OFFICE OF PATIENT EXPERIENCE RESOURCE

COVID-19 | Leadership Rounding

- Patients
- Caregivers
- Community
- Organization
Table of Contents

In-Person Guide/Protocol............................................................. 4
The Interaction........................................................................... 6
Conversation Guide................................................................... 10
Caregiver Resources.................................................................. 11
Process Map............................................................................ 13
Nurse Contact.......................................................................... 14
Leadership Rounding in Era of COVID-19: In-Person Guide/Protocol

COVID-19 has created anxiety, fear and uncertainty among our caregivers and patients. We know that seeing leaders on the floors has value and can reduce suffering. To safely support and recognize our caregivers, patients and our leaders, we suggest the following revised protocol for in-person rounding during COVID-19. This guide is intended to model social distancing, while keeping leaders visible and messaging the care the organization has for its people and patients.

Optional Advance Preparation:
Utilize the links below to familiarize yourself with the subject matter that will be discussed during this adapted COVID-19 Rounding Process.

- Visitation Policy
- Virtual Visiting
  - Google Hangouts instruction
  - Face Time instruction
  - Skype instruction
  - Google Duo Video instruction
- PPE Guidelines – Clinical Teams
- PPE Guidelines- Non-Clinical Teams

Caregiver Resources
- Communication Resources
- Moral Distress Resources
**Process**

1. Each week, the Office of Patient Experience (OPE) will email leaders to assess availability to round and preference for COVID-19+ or non-COVID-19 units.
2. OPE will then communicate assignments to each individual leader’s administrative assistant and communicate with nursing unit leadership.
3. Administrative assistants will block 1 hour during the duration of that week for the leader to round on assigned unit.
   a. Leaders will be asked to schedule evening or early morning rounds twice monthly.
4. Leaders will communicate feedback and action items to the Office of Patient Experience ([Database: officeofpatientexperience@ccf.org, 216.444.7500](mailto:officeofpatientexperience@ccf.org, 216.444.7500)).
   a. No more than two leaders should round together.
5. OPE will distribute two or three positive survey comments from HCAHPS surveys to hospital leaders. In advance, leaders review the comments and themes specific to the unit(s) they will visit and during rounds seek out caregivers and managers for specific recognition.

**What to Include in Rounding**

**Caregivers**
- Clinical team members (providers, nurses, medical assistants, health unit coordinators [HUC], respiratory therapist and other therapies)
- Food services team members
- Environmental services (EVS) team members
- Transportation team members
- Red Coat team members
- Security team members
- Inpatient & Outpatient, Ancillary services

**Patients** (Pending approval by nurse managers/assistant nurse managers):
- **Avoid patients with Do Not Disturb** wishes or contact precautions.
- **Avoid COVID-19 patients to preserve PPE** for caregivers – substitute phone call from unit or enabled iPad.
**The Interaction**

Leadership Rounding will focus on supporting caregivers and patients during the COVID-19 pandemic and identifying heroes. Review HCAHPS survey commentaries specific to assigned rounding unit and recognize caregivers based upon this feedback.

**Initiating the Interaction with CAREGIVERS**

- Check-in with nursing unit leadership to determine which caregivers and patients to interact with.
- Ask any caregiver if they have a moment to talk with you.
- Introduce yourself, explain that you’re conducting executive rounds and WHY.
  - “Hi, I’m Jane and I’m doing executive leader rounds today. Your well-being and safety is our top priority during COVID-19. I’d like the opportunity to speak with you if now is a good time.”
- Introduce any guests that you may have with you for rounds that day.
- Limiting the number of individuals rounding in any one unit to one or two.
  - Limit risks of exposure and utilization of PPE.
- Ask questions outlined below and explore fears and worries in particular as it relates to COVID-19.
  - **Be genuine**, kind and respectful.
  - **Thank the caregiver** for their time.
  - **Acknowledge hard work** and dedication.
  - **Recognize** caregivers identified in the patient survey commentaries. If there are no comments specific to the unit, review the unit’s huddle board for additional recognition opportunities.

**SPECIFIC QUESTIONS**

Ask probing questions for impactful sharing; if unit is significantly stressed, please focus on italicized questions.

