

MEMO

To: Trinity Health Ministry Leadership Council
From: Tom Peterson, MD, VP, Chief Safety Officer
Date: April 30, 2020
Re: Colleague Care Program for COVID-19 Resilience and Behavioral Health

Leaders,

Our pandemic recovery as a regional and national health care organization begins with our colleagues. Together, we are enhancing our colleague resiliency, safety and engagement priority to care for them. A guide for creating a Colleague Care Program for resilience and behavioral health is available for Health Ministry use.

What it is

Trinity Health has a robust foundation of health and well-being services available through technology and virtual delivery. We also have a wealth of creative and innovative ministry-specific efforts. Right now, the gap is providing high-touch, real-time support, comfort, care and counseling for our colleagues in high-volume, high-stress work environments.

The Colleague Care Program, designed by the COVID-19 Resilience and Behavioral Health task force, blends expanded, existing Trinity Health and ministry-specific resources such as Live Your Whole Life virtual tools and existing on-site programs with new high-touch strategies and virtual alternatives when on-site is not possible.

Using the attached guide, your Ministry is encouraged to implement the Colleague Care program to proactively identify colleagues needing intervention and to connect them with the appropriate resources to improve their health and well-being. The goal is to provide the resources that will alleviate some of the emotional and physiological stressors that are affecting colleagues' resilience and behavioral health.

The program includes the following strategies:

1. **NEW - Resilience Rounding** by behavioral health professionals and others in high-volume, high-stress areas to provide high-touch comfort and support real time or telehealth outreach that provides active check-ins with colleagues. Ministries can leverage existing unit-based and safety/Tier 3 huddles to support this program. We are beginning with this strategy and will proceed with other strategies as the program evolves, including the following:
2. **Expanded onsite therapeutic sessions (EAP)** where we have licensed behavioral health providers set up with Carebridge. Near site, telehealth or telephonic referrals available otherwise.
3. **Ongoing environmental interventions and support services** – ideas and suggestions from across ministries for comfort rooms, meals to go, high-demand grocery items on site, etc., to promote body, mind and spirit well-being.

CEO action needed

If you would like to move forward with implementing the Colleague Care program at your Ministry, please do the following:

1. Identify an Accountable Executive, briefly discuss the program with him/her and together identify the Coordinator. Role details are described below.
2. Email the names of the two colleagues by 5 pm ET on Monday, May 4 to Grant Rice at ricegr@trinity-health.org.

Why it is needed

Our colleagues have answered the call to contribute to our local and national COVID-19 response. This response has created unprecedented potential for post-traumatic stress and PTSD among our colleagues; many colleagues have had one or more of the following experiences:

- Served in high patient volume, high-stress areas. Frontline caregivers and staff, cross-continuum.
- Have personally become ill or have family members who are ill and self-isolating.
- Served remotely – working from home (about 20,000 colleagues).
- Have been redeployed to areas outside their comfort zones; have had their work reduced or put on pause.
- Have had their hours reduced or have been furloughed and/or have family members who have had hours reduced, been furloughed or have experienced job loss, and may be experiencing financial hardship.

Helping colleagues recover from their COVID-19 experiences is critical to our workforce health, our ability to care for patients and residents, our organization's recovery and our ministry and Trinity Health employer and consumer brands.

How it works

A team with the following roles will manage each Ministry's Colleague Care program:

- The **Accountable Executive** will be the task force's first point of contact in the implementation process. He/she will identify and provide leadership to Colleague Care Coordinator and team of Resiliency Rounders. It is recommended that this leader be in a vice president or above role in HR, Mission or Behavioral Health.
- The **Coordinator** will manage the program. He/she will schedule and facilitate a weekly huddle with the Accountable Executive and Resiliency Rounders, develop the weekly schedule, track any required metrics and support the Accountable Executive with any ad hoc requests. It is recommended that this role be filled by an HR, Mission or Behavioral Health colleague.
- **Resiliency Rounders** (as many as needed) will perform rounding in high-impact areas of your Ministry. It is recommended that these roles be filled by behavioral health clinician colleagues (LMSW, LMFT, counselor or other like professionals) and non-clinician colleagues in leadership or other influencer roles or HR, Mission, chaplain or other roles skilled in listening and empathy.

The COVID-19 Resilience and Behavioral Health task force team will support your team implementation guidance and ongoing communication with new resources and best practice sharing to refine the program.

Timing

After receiving the names of the identified champions for your Ministry (send by 5 pm ET on May 4 to Grant Rice at ricegr@trinity-health.org), the task force team will contact the Accountable Executive and schedule their orientation webinar. There are five orientation webinars scheduled in May, with the first occurring on May 8. **After orientation, your Ministry's Colleague Care team should be prepared to implement the Resiliency Rounding in about 10 days.**

Your Ministry's Chief HR Officer and MarComm executive leaders will receive this information this afternoon for their awareness.

Please join me in thanking the COVID-19 Resilience and Behavioral Health task force for their planning and ongoing support of this program. The task force includes members from Trinity Health Of New England and these System Office teams: Communication, Community Health and Well-being and Behavioral Health, Human Resources Total Rewards and Organization Effectiveness, Culture, Change and Engagement, Innovation, Mission Integration and Performance Excellence.

Thank you for your leadership and support.