



ASPR

“Upstream Approaches” to Build Resiliency: Organizational and Leadership Strategies

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The River



Stress and COVID-19: Our Journey

Where we want to go

Where we are

“Sustained Operational Engagement”

Where we've been



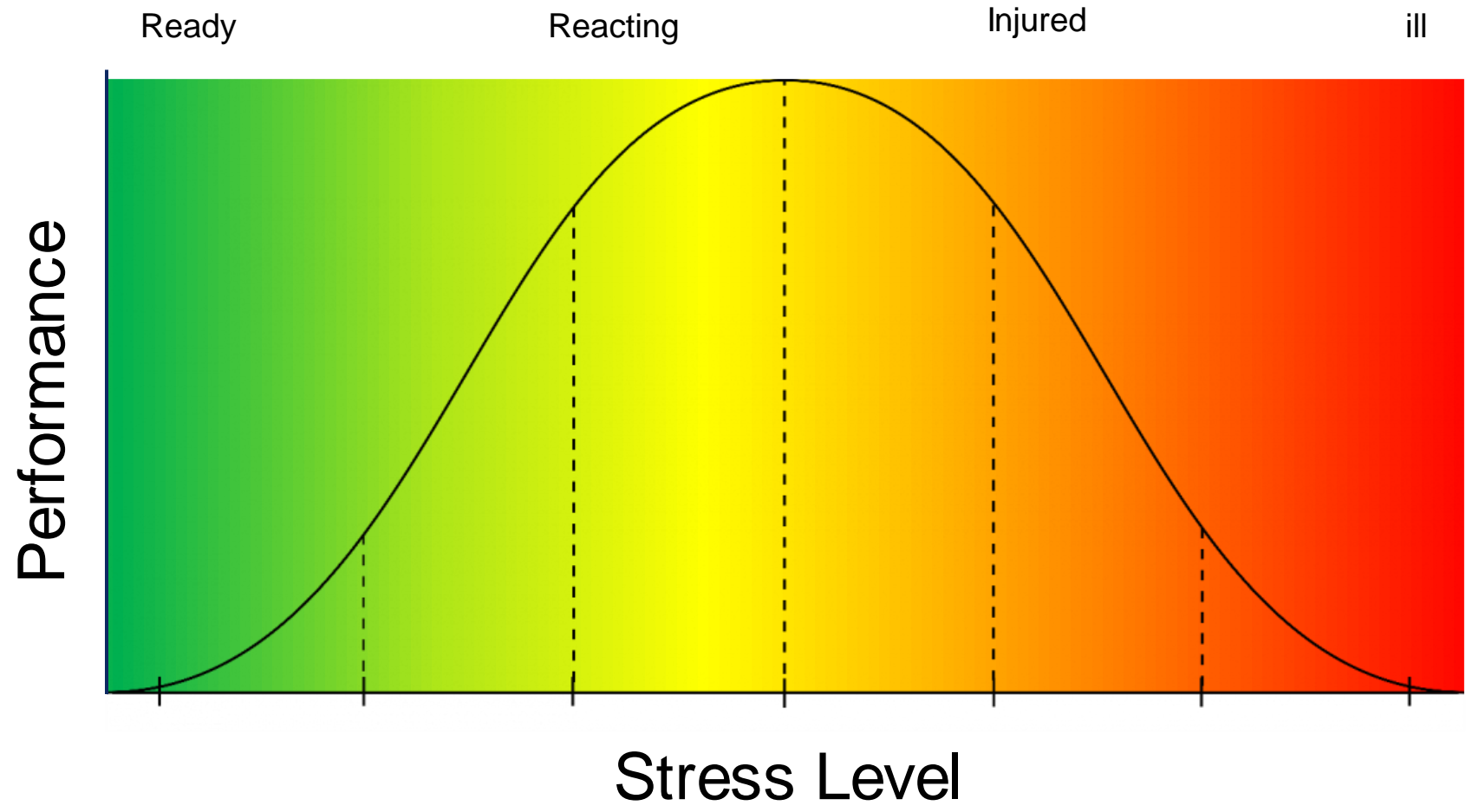
The Path is...



Workforce Stressors

1. Personnel	2. Workplace	3. Demands on Staff	4. Safety	5. Procedure/ Process
Childcare/ eldercare/petcare	Physical workplace (virtual vs on-site)	Service needs exceed staff capacity	Risk of exposure	Outdated safety procedures for employees
Increased personal and family needs	Virtual work culture	Blurred boundaries and expectations	Potential for staff infection/outbreak	Limited behavioral health options to support staff
Prolonged stress and uncertainty	New/changing expectations	Excessive work hours	Fear of personal harm	Overscheduling of employees
Concerns related to job security	Budgetary challenges	Access to family support services (childcare/eldercare)	Employees (or family) in high risk categories	Unclear and changing guidance

Continuum of Stress: Where is Your Workforce?



