

QUALITY AND SAFETY: PRIORITY PROCESSES

How to Maintain the Principles of Quality and Safety of Care Amid Coronavirus Pandemic

During states of crisis, people need powerful, self-confident, and accessible leaders. In some cases, intra-organizational links become weak and group morale is extremely low. It is necessary not only to fight the crisis, but also to motivate employees.

The fundamentals of communicating with employees must be based on principles long tested for any crisis, in order to build trust and demonstrate capable leadership. These principles stand out: open, honest, clear and timely communication. Employees need to believe that their organization can handle the crisis.

Leaders must have qualifications in relation to crisis management and maintaining quality and safety standards:

- ✓ Efficient decision making;
- ✓ The ability to plan;
- ✓ The ability to organize;
- ✓ And the ability to ensure communication throughout the crisis management process.

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Count on Experts to Strengthen Your Voice.

An effective crisis strategy begins by separating emotions charged with facts and data. One of the best ways to expand the experience and transmit calm is to seek information from official agencies. Analysis of information through reliable international, national, and local sources.

Use This Opportunity To Stand Out In Preparation For The Future.

While the world is waiting to see what will happen with COVID-19, take a timely look at your strategic business plan. Initial communications with employees should highlight the main elements of the existing plan. This helps to support psychological and emotional needs:

- Taking the pressure from leaders to act out of time under pressure, overriding good care practices;
- Demonstrating competence to adjust resources to demand;
- Provide ongoing care for the well-being of the workplace of those on the front lines;
- Provide order during a time that seems chaotic;

- ✓ Build strong teams.

Leaders can help people around them feel safe, strengthening the community. Make mental well-being a focus alongside occupational safety. The rounds in the ICUs, the meetings of the commissions and of the high-performance teams are also important moments to strengthen the team. When you are reminding employees of the importance of hand hygiene, also remind them to support each other, to strengthen themselves.

- ✓ Request *feedback*

Consider what guarantees employees need to feel safe at work and at home. Your company may not be able to solve all the things that employees are facing, but there are issues that the company should be aware of and compassionate about.

- ✓ Be willing to drop some rules

It is a good time to review your policies and change established rules to meet tangible health requirements or simply to convey support for people's emotional needs. Review the people management policy, plan actions for new hires and volunteers, and organize resources to avoid chaos.

- ✓ Even in a rapidly evolving crisis, take the time to bring different stakeholders together and get feedback. Document your decision making.

Do not disrupt legal commissions, high-performance teams, and other management support committees.

During a crisis, we usually get bogged down in details, and it is not uncommon to surround ourselves with technical experts (and advocates) and forget the power of collegiate decisions.

- ✓ Crises are not resolved with just reason and data. Recognize that employees are primarily human. They have families and lives outside of work that are deeply important to each of them.
- ✓ Assess the workload being imposed on the team, monitor tiredness, and stress, and look for alternatives to prevent this wear and tear from leading to errors and putting everyone at risk - patients and staff.
- ✓ If you have not evaluated your crisis communication plans in a while, now is the time, do your due diligence and check (I mean, really check) the response systems you have.

The ramifications of crisis management, or more importantly, its mismanagement, last well beyond the end of a crisis. Employees, customers, partners, regulators, and the community are all watching closely to see how you react to uncertainty.

Responding to COVID-19 requires that we lead with both our humane and compassion and our quality technical skills, while maintaining the safety of patients and everyone involved.

A leader is born when the need for management is created. Leadership appears at this moment and illuminates the path, creates sources, guides the path, makes decisions, initiates, and operates actions. (Gultekin, 2002)