

Leading in Time of Crisis – Business as Usual?



Ric Cuming, EdD, RN, NEA-BC, FAAN
Chief Nurse Executive
Christiana Care Health Services



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Chief Physician Executive
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Leading in time of crisis - *business as usual?*

AIAMC National Initiative VII Virtual Meeting Three

October 9, 2020

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ChristianaCare

Nonprofit academic health system, serving Delaware, Maryland, Pennsylvania and New Jersey. Delaware's largest private employer and a Top 10 Philadelphia area employer.

➤ Acute Care

- Three hospitals and a freestanding emergency department.
- Level I trauma center.
- Level III neonatal intensive care unit.
- Comprehensive stroke center.
- Regional centers of excellence: heart & vascular care, cancer care and women's health.

➤ Research and Innovation

- Gene Editing Institute.
- Health & Technology Innovation Center.
- CareVio virtual care platform.
- Value Institute.

➤ Community Care

- Primary and specialty care.
- Home health care.
- Urgent care centers.
- Community health.

More than
13,400
Caregivers

More than
290
Residents & Fellows





Statistical Data

FY19



Admissions
53,121



Radiology Procedures
426,240



Medical Aid Unit Visits/
Urgent Care Center Visits
80,717



Alzheimer's Day
Program Visits
5,751



Home Health Visits
288,817



19 School-Based Health
Center's Student Visits
31,491



Outpatient Visits
620,939



Births
6,035



Surgical Procedures
37,390



Primary Care Physician
Office Visits
255,513



Lab Tests
3,711,019



Emergency Department Visits
195,602

*Christiana Hospital 104,137
Wilmington Hospital 63,444
Middletown Ed 28,021*

Guiding our work



The **ChristianaCare** Way

We serve our neighbors as respectful, expert, caring partners in their health. We do this by creating innovative, effective, affordable systems of care that our neighbors **value**.

We serve together guided by our values

Love & **Excellence**

We anticipate the needs of others and help with compassion and generosity.

We embrace diversity and show respect to everyone.

We listen actively, seek to understand and assume good intentions.

We tell the truth with courage and empathy.

We accept responsibility for our attitudes and actions.

We commit to being exceptional today and even better tomorrow.

We use resources wisely and effectively.

We seek new knowledge, ask for feedback, and are open to change.

We are curious and continuously look for ways to innovate.

We are true to our word and follow through on our commitments.



VIEWPOINT

Understanding and Addressing Sources of Anxiety Among Health Care Professionals During the COVID-19 Pandemic

Tait Shanafelt, MD
Stanford University
School of Medicine,
Stanford, California.

**Jonathan Rupp, MD,
MPH**

Icahn School of
Medicine at
Mount Sinai, New York,
New York.

**Mickey Trockel, MD,
PhD**

Stanford University
School of Medicine,
Stanford, California.

The coronavirus disease 2019 (COVID-19) pandemic has become one of the central health crises of a generation. The pandemic has affected people of all nations, continents, races, and socioeconomic groups. The responses required, such as quarantining of entire communities, closing of schools, social isolation, and shelter-in-place orders, have abruptly changed daily life.

Health care professionals of all types are caring for patients with this disease. The rapid spread of COVID-19 and the severity of symptoms it can cause in a segment of infected individuals has acutely taxed the limits of health care systems. Although the potential shortage of ventilators and intensive care unit (ICU) beds necessary to care for the surge of critically ill patients has been well described, additional supplies and beds will not be helpful unless there is an adequate workforce.^{1,2}

what other tangible sources of support they believed would be most helpful to them. These discussions consistently centered on 8 sources of anxiety: (1) access to appropriate personal protective equipment, (2) being exposed to COVID-19 at work and taking the infection home to their family, (3) not having rapid access to testing if they develop COVID-19 symptoms and concomitant fear of propagating infection at work, (4) uncertainty that their organization will support/take care of their personal and family needs if they develop infection, (5) access to child-care during increased work hours and school closures, (6) support for other personal and family needs as work hours and demands increase (food, hydration, lodging, transportation), (7) being able to provide competent medical care if deployed to a new area (eg, non-ICU nurses having to function as ICU nurses), and (8) lack of access

“In addition to tangible actions to address their concerns, health care professionals desire visible leadership during this turbulent time.”