MMWR July Report

- Among 26,174 respondents, 53% reported symptoms of at least one mental health condition in the last two weeks.
 - Depression (32%)
 - Anxiety (30.3%)
 - PTSD (36.8%)
 - Suicidal ideation (8.4%)
- Feeling overwhelmed by workload or family/work balance (72%)
- Impact of hours worked
- Ability to take time off
- Knowledge of EAP services



Isolation and Disconnectedness

- Staff teleworking experiences will vary
- Physical isolation from colleagues and leadership
- Virtual disconnectedness and the mute button
- Zoom fatigue



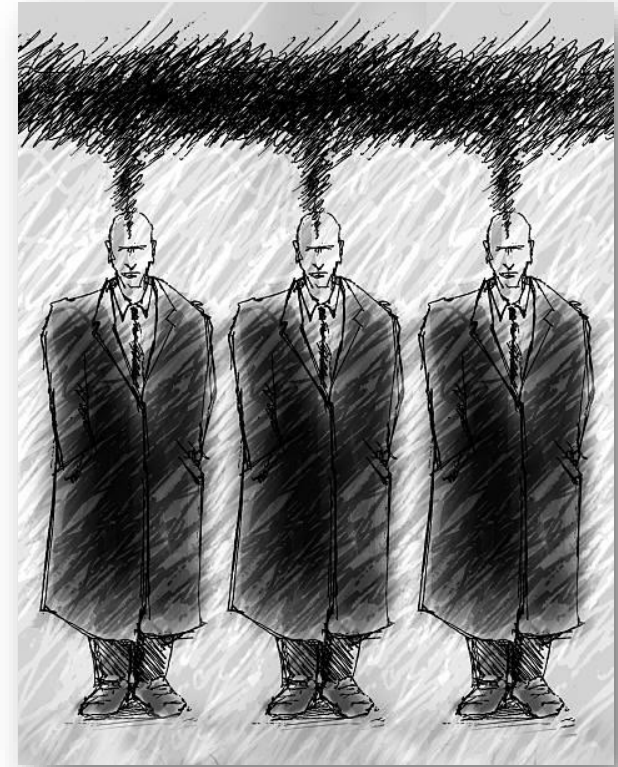
[Harvard Article](#)



[Pew Research Center](#)

Brain Fog

- Impact of ongoing stress and anxiety on mental functioning and memory
- Brain fog in the workplace:
 - Difficulty concentrating
 - Forgetfulness (forgetting an assigned task or project)
 - Feeling tired
 - Simple tasks requiring more time to complete
 - Decreased productivity



APA. [Stress and Cognitive Functioning During a Pandemic](#)

Anxiety and Anticipatory Stress



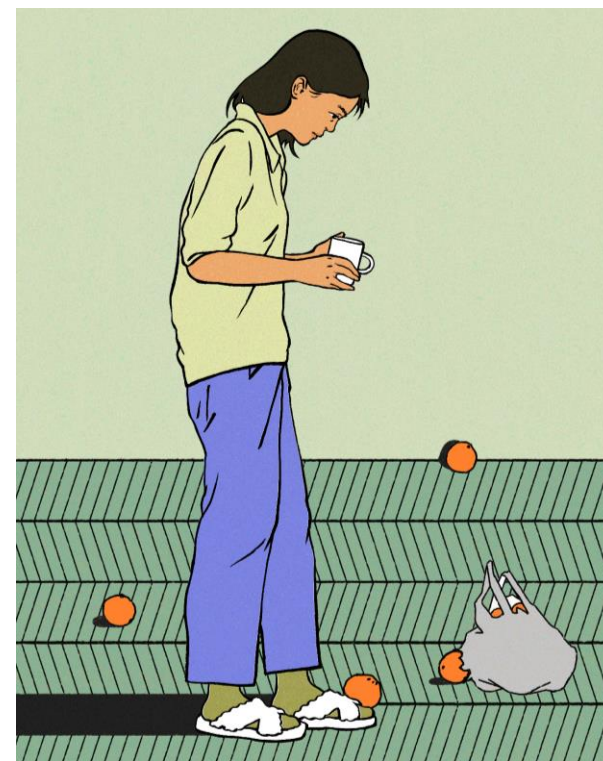
- Feelings of worry, tension, nervousness, or unease
- Workplace anxiety can impact:
 - Setting and meeting deadlines
 - Participation in meeting
 - Managing staff/interpersonal relationships
 - Staying focused on tasks