1. **Well-Being**

- What can we do for you today?
- COVID-19 + SPECIFIC: Do you have patients diagnosed with COVID-19 here? If so, how does it feel to care for them?
- What support did your team offer you today?
- How is this impacting your life? Your family?
- What worries do you have?
- Have you used any resources for your well-being? What has been most helpful?
2. Safety
• What is your understanding of the PPE guidelines? What questions do you have?
  - Address misunderstanding or misuse
• COVID-19 + SPECIFIC: What ideas do you have that might enhance the care of our patients or yourself during COVID-19?
• What more can we do to support you? What can we keep doing/consider stopping?

3. Inspiration
• Who would you like to recognize as a hero and why?
• What happened that gave you hope today? What is something that surprised you today?
• Infuse patient feedback from survey commentaries.
  - Example: “Patients appreciate you very much. I reviewed this unit’s patients’ comments from our HCAHPS surveys, and we receive countless notes of praise. Thank you for the care, compassion and safety you are providing to our patients.”

INITIATING THE INTERACTION WITH PATIENTS
Ask the caregiver if there are any patients that should not be disturbed or on contact precautions. Ensure that permission is granted to speak with patients.
• Introduce yourself and the purpose for visit.
  - Make it feel genuine.
    “Hi, I’m Dr. Smith. We are here conducting leadership rounds today with patients and caregivers. This is something we do on a regular basis to visit with our patients and families to see how their experience is going and to identify any opportunities to improve. May we speak with you for a bit about your experience?”
    “Hi, I’m Jon Smith. As leaders, we often round to check on the experience and safety of our patients – especially given everything going on today. I’d like your permission to speak with you today and want to be sure now is a good time.”
  - Introduce any guests you have with you.
    “I want to introduce the team that is with me today. Is it okay with you if they join in on our discussion?” (double check for permission)

• Keep the discussion with patients about their experience.
• Unless offered by the patient, minimize any discussion about their clinical diagnosis, condition or treatment.
• Demonstrate empathy, provide rationale and address concerns as indicated.
• Report any concerns or recognitions that surface to the unit Nurse Manager as usual or manage yourself.
• Ask if there is anything you can get the patient at the moment.
• Thank the patient for trusting us with their care.
SPECIFIC QUESTIONS

1. Well-being

• Acknowledge that it must be difficult to be in the hospital during COVID-19 when they are unable to have visitors.
  - “We made the tough decision to limit all visitors to keep everyone safe. How has that impacted you?”
  - “We have healing resources available to you and your family 24/7 through spiritual care and ways for you to connect with your family on your own phone or with an iPAD.”

• What worries/frightens/scares/angers/frustrates you?

• COVID-19 + SPECIFIC:
  - If unable to communicate, consider calling family member instead.
  - “We are working to provide the best care for you and recognize how difficult this must be for you. We also want you to know that we are committed to caring for your medical condition, and also your well-being.”

• Review resources as needed for spiritual care and visitation.
  - “Although you can’t always see their faces, I want you to know you have the best people taking care of you.”

2. Improvement

• What can we do better? Tell me more about...

• What concerns for your safety do you have? How often are people washing their hands before entering your room?

• How is the team supporting you?

3. Inspiration

• Who would you like to recognize as a hero today and why?

ROUNDING FOLLOW UP

• Discuss issues or concerns discovered with patient/caregiver interviews with Nurse Manager/Assistant Nurse Manager

SUGGESTED ROUNDING OBSERVATIONS

Physical space:

• Make observations about the safety of the environment
• Storage of PPE
• Cleanliness and other EVS related issues
• Check that employees’ model social distancing while on units to reduce risks.

• Check that employees are following the Personal Protective Equipment Guidelines and engage in clarifying conversations as indicated.

• Pay particularly attention to morale, teamwork and distress.
Rounding Debrief

Following rounds, share experiences and highlight key concerns or issues identified by caregiver and patients in one of three ways:

- **Database**
  - Can be entered on any smart device or computer
  - Preferred Method

- **OPE Email**

- **Phone:** 216.444.7500

Please share significant findings

- Opportunities
- Patient stories and HEROES
- Resources
- Actionable issues.

  - If an issue arises that is able to be fixed in the moment, leaders should work to resolve it.
  - If it is an issue that will need further assistance, leaders should take note and forwarded to the appropriate manager or the Patient Experience manager.
COVID-19 Leadership Rounding

Leader Name(s):
Rounding Location:
Contact:

COVID-19 Specific Instructions:
• To preserve PPE for our caregivers, do not enter rooms of patients with COVID-19
• The recommended alternative is to call the patient via phone from the unit or use enabled iPad for visitation
• Make observations about the safety of the environment
  - Storage of PPE
  - Check that employees are following the Personal Protective Equipment Guidelines
  - Engage in clarifying conversations as indicated
  - Model social distancing while on units to reduce risks
• Pay particularly attention to morale, teamwork, and distress

Rounding Questions
CAREGIVERS
Ask probing questions for impactful sharing. If unit is significantly stressed, please focus on italicized questions.