Be *visible.*



Hear me

Protect me

Prepare me

Support me

Care for me

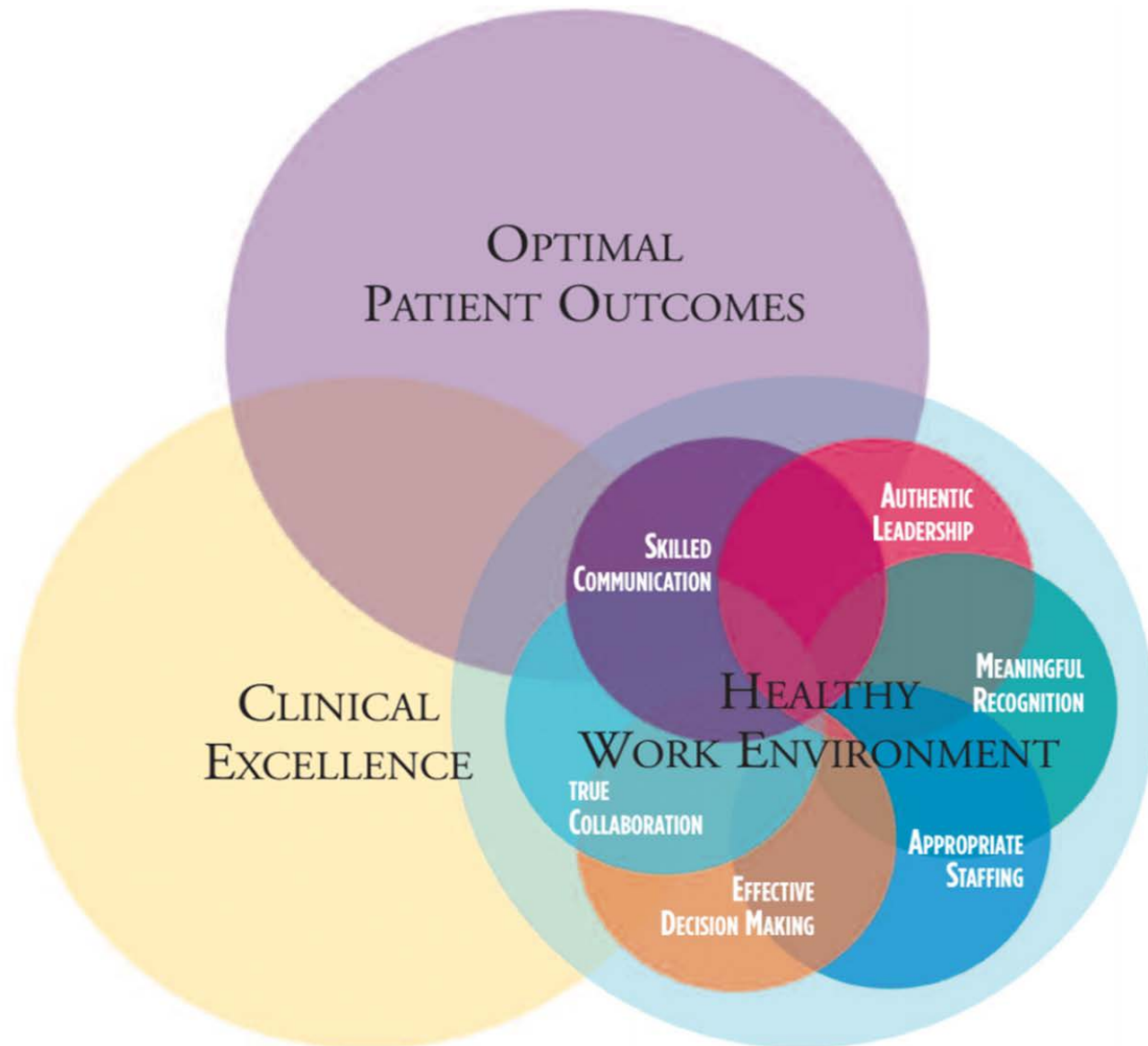
Collaboration





Start With Why

- Safety
- Quality
- Nurse satisfaction
- Physician satisfaction
- Retention



OPTIMAL
PATIENT OUTCOMES

CLINICAL
EXCELLENCE

HEALTHY
WORK ENVIRONMENT

SKILLED
COMMUNICATION

AUTHENTIC
LEADERSHIP

MEANINGFUL
RECOGNITION

TRUE
COLLABORATION

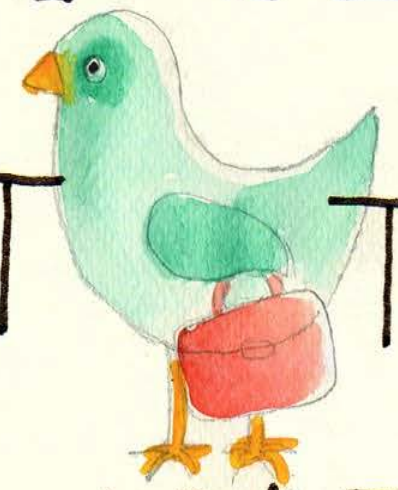
EFFECTIVE
DECISION MAKING

APPROPRIATE
STAFFING

IT'S THE

JOURNEY,

Dampo... mirac
no disse rot...
bera, Rosse, e
...io, quando
...ché eranc
...inare di n
...ibile, per
...dentro du
...etti fuori



NOT THE

DESTINATION.



1	1																18	
1	1 H	2										13	14	15	16	17	2 He	
2	3 Li	4 Be										5 B	6 C	7 N	8 O	9 F	10 Ne	
3	11 Na	12 Mg	3	4	5	6	7	8	9	10	11	12	13 Al	14 Si	15 P	16 S	17 Cl	18 Ar
4	19 K	20 Ca	21 Sc	22 Ti	23 V	24 Cr	25 Mn	26 Fe	27 Co	28 Ni	29 Cu	30 Zn	31 Ga	32 Ge	33 As	34 Se	35 Br	36 Kr
5	37 Rb	38 Sr	39 Y	40 Zr	41 Nb	42 Mo	43 Tc	44 Ru	45 Rh	46 Pd	47 Ag	48 Cd	49 In	50 Sn	51 Sb	52 Te	53 I	54 Xe
6	critical elements _____																	
7	87 Fr	88 Ra	**	104 Rf	105 Db	106 Sg	107 Bh	108 Hs	109 Mt	110 Ds	111 Rg	112 Cn	113 Nh	114 Fl	115 Mc	116 Lv	117 Ts	118 Og

Lanthanides*	57 La	58 Ce	59 Pr	60 Nd	61 Pm	62 Sm	63 Eu	64 Gd	65 Tb	66 Dy	67 Ho	68 Er	69 Tm	70 Yb	71 Lu
