

Mount Sinai Health System Staff Support Guide for Leaders

Rounding by leadership is critical to addressing uncertainty, decreasing stress and burnout. At its core this means being present, transparent, genuine, receptive, and empathetic. It does not mean being a therapist for your employees. The framework below has proved useful in supporting staff and team members

*Adapted from Hartford Healthcare Leadership Rounding & [Shanafelt, Ripp & Trockel, 2020, AMA](#)

HEAR ME & RESPOND TO ME

- x Use check-in and check-out routine each day with staff as an open forum to hear concerns and provide information (e.g. beginning and end of shift huddles)
- x Ask open ended questions
- x Follow up on staff concerns, even if you have no answers yet or the issue cannot be resolved.
- x Consider self-disclosure where appropriate (e.g. by sharing your own questions and personal concerns)

PROTECT ME

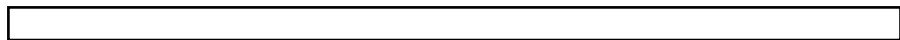
- x Ask about safety concerns and provide to update information [Staff Safety Hub](#)
- x Acknowledge good adherence to COVID-related and more longstanding safety protocols

PREPARE ME

- x Assure that staff have the resources they need to do their jobs and/or clearly acknowledge resource issues [Staff Resources](#)

SUPPORT ME

- x Acknowledge that everyone is affected in some way by the pandemic. A survey in March and April of 2020 of MSH frontline workers showed that 39% experienced symptoms of depression, anxiety, or posttraumatic stress.
- x Educate yourself about the continuum of stress responses both for yourself and your workers



Adapted from: Nash (2011), US Marine Corps and Navy Operational Stress Continuum Model: A Tool for Leaders

- x Know that stress may manifest in the workplace as lapses in attention or judgement, irritability, breakdowns in communication, or less efficient work. Be curious about issues affecting staff rather than

childcare, eldercare and transportation as well as programs for physical and emotional health and wellbeing [Staff Wellbeing: Basic Needs & Self-Care, Mount Sinai Well](#)

- x If the employee is struggling with work life challenges, consider other options such as schedule/shift flexibility, work from home options, or part-time programs, etc

HONOR ME

- x Consider individual recognition and emailed notes of appreciation to your entire staff
- x Note specific behaviors and traits that you are grateful for or wish to recognize
- x [Sinai Spotlight Recognition Strategy Guide by TDL](#)