1. Well-Being
• What can we do for you today?
• COVID-19 + SPECIFIC: Do you have patients diagnosed with COVID-19 here? If so, how does it feel to care for them?
• What support did your team offer you today?
• How is this impacting your life? Your family?
• What worries do you have?

2. Safety
• What is your understanding of the PPE guidelines? What questions do you have?
• Address misunderstanding or misuse
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• What more can we do to support you? What can we keep doing/consider stopping?

3. Inspiration
• Who would you like to recognize as a hero and why?
• What happened that gave you hope today? What is something that surprised you today?

PATIENTS
Ask the caregiver if there are any patients that should not be disturbed or on contact precautions. Ensure that permission is granted to speak with patients.

1. Well-being
• Acknowledge that it must be difficult to be in the hospital during COVID-19 or at a time in which they are unable to have visitors
• “We made the tough decision to limit all visitors to keep everyone safe. How has that impacted you?”

2. Improvement
• What can we do better? Tell me more about...
• What concerns for your safety do you have? How often are people washing their hands before entering your room?
• How is the team supporting you?

3. Inspiration
• Who would you like to recognize as a hero today and why?

“Have you used any resources for your well-being? What has been most helpful?”

COVID-19+ SPECIFIC:
• If unable to communicate, consider calling family member instead.
• “We are working to provide the best care for you and recognize how difficult this must be for you. We also want you to know that we are committed to caring for medical condition, and also your well-being.”
• Review resources as needed for spiritual care and visitation
• “Although you can’t always see their faces, I want you to know you have the best team of the best people taking care of you.”

• Pay particularly attention to morale, teamwork, and distress
Caregiver Support Team Resources

You are part of our Cleveland Clinic family of caregivers. We are here to help with:

• Meal delivery.
• Connecting to child and elder care services.
• Well-being apps and behavioral health support.
• Virtual programing and chats to keep connected to the Cleveland Clinic community.
• If you have other needs, please inform your Caregiver Services Team member or contact us at CES@CCF.org.

• Food ordering locations: While we are able, Cleveland Clinic will cover the cost of meals for caregivers diagnosed with COVID-19 and their families while the caregiver is out ill. During your services triage call, the Caregiver Services Team member will explain the simple ordering process. Check back regularly, as vendors are subject to change.

Well-Being, Self-Care and Emotional Support for Caregivers

Please note: A connection to the Cleveland Clinic network is required to access many of these resources.

• Caring for Caregivers: confidential services that preserve, restore and enhance well-being of our caregivers. Available at 1.800.989.8820 or the COVID-19 Caregiver Hotline 216.445.8246.

• OneClick to Well-Being: resources for emotional, physical, spiritual and social well-being in one place.

• OPSA OneClick to Well-Being: well-being information and resources for staff.

• Connect Today/Learner Connect: resiliency resources to help you manage complex, changing times (virtual meetings, change and stress management, and communication).

• Caregiver Experience Wellness Portal: disconnect, unwind or say thank you virtually.

• Moral Distress Resources: resources to support caregivers experiencing moral distress, enable peers and leaders to identify moral distress and provide general education.

• Moral Distress Reflective Debriefs and Dialogues (MDRD): a safe forum for individuals and teams experiencing moral distress. To request an MDRD, e-mail Georgina Morley at morleyg@ccf.org.

• Ethics Consultation Services (ECS) Flyer: information about the Ethics Consultation Service and how to request an ethics consult.

• Cleveland Clinic Office of Caregiver Experience on Facebook and Instagram.
**Brief Conversation Guide**

Examples of empathic responses and questions around sensitive subjects for patient and caregivers.

**CAREGIVERS**

**Addressing Emotion**
- This is such a tough situation.
- Your concerns are completely valid.
- Help me understand how you’re feeling right now?
- You’re not alone. I think a lot of people are scared.
- I wish we had better alternatives.
- You’re taking every precaution you possibly can to [be safe/help others].
- I’d feel [emotion – e.g., frustrated, exhausted, worried] too.

