COVID-19: What Employees Need from Leadership
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CSHP COVID-19 Webinars
5 May, 2020

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Director
Conflicts of Interest:

Nothing to disclose
Learning Objectives

By the end of this presentation, participants will be able to:

1. Describe the principles of the Mission Command Philosophy.

2. Describe the key building blocks of change management. (e.g. ADKAR)

3. Understand Key HR/Resource requirements for Pharmacy in relation to pandemic operation.
The first responsibility of a leader is to **define reality**. The last is to say thank you. In between, the leader is a servant.

—Max DePree

Never tell people how to do things. **Tell them what to do** and they will surprise you with their ingenuity.

—General George Patton
Definition:

“...empowers subordinate decision making and decentralized execution appropriate to the situation.”

- US Army ADP 6.0
Mission Command

Principles:

▪ Build cohesive teams through trust
▪ Create Shared Understanding
▪ Provide a clear “commander’s” intent
▪ Exercise disciplined initiatives
▪ Use clear and consistent communication methods
▪ Accept sensible risk
Pharmacy Leadership Team

- Director
- COVID Research
- Operations Clinical/Drug Distribution
- Inventory
- Planning
- IT/Communication
ADKAR Model (PROSCI ®)

5 essential steps for creating sustained behaviour change

A
Awareness of the need for change

- Communications on the business reasons for change (i.e. the burning platform):
  - What is the nature of the change?
  - Why is this change necessary?

D
Desire to support the change

- Communications on the benefits of the change to the individual, QCH and our patients
- Leadership alignment and sponsorship of the change
- Stakeholder engagement
  - involve in creating the solution
  - address concerns

K
Knowledge of how to change

- Education:
  - Training
  - Job Aides (e.g. checklists, posters, etc.)
  - Coaching

A
Ability to demonstrate new skills and behaviours

- Experience:
  - Practice
  - Time
  - Additional coaching

R
Reinforcement to make the change stick

- Continued communication to reinforce the change
- Accountability and rewards:
  - Visible performance measurement
  - Recognition
  - Coaching
  - Corrective action
  - Hardwire in performance appraisal systems
Resource Requirements

1. Business Continuity Plan
   - Enacting a Pharmacy IMS/EOC structure
   - Loss of pharmacy staff
   - Acting Positions
   - Standard works

2. Internal Resiliency
   - Reduction in exposure risk
     - COPD/CHF Discharge Counselling/Med Rec from Home
   - Medications Conservation
     - Propofol pooling
     - MDI Common Canister
     - Ketamine syringes for rapid intubation
     - BUD extension
   - Occ Health and Safety
     - Clear PPE Policy for pharmacy staff
     - Wiping down of medications and pharmacy equipment (?)
Resource Requirements

3. Communication to front-line
   • Virtual huddles

4. External Support
   • Links to Regional networks:
     • Sharing Staffing (HR requirements)
     • Regional Supply Depot concept/Coordination

5. HR/Union issues
   • Shift Premiums
   • Understanding sick leave and vacation
Parting Advice

*It ain’t as bad as you think!*

*It will look better in the morning.*

*Perpetual optimism is a force multiplier.*

- General Colin Powell (13 Rules of Leadership)
References

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General Rick Hillier. Leadership Matters [Webinar]. 30 Apr, 2020


COVID-19: What Employees Need From Leadership

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Pharmacy Leadership During COVID-19 Crisis

1. Pause, take a breath
   ➢ Unprecedented time..

2. Listen to and understand your stakeholders

3. Create an open dialogue with your staff
   
   “Conversations are the currency of our work”
Pharmacy Leadership During COVID-19 Crisis

**Staff Response**

- Confusion
- High anxiety
- Instability

Acknowledgment
- Facts
- Clear information & instructions

**Leadership Role**

- **Stage 1**
  - Confusion
  - High anxiety
  - Instability

- **Stage 2**
  - Exhaustion
  - Fatigue
  - Stress
  - Positivity
  - Reinforcement
  - Shared experiences

- **Stage 3**
  - Work towards a solution
  - Reflection
  - New vision for future
  - Support
5 C’s of Crisis Management

1. Coming Together
2. Clear Plan & Prioritization
3. Connection & Collaboration
4. Communication
5. Continual Reassessment & Evaluation
Coming Together

• Build cohesive group
• Work collectively
• Share ideas and concerns
• Huddles
Coming Together

Key Requirements

Pharmacy Staff

Medical Leaders

Pharmacy Leadership

Hospital Operational Leaders

Regulatory Bodies

Regional Pharmacy Networks
Clear Plan & Prioritization

- Plan & Prioritization
  - Maximize staff potential
    - Change roles and responsibilities based on clinical needs
      - Reassignment of staff (ICU, surgical units, medicine, covid units)
    - Virtual health
  - Changes in delivery of medications
    - In patient/outpatient
    - Field hospital (Vancouver convention center)

- Acknowledge staff concerns & safety
  - PPE
  - Social/physical distancing
  - Respect staff preferences
Communication

• Principles for clear communication
  • Simply & frequently
  • Trust & empathy

• Daily communication
  • Provide staff what they need, when they need it
  • Focus on facts
  • Be open & honest
  • Be positive & listen
  • Open door policy
  • Share stories
  • Virtual meetings
Connection & Collaboration

• Connect & collaborate with external stakeholders
  • Medical Leaders
    • Medical Advisory Committee, Pharmacy & Therapeutic committee, Provincial Specialty Groups (COVID-19 Therapeutics Committee)
  • Hospital Operation Leaders
    • EOC updates
  • Regional Pharmacy Leadership
    • Drug shortage
    • Policy and procedures/Standardization
  • Regulatory/ Colleges/ Unions
    • Drugs/ Special Access Programme/ Compassionate Release/ Clinical Trials
    • Sick Leaves/ Vacations/ LOAs/ Shift Premiums
Continual Reassessment & Evaluation

• Constant change
• New normalcy
• Assess staff responses and opinions
• Readjust as needed
Pharmacy Leadership During COVID-19 Crisis

Stage 1: Confusion
- High anxiety
- Instability

Stage 2: Exhaustion
- Fatigue
- Stress

Stage 3: Work towards a solution
- Reflection

Acknowledgment of facts
- Clear information & instructions

Positivity
- Reinforcement
- Shared experiences

New vision for future
- Support

Pharmacy Staff

1. Coming Together
2. Clear Plan & Prioritization
3. Connection & Collaboration
4. Communication
5. Continual Reassessment & Evaluation
Responding to COVID-19
What I have learned so far..

• Empathy – Put staff first
• Communication – Clear, transparent, two-way communication, listen
• Simplicity and practicality – step back, think outside the box
• Learning ”New Normal”
• Lead by example
Questions

“This is not the end for us. It’s not even the beginning of the end. It is perhaps the end of the beginning.”

- Winston Churchill