

Model Plan for Implementing Workforce Resilience Strategies during COVID-19 – page 1

Strategy #	Timing	Activity	Purpose	Responsible Party/ Resources/ Notes
1	Immediately & regularly thereafter	Send agency-wide message of thanks & appreciation to ALL staff, top to bottom	<ul style="list-style-type: none"> • Normalizes the range of feelings staff are experiencing • Publicly recognize & acknowledge sacrifice of work staff at all levels • Set up expectation of collaboration across all levels of agency workforce with ongoing support & resources • Promote compassion satisfaction despite apparent negative outcomes 	Human Resources, Crisis Response Team Email AND paper copies around facility
2	Ongoing	Communicate current public health recommendations & facility protocols for resident & staff safety	<ul style="list-style-type: none"> • Public health prevention, social distancing & testing guidelines • Facility visitation, PPE & quarantine/isolation protocols • Return to work protocol • Leave assistance & supports 	Human Resources, Executive Leadership, Crisis Response Team Collaborate with Local Public Health Department
3	Ongoing	Start or end all meetings with check-in on how folks are doing	<ul style="list-style-type: none"> • Recognize, acknowledge and address psychosocial stress as expected under circumstances • Normalizes stress as expected 	Leadership model this & remind supervisors

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Strategy #	Timing	Activity	Purpose	Responsible Party/ Resources/ Notes
3	Weekly/ semi-weekly	Supervisor check-in with staff about how they and their families are managing	<ul style="list-style-type: none"> • Normalize stress on staff • Reduce stigma around asking for help, acknowledging stress response 	<p>Supervisor guidelines</p> <p>Good modeling from leadership</p>
3	Semi-weekly or more	Positive messages at start of shifts/ day: can be email, poster at time clock or over handwashing stations, verbal statements, etc.	<ul style="list-style-type: none"> • Refocuses on what is going well • Breaks tension • Starts work day from a positive place 	<p>Prompts for supervisors</p> <p>Modeling by Leadership</p>
4	Daily	5-minute Low Impact De-Briefing at end of work shift – initially led by supervisor but can shift to be peer led	<ul style="list-style-type: none"> • Discharge & metabolize emotional impact of the work • Create emotional space between work & home • Normalize stress being experienced • Model seeking and offering peer support • Leadership articulate gratitude to staff for their commitment and work 	<p>Low Impact De-Briefing info from Tend Academy</p> <p>Group peer support/ supervision</p> <p>Prompts for supervisors to open conversation/ get started</p>
5	Daily	Regular breaks: during shifts and between shifts; minimize 24/7 work	<ul style="list-style-type: none"> • Promote & model healthy self-care habits for sustainable workforce • “Walk the walk” 	<p>Leadership should model this (e.g. no middle of the night emails)</p>

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Strategy #	Timing	Activity	Purpose	Responsible Party/ Resources/ Notes
5	As possible	Rotate staff between highest stress and lower stress roles	<ul style="list-style-type: none"> • Reduce dose exposure to most traumatizing aspects of work 	Human Resources, Executive Leadership, Crisis Response Team
6	Daily	Healthy snacks for staff	<ul style="list-style-type: none"> • Promote healthy self-care habits • “Walk the walk” • Send message of caring 	Local community, business and faith-based organizations
7	As needed	Outreach & support to staff who test positive or on quarantine	<ul style="list-style-type: none"> • Offer support • Screen for negative emotional response • Address anxieties/ concerns 	Human Resources, Crisis Response Team, Medical Director KCCRB support
7	As needed	Support re-entry of staff returning to work	<ul style="list-style-type: none"> • Address staff anxiety re re-exposure • Address colleague anxiety 	Crisis Response Team, Human Resources, Medical Director BH Providers, KCCRB, EAP
8	Ongoing	<p>Push out BH resources to staff:</p> <ul style="list-style-type: none"> • Online resources & links • Paper brochures • Posters/ Flyers <p><i>*see list at end for specific resources</i></p>	<ul style="list-style-type: none"> • Reduces stigma • Normalizes possible responses • Promotes self-care • Supports & de-stigmatizes help-seeking 	On facility webpage: resources and link to KCCRB website Links to mindfulness apps Paper brochure from KCCRB Paper resources & Posters

