

Department Chair & PEC Member Toolkit

This toolkit is a living document to be updated weekly by Clinician Experience. The toolkit includes basic talking points and suggestions that leaders might find useful in leading their teams, talking with colleagues, and promoting an environment of open dialogue. This is **not** intended to be a comprehensive document, but a real time answer to concerns and anxieties and asks that we are hearing right now from our physician colleagues across departments.

Objective:

Simple, practical tools for department chairs/chiefs of service to deploy immediately:

- To empower leaders to model and foster discussion with and amongst colleagues.
- To deploy at department meetings in order to engage colleagues and deliberately promote resilience/wellness.
- To establish strong connections with our colleagues so that we may support each other during the pandemic.

Components:

- Shout outs and good news
 - Crucial for morale, overall wellbeing, and even better sleep!
 - Identify someone/something for which to be grateful to begin and end every meeting/conversation.
- “Fast Facts”
 - Updated COVID statistics either enterprise wide or locally
 - Keep team informed, dispel rumors
 - Although facts are grim, being informed is empowering
- Use a quote to inspire and instill confidence in team
 - “We always hope for the easy fix: the one simple change that will erase a problem... But few things in life work this way. Instead, success requires making a hundred small steps go right - one after the other, no slipups, no goofs, everyone pitching in.” – **Atul Gawande, MD**
 - “We gain strength, courage, and confidence by each experience in which we really stop to look fear in the face...we must do that which we think we cannot.” – **Eleanor Roosevelt**
- Tips on starting a conversation – focus on honesty, transparency, vulnerability and validating the emotions and concerns of colleagues.
 - *Modeling vulnerability to encourage others to do the same, either in a group setting or privately.*
 - Is this something you are willing to talk about?
 - I’ve been anxious about this and I’m worried about...do you share any of those concerns?
 - I’ve read encounters of what’s happening at hospitals across the country – I know the worst is yet to come here and it’s unsettling.
 - I know many folks are concerned about the health of their family or their own health, is that bothering you at all?
 - I understand there are concerns about PPE, tell me what you think.
 - *Encouraging accountability partners – find someone in your department or clinic you can check-in with and have open/honest discussions.*
- Identify what your departments needs now, recognizing that needs may change rapidly in the days, weeks, and months ahead:
 - Call to action – identify biggest challenges of the week ahead for the department to tackle.
 - Discuss department-specific strategies to keep engagement high and the group involved.
 - i.e. What does the department need regarding meeting frequency? (This may be weekly, biweekly, daily depending on group.)
- **Add Focused Weekly Topic pertinent to what the pulse & concerns are**