SEPTEMBER 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6 Labor Day	7	8	9	10	11 Patriot Day
12	13	14	15	16	17	18
19	20	21	22 Autumn Begins	23	24	25
26	27	28	29	30		

ADAA. [Anxiety and Stress in the Workplace](#)

Languishing

- Absence of well-being
- Not caring about not caring
- A sense of stagnation and emptiness
- Impacts:
 - Creative potential
 - Passion or drive
 - Civic behaviors
 - Collaboration



New York Times [Article](#)

Organizational Burnout

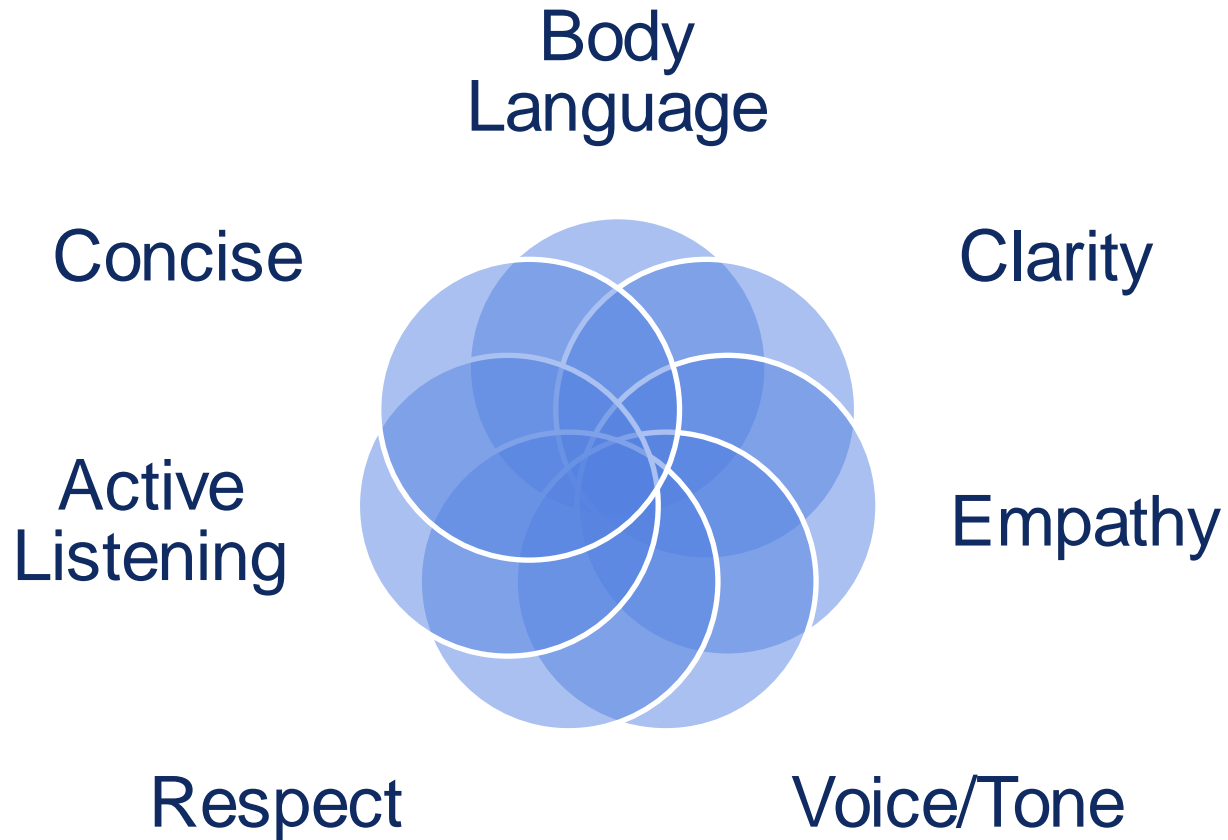
- Gradual process of staff withdrawal and emotional exhaustion related to workload. This occurs across professions.
- **Increase in....**
 - Mistakes related to tasks
 - Group tension/cynicism/gossip
 - Absenteeism
- **Decrease in...**
 - Productivity
 - Motivation
 - Basic self-care and boundaries
 - Customer service and care



[Source](#)



Communication Basics



- **Body language:** Make eye-contact, avoid crossing arms or legs
- **Voice/Tone:** Keep a calm and low tone
- **Active Listening:** Repeat back to the individual what you heard. Make note of main ideas
- **Clarity:** Provide information in a clear way
- **Concise:** Use short and condensed statements
- **Respect:** Allow time for people to process info

Empathy

- The ability to recognize, understand, and feel the emotions of other people
- Strategies include:
 - Listen and be present
 - Don't interrupt
 - Take a personal interest
- Consider:
 - Who is talking and who isn't?
 - Additional responsibilities outside of work?
 - How well are new staff integrating?



