COPE Initiatives

*These examples of COPE interventions that your organization might employ were developed by ChristianaCare.*

*Note: Coping strategies will differ over time in response to evolving needs of health care workers and the most pressing concerns at various points throughout the collective trauma event. These example COPE strategies were enacted very early in the COVID-19 pandemic and can be used as a guide to assist in other collective trauma events.*

| Category | Intervention |
| --- | --- |
| **Communicate transparently**  **and honestly** | * Daily communications huddle with leaders * Increased frequency of team huddles and/or communications (can be text or email) * System-wide townhalls to disseminate information and address employees’ questions, concerns, and needs in real-time * Weekly or daily recap email (will depend on the circumstances) * COVID-19 dashboard |
| **Promote**  **physical safety** | * Re-deployment of at-risk employees to work in non-COVID care areas * Early in the pandemic: offering hotel accommodations for those employees who were sick with COVID or were working directly with COVID-19 patients and feared potentially being a vector of transmission to their family * Early in the pandemic: offered disposable scrubs and changing areas for employees * Ensured sufficient PPE available; provide updates on where to locate additional PPE and how to use/reuse in the event of a supply chain breakdown * Frequent and clear communication concerning updates around the virus, outcomes, safety measures, transmission, and guidance on risk reduction * Extensive contact tracing * Vaccination mandate |
| **Offer**  **leadership support** | **Leadership Resources**   * **Leadership Discussion Forum:** The Center for WorkLife Wellbeing partnered with Organizational Development to offer an internal video series highlighting strategies to enhance leadership and well-being during these challenging times. Topics included:   + Leading Virtually   + Leading During Times of Crisis   + Creating, Maintaining, and Strengthening a Supportive Team Environment During Challenging Times   + Transitioning to Work Reimagined * **Virtual Rounding with Leaders** pairs a psychologist, physician, or staff trained in Stress First Aid or [Psychological First Aid](https://edhub.ama-assn.org/steps-forward/module/2779767) with team leaders across 40+ areas of the health system (eg, nursing managers, physician leads, pathology, phlebotomy, food and nutrition, environmental series, textiles, and facilities and maintenance). Virtual rounders aimed to develop supportive relationships with leaders over a series of regular meetings by phone or video conference to:   + Provide education about well-being services   + Identify team needs and access appropriate services to address those needs   + Provide psychoeducation about trauma, burnout, moral distress or injury, and other topics so that leaders could recognize early warning signs of distress   + Identify staff who may benefit from individual consultation with the virtual rounder and/or peer support through Care for the Caregiver   + Generate leadership strategies to promote well-being and performance   + Coach on interventions to reduce the risk of PTSD, including strategies to reinforce the mission of healthcare, increase team cohesion, celebrate successes, recognize quality work and teamwork, and connect to grieve losses   + Identify themes across the system where the Center for WorkLife Wellbeing could provide advocacy   + Provide an opportunity for leaders to reflect on their own well-being; begin to identify personal and professional needs * **Additional Supports for Nurse Leaders:**   + Support groups for nurse managers facilitated by psychologists from the Center for WorkLife Wellbeing   (continued on next page)   * **Job Aids for Leaders:**   + Well-being Support for You & Your Team during COVID-19   + Supporting COVID+ Caregivers & Your Team   + Navigating COVID+ Caregiver Re-entry   + Team Meeting Discussion Planner: First Day Back   + Transitioning Back After to Work After COVID-19 |
| **Support**  **changing workflows** | * Job aids (in multiple languages) * Increased support from Nursing Professional Development for changing nursing protocols * Frequent and clear communication regarding the changing protocol and reasoning behind the changes * Increased cadence of team huddles and text/email communication updates |
| **Increase access to resources** | * Developed a robust well-being website on the employee portal * Utilized [Train By Cell](https://trainbycell.com/) so that people could text to access a full menu of services on their personal cell phone to support them now and in the future * Created cards with resources listed and contact information (eg, EAP contact information, HR, Center for WorkLife Wellbeing) * Staffed aResource Liaison Line: phone line with Center for WorkLife Wellbeing psychologists to assist healthcare workers in accessing needed services (eg, psychotherapy, psychiatric evaluation) * Frequent meetings with account representative for EAP and health insurance, HR, and Center for WorkLife Wellbeing psychologist to expedite credentialing to expand the network of behavioral health providers