






Healthcare Workforce Rescue Package




Two years into a global pandemic, healthcare team members are in crisis. Leaders are bombarded with competing messages about how to support them and address workforce shortages. A group of experts in collaboration with the National Academy of Medicine identified the top five actions leaders should take to support team members now. These evidence-based actions can be initiated within 3 months and build a foundation for a long-term system well-being strategy.

Action Item	Description
<p>These are non-normal times: adjust expectations.</p> 	<p>Give clinicians more flexibility and autonomy, for example:</p> <ul style="list-style-type: none"> • Use crisis documentation protocols. • Partner with legal, compliance, and IT to identify documentation that can be paused or eliminated. • Adjust quality and patient experience goals.
<p>Get rid of stupid stuff.</p> 	<p>Partner with clinicians to identify and remove low-value work through a rapid improvement process, for example:</p> <ul style="list-style-type: none"> • Reduce EHR clicks for common workflows. • Minimize inbox notifications. • Eliminate unnecessary mandatory training requirements.
<p>Get radical to shore up staffing.</p> 	<p>Get frontline teams the help they need, for example:</p> <ul style="list-style-type: none"> • Send executives to the bedside. • Consider voluntary redeployment for non-clinical staff to the frontlines. • Create new types of shifts to fit care needs. • Train and upskill RNs, LPNs, and MAs.
<p>Designate a well-being executive.</p> 	<p>Appoint one person with operational authority to oversee and align all clinician well-being efforts, for example:</p> <ul style="list-style-type: none"> • Appoint a system chief wellness officer. • Assign a senior leader on a short-term basis until long term resources are identified. • Align well-being work with diversity, equity, and inclusion efforts.
<p>EAP is not enough! Do more.</p> 	<p>Ensure adequate mental healthcare by implementing the foundational THREE:</p> <ul style="list-style-type: none"> • Provide quality mental health counseling. • Stand-up a peer-support program. • Offer psychological first aid training for all people leaders.



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Below are resources leaders can use to begin or refine each Action Item.

Action Item	Resources
<p>These are non-normal times: adjust expectations.</p> 	<p>HHS Topic Collection: COVID-19 Crisis Standards of Care Resources https://asprtracie.hhs.gov/technical-resources/112/covid-19-crisis-standards-of-care-resources/99</p> <p>Penn Medicine: Clinical Practice Guideline Manual https://www.med.upenn.edu/uphscovid19education/assets/uer-content/documents/curricula/Igh-nursing-to-inpatient-inpatient/20-003-documentation-in-the-inpatient-medical-record-during-covid-19-surge-3.31.20-(5th).pdf</p>
<p>Get rid of stupid stuff.</p> 	<p>AMA STEPS Forward: Getting Rid of Stupid Stuff https://edhub.ama-assn.org/steps-forward/module/2757858</p> <p>IHI: Break the Rules for Better Care http://www.ihl.org/Engage/collaboratives/LeadershipAlliance/Pages/Breaking-the-Rules.aspx</p>
<p>Get radical to shore up staffing.</p> 	<p>AMA STEPS Forward: Team-Based Care https://edhub.ama-assn.org/steps-forward/module/2702513</p> <p>SHRM: Flexible Work Options in Health Care Can Result in a Win-Win https://www.shrm.org/hr-today/news/hr-news/pages/flexible-work-health-care.aspx</p> <p>AHA: Earn While You Learn: Innovation During a Pandemic https://www.aha.org/case-studies/2022-01-18-earn-while-you-learn-innovation-during-pandemic</p>
<p>Designate a well-being executive.</p> 	<p>AMA STEPS Forward: Establishing a Chief Wellness Officer Position https://edhub.ama-assn.org/steps-forward/module/2767739</p> <p>ACP Internist: A call to action: Align well-being and antiracism strategies https://acpinternist.org/archives/2021/03/a-call-to-action-align-well-being-and-antiracism-strategies.htm</p>
<p>EAP is not enough! Do more.</p> 	<p>AMA STEPS Forward: Peer Support Programs for Physicians https://edhub.ama-assn.org/steps-forward/module/2767766</p> <p>CSTS: Psychological First Aid: How You Can Support Well-Being in Disaster Victims https://www.cstsonline.org/assets/media/documents/CSTS_FS_Psychological%20First%20Aid_Support_Well_Being_of_%20Disaster_Victims.pdf</p>
<p>For more tools & strategies, check out the NAM Well-Being Resource Compendium</p>  <p>National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience</p> <p>https://nam.edu/compendium-of-key-resources-for-improving-clinician-well-being/</p>	