[Telework Toolkit](#)

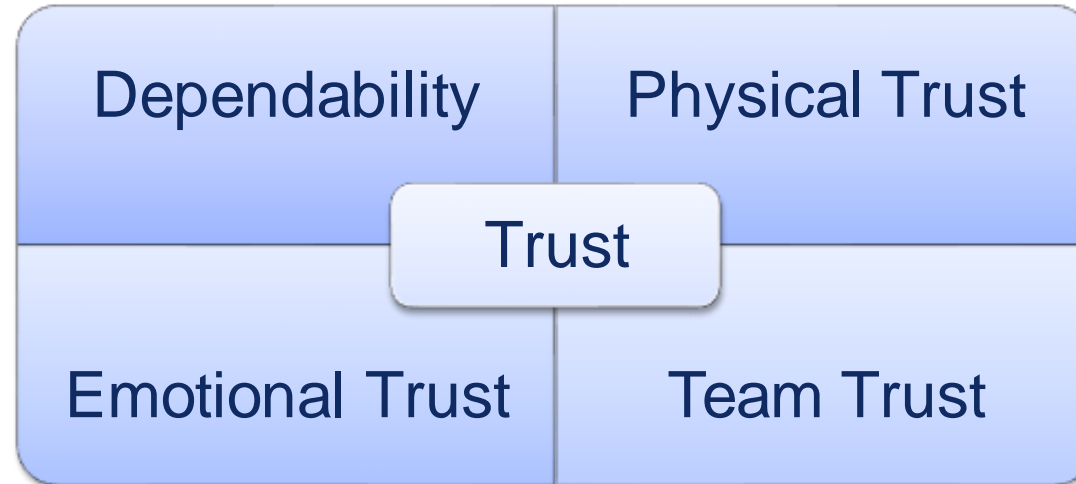
Leadership Communication

- Communicate openly and regularly
- Encourage bi-directional communication to assess staff
- Use multiple channels of communication
- Communicate existing and available resources
- Integrate humor and informal discussions in meetings (not mandatory)
- Create a communication grid to track one-on-one communication
 - E.g., monthly one-on-one check-ins for 20 minutes
 - What is feasible?



CSTS. [Leadership Communication](#)

Team Cohesion and Engagement (CHAMP)



[How Teams Build Trust](#)

Check-In Group Model of Crisis Support

End of Day Huddle (<10 minutes)

- Trained Facilitators
- 2-5 members in a group (similar roles/ranks)
- 2x week
- Supervision

Questions

1. What was your toughest activity today?
2. What was one thing you did well?
3. What is one thing you will do to take care of yourself?
4. What can you do to support your peers?



[Project Echo Archive](#)

Internal Peer Support, Kimble Richardson

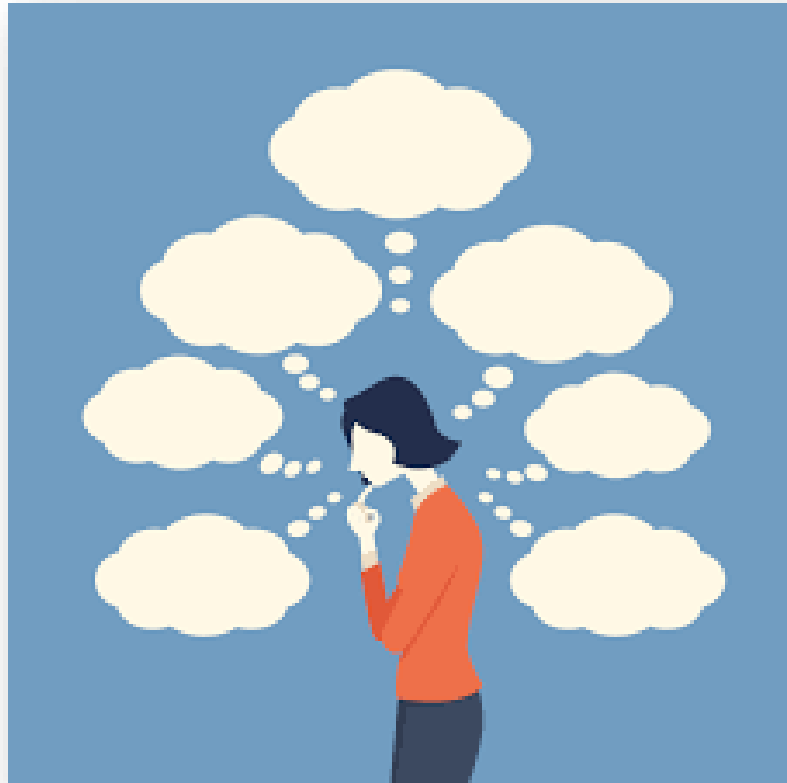
[*Kimble Richardson Article*](#)

