

Charting Employee Needs Through Uncharted Territory: Sharp HealthCare's COVID-19 Journey

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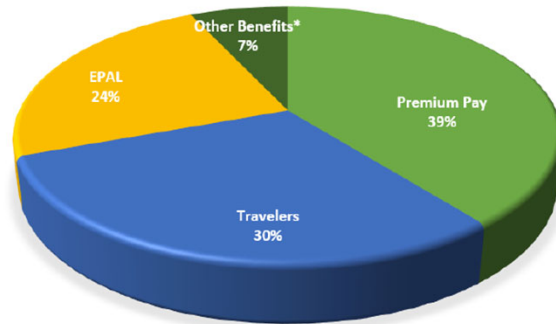


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Pandemic Benefits and Support Provided to Employees



Sharp invested more than **\$159 million** in benefits and support for our employees during the pandemic.

*** Other Benefits Include:**

- * Disaster Childcare Benefit Plan
- * Care.com
- * Health/Dental Insurance Continuation
- * PTO Retirement Plan Contributions
- * Employee Recognition Gift Cards
- * COVID-19 Emergency Grants

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Sharp HealthCare Supported Employees Throughout the Covid-19 Pandemic

Sharp HealthCare extended additional benefits throughout the COVID-19 pandemic to support our employees; many still continue to be available to team members today.

Disaster Childcare Benefit Plan — Sharp helped families afford caregivers and tutors, with a temporary disaster plan, funding \$1,800 for employees with children under the age of 18. Total: **\$5,831,331**.

Care.com — Sharp offered subscriptions and subsidized backup caregivers for children and elderly family members. Total: **\$383,585**.

EPAL — Sharp provided up to 80 hours of supplemental leave above and beyond state requirements. Total: **\$38,000,000**.

Health/Dental Insurance Continuation — Sharp covered the cost of premiums for employees who had reduced hours due to cancelled shifts. Total: **\$53,006**.

PTO Retirement Plan Contributions — New in 2021, employees were able to direct the value of their PTO hours to the Sharp HealthCare 403(b) plan or Sharp Health Plan 401(k) plan, whichever was applicable. Total: **\$1,042,098**.

Employee Recognition Gift Cards — Nonmanagement employees received a \$100 Visa gift card in recognition of all their efforts during the pandemic. Total: **\$2,000,100**.

COVID-19 Emergency Grants — Colleagues and the Sharp HealthCare Foundation made **\$1,000,000** in \$1,000 grants available to employees who lost pay during the pandemic.

Premium Pay — Employees signed up to work additional shifts, ensuring our patients received the care they needed. Total: **\$63,169,217**.

Travelers — To support our patients and help staff take time away from the bedside, Sharp HealthCare hired 883 crisis travelers, the equivalent of 203 full-time employees. Total: **\$48,323,736**.



July 12, 2021

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Other Workforce Strategies

- Commitment to no layoffs during State of Emergency
 - ✓ Temporarily shifted employees to other roles throughout the system
- Moved over 3,000 employees from work to home in varying remote schedules
 - ✓ Converting many of these emergency remote work to permanent and hybrid workforce
- Hiring of Surge Techs and RN Extenders as resources during the pandemic
- Benefits Hotline Implemented



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Well-Being Strategy & Response: Initial Strategies

- Digitize as many resources as possible
 - Fitness, mindfulness, nutrition programs
- Focus on food for the frontlines
 - Partnership with Sharp Community Benefits to establish a food donation process
- Develop preventative measures to mitigate burnout
 - On-demand resilience training resources
 - Virtual 5k Walk/Run event
 - Increase focus on mindfulness training/practice
- Create escapes
 - Respite rooms available across the system to provide mental and physical separation from clinical work
 - Partnership with outside vendor to deliver massage chairs to hardest hit units



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Well-Being Strategy & Response: 2nd Wave

Seek first-hand input

- Conduct systemwide survey to assess how the pandemic has affected key areas of health

Create community:

- Parenting in the Time of COVID-19 Workshop established
- “Here for Each Other” fireside chats – peer to peer discussion

Increase rounding to offer in-the-moment countermeasures to stress, fatigue, hunger, etc.