Actinides**	89 Ac	90 Th	91 Pa	92 U	93 Np	94 Pu	95 Am	96 Cm	97 Bk	98 Cf	99 Es	100 Fm	101 Md	102 No	103 Lr



Critical Elements

- Interprofessional education
- Accountability, integrity
- Operational infrastructure
- Respect
- Skilled communication
- Competence
- Partnership



Mobile Testing Sites



Hear me

Protect me

Prepare me

Support me

Care for me



Dear Caregivers,

Thank you.

You are our #HealthcareHeroes.

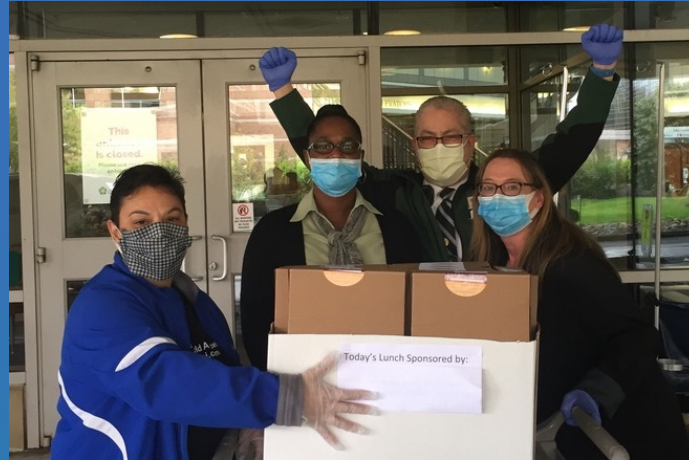




Code Blossom



COMMUNITY
OUTREACH



Community Support



COVID-19

Symptom Monitoring and Virtual Care Program

A Coordinated Approach for Worker
Wellbeing and Safety



Getting Back to Business

The COVID-19 Pandemic may be the most significant public health challenge of our lifetime. We are pleased to see economic recovery plans being shaped across the United States.

ChristianaCare, one of the country's most dynamic health care organizations, appreciates the work of federal, state and local officials to develop plans for the lifting of restrictions on activity when it's deemed safe to do so. As state and local governments move to lift restrictions, it's important for business owners/leaders to put in place other measures to keep Americans safe, including measures to protect worker and customer safety.

