

Access the entire webinar series here:

<https://files.asprtracie.hhs.gov/documents/lessons-learned-in-healthcare-operations-during-a-pandemic-speaker-series-summary.pdf>

Access speaker bios here:

<https://files.asprtracie.hhs.gov/documents/the-work-life-pandemic-puzzle-speaker-bios.pdf>

Access the recording here: <https://attendee.gotowebinar.com/recording/8066488310038385933>



T R A C I E
HEALTHCARE EMERGENCY PREPAREDNESS
INFORMATION GATEWAY

Healthcare Operations during the COVID-19 Pandemic- Speaker Series

September 2021

Unclassified//For Public Use

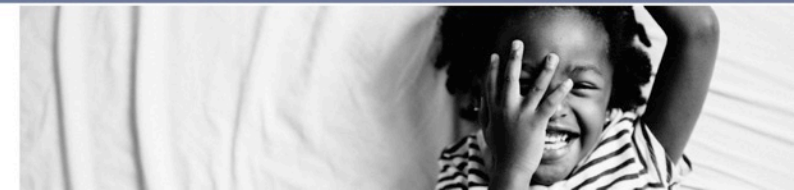
ASPR
ASSISTANT SECRETARY FOR
PREPAREDNESS AND RESPONSE

The Work-Life Pandemic Puzzle: Putting the Pieces Back Together, But Better

Lois Lee, MD, MPH

Rebekah Mannix, MD, MPH

Kelsey Miller, MD, EdM



TRUTH # 1

The practice of medicine requires emotional [affective] labor

Two key tasks required of doctors are:

- To hide negative emotions
- To display positive emotions even when you feel the opposite



Raj Persaud BMJ 2004;329:s87

3



Truth #2

TRUTH # 2

COVID-19 has changed the emotional landscape of medicine

THE
NEW YORKER

THE CORONAVIRUS CRISIS Latest Coverage How Will the Virus Evolve? The COVID Midlife Crisis The Struggle Against Vaccine Reluctance The Economic Impact

MEDICAL DISPATCH

THE EMOTIONAL EVOLUTION OF CORONAVIRUS DOCTORS AND PATIENTS



By Dhruv Khullar
July 7, 2020



Where the world comes for answers

Unclassified//For Public Use



Boston Children's

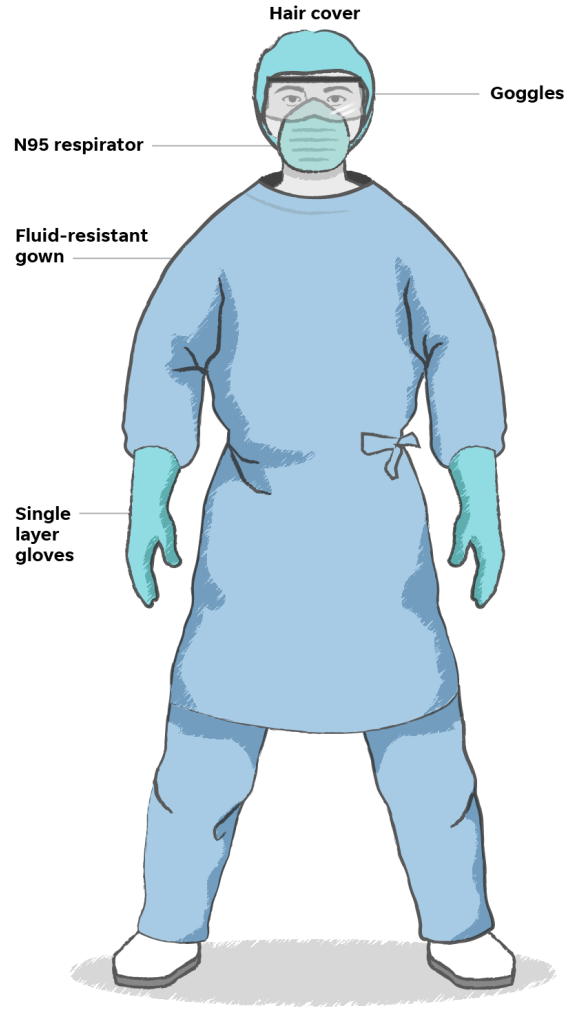


Emotional Labor and the Emotional Landscape of COVID-19

- PPE
- Bringing it home
- The role of trainees
- Staying connected (to each other and our patients)
- Public health and therapeutic relationships



PPE.....and [not] Bringing it Home



<https://www.usatoday.com/in-depth/news/2020/03/31/coronavirus-protection-what-health-care-workers-need-stay-safe/2917179001/>



shot Dr. Elizabeth Mitchell, an emergency room physician, sleeps and spends time in an attic bedroom to minimize contact with her family in Boston. (Courtesy Elizabeth Mitchell)

<https://www.wbur.org/news/2020/04/03/bringing-home-something-deadly-how-health-workers-are-isolating-from-their-families>



Our Trainees



- Are they being exposed unnecessarily to harm?
- Are they learning enough?
- Are they learning the right things?
- How will this entry into medicine affect their careers?