available to treat health care workers * Added additional benefits to meet employees’ needs such as a partnership with a childcare agency * **Care for the Caregiver Peer Support Program:** colleagues trained in Psychological First Aid provided peer support to health care workers   + Individual support from trained colleagues   + Group support from psychologists   + Expansion efforts in response to COVID-19:     - Added a 24/7 emergency line staffed by psychiatry and behavioral health     - Offered next-day behavioral health appointments for health care workers identified as needing additional support and evaluation following a peer support interaction     - Ongoing peer support from Employee Health Services for those who were COVID+ throughout their illness and recovery     - Extended group peer support for teams with COVID-19 positive team members     - Support groups for teams, practice areas, or locations facilitated by a psychologist |
| **Increase team**  **and personal**  **well-being check-ins**  **and initiatives** | * *Well-being Rounds* to proactively reach frontline health care workers to attend to their psychological and physical well-being. Psychologists, physicians, and trained staff bring Psychological First Aid and printed materials about coping and support services to address mental health needs and a “Well-being Wagon” stocked with snacks, personal supplies (eg, hand sanitizer for home use, lens wipes, ear savers, chap stick, hand lotion, coloring books/relaxation materials) to meet physical needs. In-person rounders visited acute and ambulatory sites throughout the health system (eg, emergency departments, COVID-designated units, virtual and primary care practices, and essential services locations) * *Time for You* interactive educational series (example topics include storytelling, bearing witness, pandemics in film, and creative drumming) * Well-being stationsequipped with snacks, coffee, and massage therapists * Brief virtual mindfulness sessions * Daily well-being text messages including inspiration or humorous messages, self-care tips, and resources * Increased marketing of Employee Resource Groups * Brief podcasts available on-demand that addressed topics related to coping and thriving during trying times (eg, talking with children about COVID-19, sleep disturbances, finding meaning, and post-traumatic growth) * Office Hours: drop-in support group multiple times per week at various hours to accommodate health care workers across all shifts facilitated by psychologists   (continued on next page)   * **Well-being Presentations:** Psychologists and physicians provided information about trauma and pandemic psychology, well-being, and strategies to promote coping during challenging time   + **Tailored versions for nurse and physician residents:** Every cohort of residents received multiple interactive trainings on well-being, potential workplace hazards (compassion fatigue, vicarious traumatization, second victim, burnout, imposter syndrome, and working with emotionally challenging patients), and strategies to 1) promote self-care, 2) mitigate these workplace hazards, 3) support one another’s well-being, and 4) enhance career longevity and fulfilment * **Educational materials to empower the care team:**   + **Caregiver End of Shift Check-In**: Recommendations for how to pause for a moment at the end of each shift to check-in, reflect, and take a pulse on how you and your colleagues are doing. Fosters connection, empowered action, and a community of well-being     - Disseminated to leaders, posted on units and at ambulatory sites, and at Kronos clocks   + **Caregiver Well-being Tips:** How to prioritize caregiver needs to manage stress while caring for others   + **Celebrations During COVID-19:** Throughout this pandemic, it was important to still take a moment to celebrate milestones, big and small. This document offered recommendations on how to celebrate milestones.   + **Managing Stress During COVID-19:** Strategies for self-managing stress.   + **Tips on Protecting Your Home and family during COVID-19** * **Working remotely or quarantined:** Strategies to help cope with the stress of working virtually |

***Disclaimer:*** *AMA STEPS Forward™ content is provided for informational purposes only, is believed to be current and accurate at the time of posting, and is not intended as, and should not be construed to be, legal, financial, medical, or consulting advice. Physicians and other users should seek competent legal, financial, medical, and consulting advice. AMA STEPS Forward™ content provides information on commercial products, processes, and services for informational purposes only. The AMA does not endorse or recommend any commercial products, processes, or services and mention of the same in AMA STEPS Forward™ content is not an endorsement or recommendation. The AMA hereby disclaims all express and implied warranties of any kind related to any third-party content or offering. The AMA expressly disclaims all liability for damages of any kind arising out of use, reference to, or reliance on AMA STEPS Forward™ content.*

*Source: AMA. Practice transformation series: collective trauma: responding effectively as an organization. 2022.*