- Individual aromatherapy kits
- Self care resource packages
- Healthy snacks
- One minute mindfulness practices

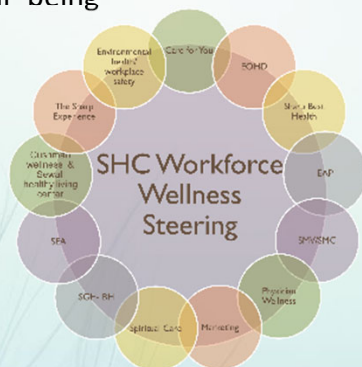


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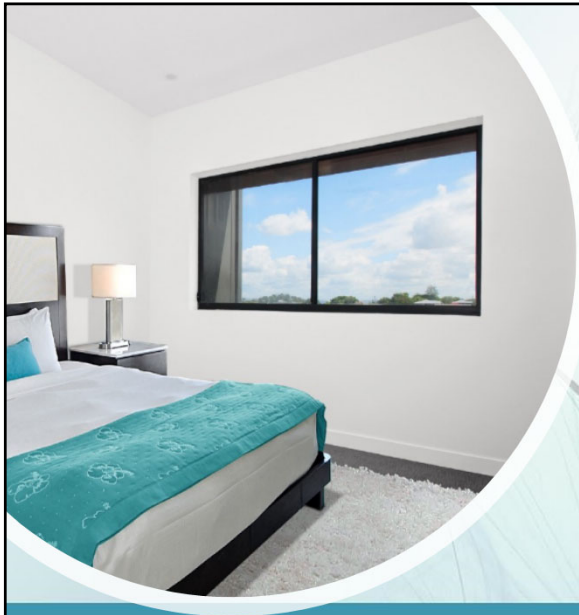
Enduring Actions

- Establish multi-disciplinary wellness steering committee
- Continue increased focus on mental and emotional well-being
- Increase virtual and in-person programming (both are essential)
- Focus on increase in brief intervention models
- Introduce and hardwire framework for stress management



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Hotel Rooms For California Health Care Workers

Hotel room program

- The objective was to provide discounted hotel room information for Sharp HealthCare Physicians and staff
- It evolved into being the Point of Contact person for hotel authorizations for Sharp HealthCare employees

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Requirements for Benefits

- Live with others
- Make less than \$250,000 a year
- Not be on travel status
- Work no more than 150 miles from their place of residence
- Not receive a stipend or additional pay for lodging/housing
- Adhere to the Guest Obligations
- Be able to present sufficient funds for hotel check-in
- Be able to present an employee ID badge at hotel check-in
- Be a California resident
- Have tested positive for COVID-19 during their course of work
- Be exposed to COVID-19 by way of close contact



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Observations

- The program provided a sense security for hospital employees
- They were provided a safe place to sleep before their next shifts
- Kept families of health care workers safer
- The program turned into a positive benefit for employees



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Internal Employee Assistance Program: Initial Response

- Telehealth: Initiated EAP telehealth services via independent confidential account with ZOOM
- Rounded Emergency Rooms: Advising of new ways EAP continues to support meeting – gentle reminder of emotional support
- Available 24/7: EAP Counselors provide counseling sessions before/after work, weekends
- Tranquility Tuesdays: EAP Counselor onsite at entities with highest numbers of Covid Cases
- Afterhours office voicemail – forwarded to EAP counselor
- Critical Response: Onsite/ Virtual blended with staff off work – benefit supporting the "work-family" during a crisis
- Safe Speak: EAP and Sharp Equality Alliance co-facilitate a confidential SAFE SPEAK in response to George Floyd's murder



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Internal Employee Assistance Program: Second Wave

Virtual Groups:

- Grief & Mourning Emotional
- Working Parents Support Group
- Mindfulness Webinar Training Series
- Customized Self-Care series for independent departments on request
- Embracing the Loss Training

EAP Counseling/ Couples

- Adding staff to meet the demand
- Adding staff that specialize in trauma
- All EAP full time staff carry office pager 24/7

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Employee Assistance Program Positive Outcomes from COVID-19

- Telehealth: We will always have in person appointments when appropriate, but will offer telehealth prn
- Support Groups: "Confidential" virtual/ in person – developed in response to employee needs
- Virtual Meetings: Attending by staff working remotely
- Critical Onsite Response: All staff will be included in emotional debrief
- Safe Speak: Continues in response to current events
- Mindfulness: Has been embraced by the system
- Ongoing Collaboration: With additional work groups within the system

Resource: Employee Assistance Professionals Association <https://www.eapassn.org/>

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Questions?



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Thank You

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