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Strategy #	Timing	Activity	Purpose	Responsible Party/ Resources/ Notes
9	Ongoing	In the moment support for staff	<ul style="list-style-type: none"> • Support staff through challenging moments in the workplace 	Supervisors, Human Resources Hot Walk & Talk from Tend Academy
10	Ongoing	BH Providers connect with staff: <ul style="list-style-type: none"> • KCCRB MH counselors • In-house designated person for triage or EAP • Community BH providers through CMHCs 	<ul style="list-style-type: none"> • Remove barriers to early intervention • Normalize and reduce stigma around help-seeking 	KCCRB brochure emailed with opt out if you don't want to be contacted by KCCRB Posters with KCCRB contact number KCCRB Brochures Virtual and Face-to-Face Drop-in opportunities
10	As needed	Grief counseling for staff	<ul style="list-style-type: none"> • Support staff in the event of resident or staff death • Find ways to memorialize those who have passed 	KCCRB MH Staff Local Hospice or BH provider
11	Ongoing	Self-monitoring tools for staff & supervisors to monitor levels of stress & STS	<ul style="list-style-type: none"> • Support & empower staff to monitor their own well-being • Send a message that this matters • Allow for maximum confidentiality & privacy 	Pro-QOL, STSS, PTSD Screener Anxiety & Depression Measures Suicide Screener Signs & Symptoms of Psychological Distress
12	Ongoing	Staff input via virtual and actual Suggestion Box	<ul style="list-style-type: none"> • Collaboration builds resilience • Competence counters powerlessness 	Human Resources or Crisis Team

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Strategy #	Timing	Activity	Purpose	Responsible Party/ Resources/ Notes
13	Ongoing	Staff recognition & celebration of successes	<ul style="list-style-type: none"> • Builds compassion satisfaction to counter feelings of powerlessness • Reminds staff that what they are doing matters 	Human Resources, Executive Leadership, Crisis Team
14	Ongoing	Support to Administration & Leadership	<ul style="list-style-type: none"> • Ensure is putting on their own oxygen masks 	Human Resources, Executive Leadership, Crisis Team DBHDID monitoring Psychological First Aid
15	After crisis phase	Post pandemic crisis response	<ul style="list-style-type: none"> • Support staff who may have delayed response • Assist staff with grief responses • Create virtual memorials to those who have died 	KCCRB or other BH Supports Psychological First Aid
	Ongoing	Flexibility, creativity and adaptability in all areas – must be modeled from the top down	<ul style="list-style-type: none"> • Choices and empowerment are hallmarks of countering traumatic stress • Collaboration builds resilience 	Modeling by Leadership Supervisors actions
	If possible	On-site provision of basic needs for staff	<ul style="list-style-type: none"> • Maximize convenience & minimize exposure & stigma to staff 	Local businesses. Community, faith-based organizations

Resources to Provide to All Staff:

1. Kentucky Community Crisis Response Board (KCCRB): 888-522-7228 and <https://kccrb.ky.gov/Pages/index.aspx>
2. Kentucky Regional Community Mental Health Centers: <https://dbhdid.ky.gov/cmhc/default.aspx>
3. Kentucky Hospice Providers: <http://www.kahpc.org/HospiceProvider>
4. National Suicide Lifeline (connects to Kentucky): 1-800-273-8255 or 1-800-784-2433
5. National Domestic Violence Hotline (connects to Kentucky): 1-800-799-SAFE
6. Kentucky Coalition Against Domestic Violence: <https://kcadv.org/>
7. National Sexual Assault Helpline (connects to Kentucky): 1-800-656-HOPE
8. Kentucky Association of Sexual Assault Providers: <https://www.kasap.org/>
9. Kentucky Child/ Adult Abuse Hotline: 1-877-597-2331