



A Pandemic Leadership Program for Managers to Enhance Staff Resiliency and Psychological Safety during COVID-19

Hamida Bhimani, Dorothy Dziunikowski, Valerie D’Paiva, Nilusha Jiwani-Ebrahim, Julia Roitenberg and Rosanra Yoon

Table 1.

Objectives, outputs and outcomes: pandemic leadership support program for managers

<p>Goal Build managers’ capacity to lead effectively during a crisis in order to strengthen the resiliency of the York Region Public Health workforce</p>	<p>Outputs</p>	<p>Impact of Outcomes</p>		
<p>Objectives</p>	<p>Activities</p>	<p>Short-term</p>	<p>Intermediate</p>	<p>Long-term</p>
<ol style="list-style-type: none"> 1. To build managers’ capacity to lead effectively during a crisis 2. To increase the availability and utilization of leadership development activities and resources for managers 3. To enhance and promote the use of participation/engagement management style and related leadership skills among managers 4. To increase resiliency and reduce the staff’s emotional stress by equipping managers with the relevant leadership tools 5. To integrate a trauma-informed approach into managers’ leadership practice 	<p><i>Mentorship program</i> Provide one-on-one mentoring between an experienced manager (as the mentor) and a novice manager (as the mentee).</p> <p><i>E-blasts</i> Address the topics of interest on leadership issues identified by managers through short e-mail communications sent on a biweekly basis.</p> <p><i>Trauma-informed practice and resiliency</i> Focus on integrating a trauma-informed approach into managers’ leadership practice to support the recognition of the impact of trauma using several key principles: safety, trustworthiness and transparency, peer support, collaboration and mutuality, empowerment, voice and choice, and cultural, historical and gender issues.</p> <p><i>Impact debriefing</i> Developing leaders’ skills using critical incident stress management as a method of supporting those actively involved in critical incidents that leave them emotionally and/or physically affected.</p>	<ul style="list-style-type: none"> • Development of managers’ knowledge and skills to lead using a participative, trauma-informed style • Enhancement of managers’ leadership competencies by engaging in a mentoring relationship with an experienced manager • Equipping managers with strategies that foster staff resilience and create a psychologically safe work environment 	<ul style="list-style-type: none"> • Effective engagement and inclusion of staff in decision making and utilization of a trauma-informed approach to leading during times of intense change and stress • Demonstration of the ability to motivate and enhance staff performance • Demonstration of increased use of participative management practices, including use of emotional intelligence and empathy skills, effective communication with staff and engaging staff in problem solving • Enhanced skills in creating resilient teams and improved ability to better support staff experiencing critical incidents 	<ul style="list-style-type: none"> • Attainment of more effective and satisfied leaders who feel supported by the organization • Enhancement of the culture within York Region Public Health to value and integrate participative, trauma-informed management approaches • Staffs’ increased sense of psychological safety and better resilience • Staffs’ satisfaction with their leaders and organization