With the reopening of economic activity in some states, we know you have a great deal to think about and plan for. Your top priority for now might be on developing a coordinated approach to employee wellbeing and safety.

ChristianaCare can help you create trust in resuming activities which will ultimately your demand for your product or service which are



Coronavirus COVID-19

Employee Screening Clearance



Save time and submit your screening using the QR code or text covid to **833-453-0095**.

Remember social distancing.

Thank you for your patience.



ALL CLEAR



NOT CLEAR





#BetheChange

BLACK LIVES MATTER

HEALTH. JUSTICE. PEACE.

LOVE YOUR NEIGHBOR. No Exceptions.

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LOVE YOUR NEIGHBOR. No Exceptions.

Lead with LOVE #BlackLivesMatter

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Love Your Neighbor. No Exceptions.

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AMA & TO VECHE. No Exceptions.

Love Your Neighbor. No Exceptions.

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WEN B A L L

COLOR IS NOT A CRIME #BLACKLIVESMATTER

#JusticeNow

LOVE YOUR NEIGHBOR. No Exceptions.

Love Your Neighbor. No Exceptions. #Sé e Cambio

#BetheChange

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BLAC LIVES MATTE

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LOVE YOUR NEIGHBOR. No Exceptions.

SALUD. JUSTICIA. PAZ.

Love Your Neighbor. No Exceptions. #Sé e Cambio

#BetheChange

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BLAC LIVES MATTE

#JusticeNow

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HEALTH. JUSTICE. PEACE.

#BetheChange BLACK LIVES MATTER

#JusticeNow #ImNot StayingSilent

HEROES

THERE COMES A TIME WHEN SILENCE IS A BETRAYAL!

#JusticeNow #ImNot StayingSilent

HEALTH. JUSTICE. PEACE.

LOVE YOUR NEIGHBOR. No Exceptions.



Hear me

Protect me

Prepare me

Support me

Care for me



“Diversity is being invited to the party; Inclusion is being asked to dance.”

—Verna Myers, Diversity and Inclusion Expert

“We are committed to equity, inclusion, fairness and justice for everyone we serve. As caregivers, our mission is simple, but profound: We take care of people — and caring for people includes working together to eliminate systemic racism along with the health disparities it causes.”

— Janice E. Nevin, President & CEO, ChristianaCare

我们致力于为我们服务的每个人保证平等、包容、公平和公正。作为照顾者，我们的任务很简单，但意义深远：我们照顾他人——关爱他人包括共同努力消除系统性种族主义及其造成的健康差异。

Estamos comprometidos a la equidad, inclusión, imparcialidad y justicia para todos a los que servimos. Como profesionales del cuidado de la salud, nuestra misión es simple pero profunda: cuidamos de las personas- y cuidar de las personas incluye el trabajar juntos para eliminar el racismo sistémico a la par de las disparidades de salud que causa.

نم ل كل هل ادعل و فاصنالا ، جامردنالا ، ةاواسملااب نومزتل م نحن
نحن :هقيرمع نكل ، هطيسب انتمه م ، ةيعارلل ني مردقمك . مردخن
أيوس لمعل نمضتي سانلاب هي انعل و - سانلاب ينتعن
اهبست يتل هي حصلا قراوفا لك و ةيرصنعل يلع اضقلل

हम इक्वटी, समावेशन, नष्टिपक्षता और न्याय के लिए प्रतिबद्ध हैं। देखभाल करने वालों के रूप में, हमारा मिशन सरल है, लेकिन गहरा है: हम लोगों का ध्यान रखते हैं- और लोगों की देखभाल में प्रणालीगत नस्लवाद को खत्म करने के लिए साथ मिलकर काम करना शामिल है, इसके साथ स्वास्थ्य संबंधी वषिमताएं भी हैं।

আমরা যাদের সেবা করি তাদের প্রতিশ্রুতির জন্য ন্যায়, অন্তর্ভুক্তি, ন্যায়পরায়ণতা এবং ন্যায়বিচারের প্রতি আমরা প্রতিশ্রুতিবদ্ধ। সেবাকারী হিসাবে, আমাদের মিশন সহজ, কিন্তু গভীর: আমরা মানুষের যত্ন করি-এবং তার মানবে এক সাথে কাজ করতে হবে সঠিক বর্ণবাদ এবং তার সাথে যে স্বাস্থ্য অসমতা আসে তা বর্জন করা।





Furthering the Discussion

**FOR THE LOVE
OF HEALTH™**



ChristianaCare™