**Fear of Exposure**
- It’s hard to work without the worry of getting exposed to COVID-19.
- It can be helpful to talk about our worries with others. There are no simple answers, but our worries are easier to bare when we share them.

**Addressing PPE Use**
- I know you are worried about your safety and that of your family. I also know how committed you are to your patients.
- I wish we had an unending supply of PPE.
- What worries you most about the current PPE guidelines?
- How might we help you feel safer in your line of work?

**Example:** “It’s a scary time. I think most people are worried about COVID-19 exposure. I wish it wasn’t necessary to conserve PPE to ensure those working with patients who are COVID-19 + patients remain safe. Until we have a better sense of when this will end, I need to ask you to follow the current guidelines.

**PATIENTS**

**Visitation Policy & COVID-19 Specific**
- “We are working to provide the best care for you and recognize how difficult this must be for you.”
- “It must be difficult to be in the hospital and not allowed to have visitors.”
- “How have the visitor restrictions impacted you?”
- “Suspending visitation helps protect patients and caregivers because people with COVID-19 often don’t experience symptoms for several days.”
- “We encourage loved ones to connect virtually and can provide assistance with how to use Facetime, Google Hangout, Google Duo, or Skype.”
- “We have healing resources available to you and your family 24/7 through spiritual care by calling 1.844.204.7433.”
- “Although you can’t always see their faces, I want you to know you have the best team of people caring for you.”
OPE:
Friday email to Leader Admins to determine:
Rounding interest for following week?
COVID-19 Unit / Non-COVID-19 Unit?

OPE provides:
Weekly Rounding Rotation*
& Positive Patient Comment Report
to Leader & Admin. Assistant Via Email**

Leader reviews Positive Patient Comment Report

Leader’s Admin. :
1. Schedules 60 minutes of weekly rounding on Leader’s calendar
2. OPE Alerts Nurse Leader of assigned unit scheduled calendared date/time

Leader reviews Rounding Toolkit & Topic Questions

Download Link to iPhone: https://is.gd/COVID19LEADERROUNDS

On scheduled calendar date/time Leader rounds on assigned unit

Relay any pertinent information for follow up to OPE
(Concerns, Recognitions)
216 444 7500 | officeofpatientexperience@ccf.org

* And Weekly Reminder Notification   **Including OPE Leader Rounding Toolkit Resource
### Nurse Units:

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<td>Emergency Department</td>
<td>Jessica Staab</td>
<td>216.318.5953</td>
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<td>G100</td>
<td>Renal/Hypertension/Gastro</td>
<td>Corey Deremer</td>
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<td>G101</td>
<td>Specialty Care Transplant Unit</td>
<td>Peter Rozman</td>
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<td>G50/51</td>
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<td>Terri Murray (interim)</td>
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<td>Sandy Galvin</td>
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Ask probing questions for impactful sharing. If unit is significantly stressed, please focus on italicized questions.

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   - What is your understanding of the PPE guidelines? What questions do you have?
   - Address misunderstanding or misuse
   - COVID-19 + SPECIFIC: What ideas do you have that might enhance the care of our patients or yourself during COVID-19?
   - What more can we do to support you? What can we keep doing/consider stopping?

3. Inspiration
   - Who would you like to recognize as a hero and why?
   - What haPPEned that gave you hope today? What is something that surprised you today?

PATIENTS
Ask the caregiver if there are any patients that should not be disturbed or on contact precautions. Ensure that permission is granted to speak with patients.

1. Well-being
   - Acknowledge that it must be difficult to be in the hospital during COVID-19 or at a time in which they are unable to have visitors
   - “We made the tough decision to limit all visitors to keep everyone safe. How has that impacted you?”
   - “We have healing resources available to you and your family 24/7 through spiritual care and ways for you to connect with your family on your own phone or with an iPad.”
   - What worries/frightens/scares/angers/frustrates you?

COVID-19+ SPECIFIC:
- If unable to communicate, consider calling family member instead.
- “We are working to provide the best care for you and recognize how difficult this must be for you. We also want you to know that we are committed to caring for medical condition, and also your well-being.”
- Review resources as needed for spiritual care and visitation
- “Although you can’t always see their faces, I want you to know you have the best team of the best people taking care of you.”

2. Improvement
   - What can we do better? Tell me more about...
   - What concerns for your safety do you have? How often are people washing their hands before entering your room?
   - How is the team supporting you?

3. Inspiration
   - Who would you like to recognize as a hero today and why?