



**driving readiness in  
dynamic times**

Disaster Planning for California Hospitals




driving readiness in  
dynamic times

Disaster Planning for  
California Hospitals

# Workforce Resilience — People Recovery

Gerald Lewis, PhD  
International Consultant/Trainer &  
President, Gerald Lewis, PhD & Associates



## Disclaimer

- One man's view
- 2+ days of material
- Room full of experts
- Please excuse my glib humor ...
- It's all about maintaining workforce/workplace resilience



3

## What is Happening to Health Care?

- Acuity & chronic
- LOA/LOS
- Managed care
- From "PP" to "BS"
- Politics
- Partnerships, mergers, acquisitions
- Public scrutiny
- Defensive medicine
- Demographic shifts
- Contract/per diem
- Technology
- Cost containment
- DRG/ICDM/???



## Health Care is High Stress

Stressors common in health care settings include:

- Inadequate staffing levels
- Long work hours
- Shift work
- Role ambiguity
- Exposure to infectious and hazardous substances

<https://www.cdc.gov/niosh/docs/2008-136/pdfs/2008-136.pdf>



5

## Health Care is High Stress (cont.)

- Heavy patient load
- High expectations from patients and superiors
- Compassion fatigue
- Vicarious trauma



<http://carrington.edu/blog/medical/top-stresses-health-care-workers/>



6

## Icing on the Cake

---

- Critical incidents
- High-intensity, long-duration events
  - Floods, hurricanes, earthquakes, fires
- Surges
- Violence
- Pandemic anxiety
- Terrorism anxiety



## What to Do?

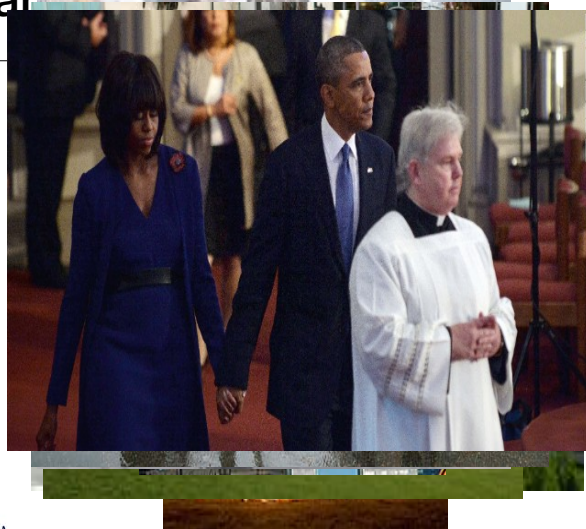
---

Self-Care is a  
priority and necessity  
- not a luxury -  
in the work that we do.

## The “A”s: Public or Private Resilience

- **A**vailability of senior management
- **A**cknowledgement to employees
- **A**ppreciation of their efforts
- **A**clamation to/of public

## Acclamation



## BMC



- **Day of: PFA**
- **12 hours:** open meeting in amphitheater
  - 125+ (mostly ER staff)
  - Managers: allowed any to go ... support
- **Ongoing:** unit debriefings
- **6 months:** Schwartz Rounds
  - Panel: surgeon, SW, Nurse, Chaplain
  - Visibility of management

## BMC (cont.)

### Administrative response

- CEO immediately visible and available
  - ER
  - Family room
  - Throughout hospital
  - “Anything I can do for you?”
- Message in intranet
- Emails sent
- Voicemail sent

## Anniversary Week

- Flag raising
- Victim/patient speaker
- BS/BMC strong bracelet
- Puppy van
- Runner banners/BMC banner
- Renewal fair 8 am to 1 pm



## Anniversary Week (cont.)

### Renewal fair – wellness

- Meditation
- Music
- Aromatherapy
- Acupuncture
- Massage
- Reflexology
- Reiki
- Balloons
- Puppy van

# Acknowledgement Appreciation Acclamation

## Employee Preparedness Survey

- Similar to a BIA, it provides an assessment of the impact on the “human technology”
- Provides data to determine areas of vulnerability
- Supplies educational information to personnel
- Increases preparedness
- Creates a message of concern



## Best Practices ... BIA and PIA

- NYC Harbor Healthcare System
  - Three campuses
  - 4000+ employees
  - 85+% compliance
- “As part of the assessment of our emergency management program conducted by the independent consulting firm of Booz Allen Hamilton, this survey was identified as an exemplary practice...”
- White paper available



## 30 Items to Assess ...

- Age, gender, marital, living status, children, pets, dependents
- Job category, duties during crisis, availability, who/where to report, training
- Medical issues, other jobs
- Commute: how, distance, average LOC
- Family plan, cell phone, responsible adult
- Several open-ended questions
- Comfort level
- Print receipt for gift



## Critical Points

- Aging workforce
- Many with children/dependents
- Need to educate re: duties and responsibilities
  - Allied health, maintenance, facilities
- Cross-training
- Comprehensive job description
- If public transportation is not available ...
- Educate about shelter-in-place; get RSVP; plan for sheltering
- Educate about “go-bags”
- From open questions, a variety of other issues emerged

## Questions?



**Thank you!**

---

Gerald Lewis, PhD  
glewis@geraldlewis.com