Pacing Programs

- Start and end meetings on time
- Schedule meetings for 45-50 minutes instead of 60 or 20-25 instead of 30
- Integrate breaks into meetings that last longer than 1 hour
- Encourage and model blocking out time for 15min breaks and lunch
- Assess meetings:
 - Is this meeting needed?
 - Can this meeting be taken offline?
 - How often should this meeting take place?
 - Are participants comfortable with the time and frequency?



Making Meaning



- Encourage making space to reflect on losses
- Identify and support ways to honor or memorialize
- Identify things gained
- Highlight opportunities that have emerged
- Identify evolving outlook and priorities
- Adopt a future orientation

[Syracuse University Brief](#)

Upstream Strategies: Leadership Skills to Build

- Time management
 - HBR Article: [Time Management Is About More Than Life Hacks](#)
- Communication and respectful assertiveness
 - CHAMP Article: [Use Assertive Communication and Be Heard](#)
- Role modeling
 - [Enhancing Psychological Sustainment & Promoting Resilience in Healthcare Workers During COVID-19 and Beyond](#)
- CSTS. [Managing The Stress of Returning to Work After COVID-19](#)
- Know your support options (EAP, hotlines, peer support)

Workforce Assessment Activity : Stop, Continue, Start

Stop

- 1.
- 2.
- 3.

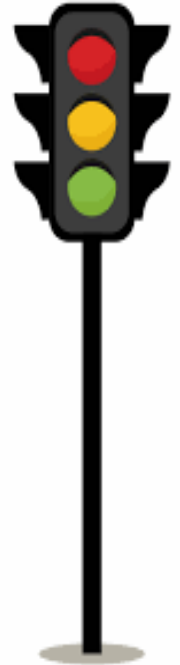


Continue

- 1.
- 2.
- 3.

Start

- 1.
- 2.
- 3.



Source

Assessment Activity Continued: Stop, Continue, Start

Stop

1. Working on site
2. impromptu brainstorming
3. Taking coffee/lunch breaks with colleagues

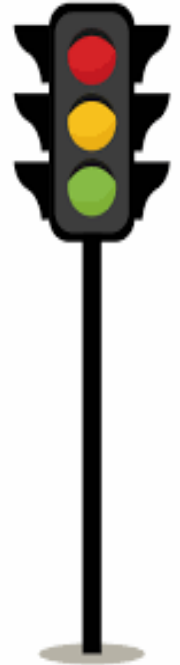


Continue

1. Daily check-in with colleagues via phone/video
2. Virtual communication
3. Enhanced flexibilities to allow for work/life concerns

Start

1. Communication grid
2. Meeting with colleagues in person monthly
3. 50-minute meetings instead of 60



Source

When to reach out?

Symptoms (*Mental Health America*)

- Confused thinking
- Prolonged depression
- Feelings of extreme highs and lows
- Excessive fears, worries and anxieties
- Social withdrawal
- Dramatic changes in eating/sleep
- Strong feelings of anger
- Delusions or hallucinations
- Growing inability to cope with daily problems and activities
- Suicidal thoughts
- Denial of obvious problems
- Numerous unexplained physical ailments
- Substance abuse

Have a **plan** and **know your options** (EAP, Hotlines, peer support, etc)

Call 911-if you believe someone is in imminent danger

National Suicide Prevention Hotline
Call 1-800-273-8255

Available 24 hours everyday

Disaster Distress Helpline
Call **1-800-985-5990** or
text **TalkWithUs to 66746** to connect
with a trained crisis counselor

Available 24 hours everyday

Questions?

