U.S. crime rate & statistics for 2021 was 6.81, a 6.02% increase from 2020
- U.S. inflation rate for 2022 was 8.00%, a 3.3% increase from 2021

LEADERSHIP ASSOCIATES WANT MORE OF THIS

Engage and inspire your people—especially those lagging behind

- Do we have the skills necessary to transform?
- Are we creating an inclusive and inspiring vision?

One-third of workers say their company won't be economically viable in ten years' time if it continues on its current course—comparable to the 39% of CEOs who said this earlier in 2023 in PwC's 26th Annual Global CEO Survey. Notably, gen Z workers are the most pessimistic: 49% say their company won't survive another decade without change.

Skills inequity on the rise: 53% of employees say that their job requires specialist training, up from 49% last year. Workers without specialist training are also more likely to be facing financial difficulties than specialist workers and are less likely to have a clear sense of how their skills will change—all of which could further income inequality.

[HTTPS://WWW.PWC.COM/GX/EN/ISSUES/WORKFORCE/HOPES-AND-FEARS.HTML](https://www.pwc.com/gx/en/issues/workforce/hopes-and-fears.html)

Make your culture a catalyst for change

- Am I part of the problem?
- Is our culture causing some employees to disconnect?

Change agents are excellent listeners. They earn the trust of their teams by creating open lines of communication and they gain buy-in by allowing their team member's concerns to be heard.

Change agents tie business goals with operational and cultural priorities, streamlining and standardizing the decision-making process.

Change agents bring an entrepreneurial attitude and a clear focus on accountability; they want to move forward and inspire others to move forward, as well.

Understand how the cost-of-living crisis is affecting your people

- Do our compensation and talent strategies support one another?
- Are we addressing financial wellness at work?

Financial hardships increase: 14% of employees around the world struggle to pay bills every month, and another 42% say once they cover their expenses, they have little or nothing left over (up from 37% in 2022). One in five respondents says they have an extra job, in addition to their principal one.

BE CLEAR ON YOUR STARTING POINT

ARTICULATE GOALS

COMMUNICATE **NO** OVER
COMMUNICATE TO YOUR TEAMS

LOOK FOR NEW TOOLS TO
IMPROVE WORKFLOW

FOCUS ON YOUR **PEOPLE** AND
PROCESSES

TAKE RISKS

DON'T ACCEPT EXCUSES

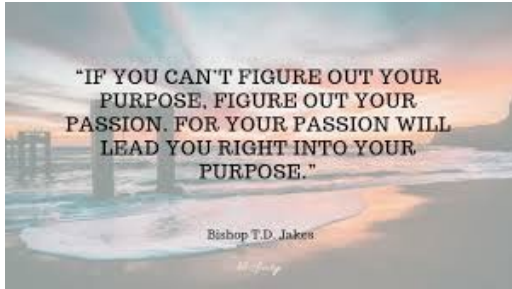
FAIL FAST AND KEEP MOVING



8 LESSONS WE CAN LEARN FROM THE COVID-19 PANDEMIC

- Masks are useful tools
- Telehealth might become the new normal
- Vaccines are powerful tools
- Everyone is not treated equally, especially in a pandemic
- We need to take mental health seriously
- We have the capacity for resilience
- Community is essential—and technology is too
- Sometimes you need a dose of humility





Bishop T.D. Jakes

HUMILITY
IS NOT THINKING
LESS OF YOURSELF,
IT'S THINKING OF
YOURSELF LESS.

TERMINALPUN.COM

C.S. LEWIS



"Lead from
the Heart
and your
People will
Follow."

- Mark C. Crowley

Thanks to Howard (Buddha),
Buddha, for the beautiful quote



“

THE GREATEST LEADERS ARE NOT
ONLY PERSONALLY COURAGEOUS
BUT ALSO ABLE TO IMPART
COURAGE TO THOSE THEY LEAD.

- Garth Jestley

Leader Impact

BE HONEST WITH YOURSELF

- Are you able to renew your passion and recommit to your purpose?
- Can you be the leader/associate that is needed?
- Are you able to show grace and love?
- Are you able to hold yourself and others accountable to your words and actions?
- Can you prioritize your health and well-being and be an example to others?

THANK YOU

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