

SOLUTIONS FOR LEADERSHIP

Crisis is the crucible in which leadership is tested and trust is the foundation upon which organizational culture is built. Except in a minority of organizations, the healthcare workforce has struggled to work within the current business framework of care, and the challenges are being magnified by the current crisis. “The time to renegotiate the contract of American healthcare is not in the midst of a global pandemic. But the time to reestablish the societal contract and human commitment between institutions, their employees, and their communities is absolutely right now. If we cannot manage that, the aftermath of the pandemic will require rebuilding from the foundation of trust up, and that may take a generation.”

(<https://www.medscape.com/viewarticle/927859>)



Take Care of Your Staff



Presence

Your staff needs to see you. They need to know you understand their plight, firsthand and are.



Future Planning

Tell your staff how you are being proactive, rather than reactive (how you are planning for two weeks from now).

Capture lessons learned to avoid facing the same challenges in the future.



Staff Security

Your staff is already vulnerable in the face of this pandemic. Actions that further erode their sense of security may seem necessary, but strongly consider every option first. Radical transparency, if cuts are critical, is essential.



Communicate

Send one concise, clear email/video each day. Be radically transparent about the situation—in the region, in your city/town, and your organization (cases, census, ICU beds & ventilators available, staff strength, etc).



Support

What does your staff tell you they need to be successful today?

How can you ease their physical burden?

How can you ease their psychological burden?



Trust

Allow autonomy and provide top cover for front line adaptations and innovation.

Respect your MacGyvers.

Do not micromanage.



Take Care of Your Community



Share the Status of the Community

Put what people will see and hear on the news in context. How many hospital and ICU beds and ventilators are available? How are community actions helping? What else can they do?



Give Guidance

This is a fast-moving situation, for which you are a community leader. Explain changing science and regulations in simple terms and how that impacts the public. Provide clear guidance about accessing all types of healthcare.



Calls to Action - Your Community Wants to Help

Sew masks for community members to wear in public.

Sew scrub caps for hospital staff.

Create a way for the community to contribute to a meal fund or that a group could sponsor meals.

Give blood.

Expressions of thanks (cards, posters, #clapbecausewecare, social media posts).