<https://www.healthaffairs.org/doi/10.1377/hblog20200326.510173/full/>

7



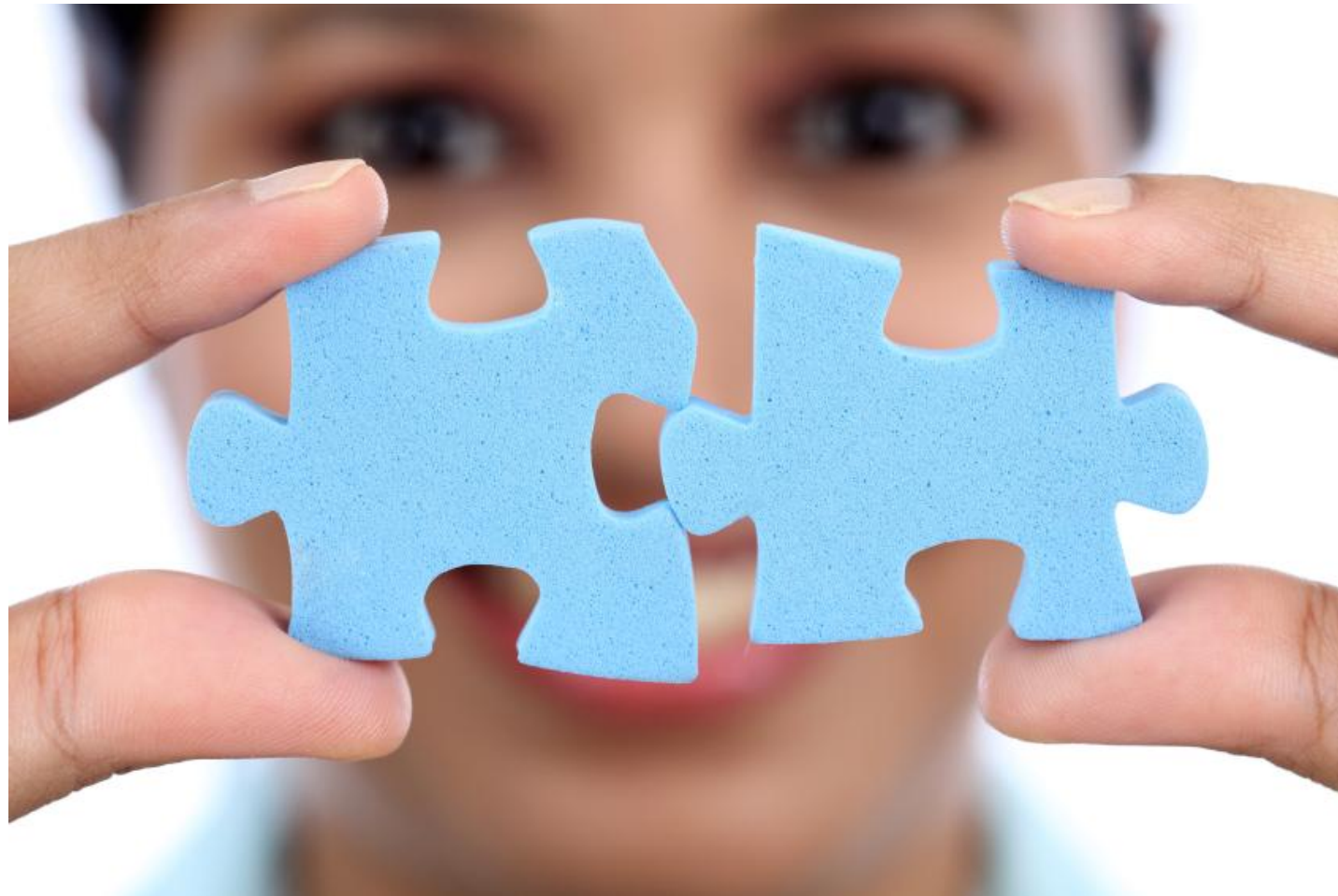
Staying Connected (to each other and our patients)



Public Health and Therapeutic Relationships



How Did COVID-19 Affect the Work-Life Puzzle?

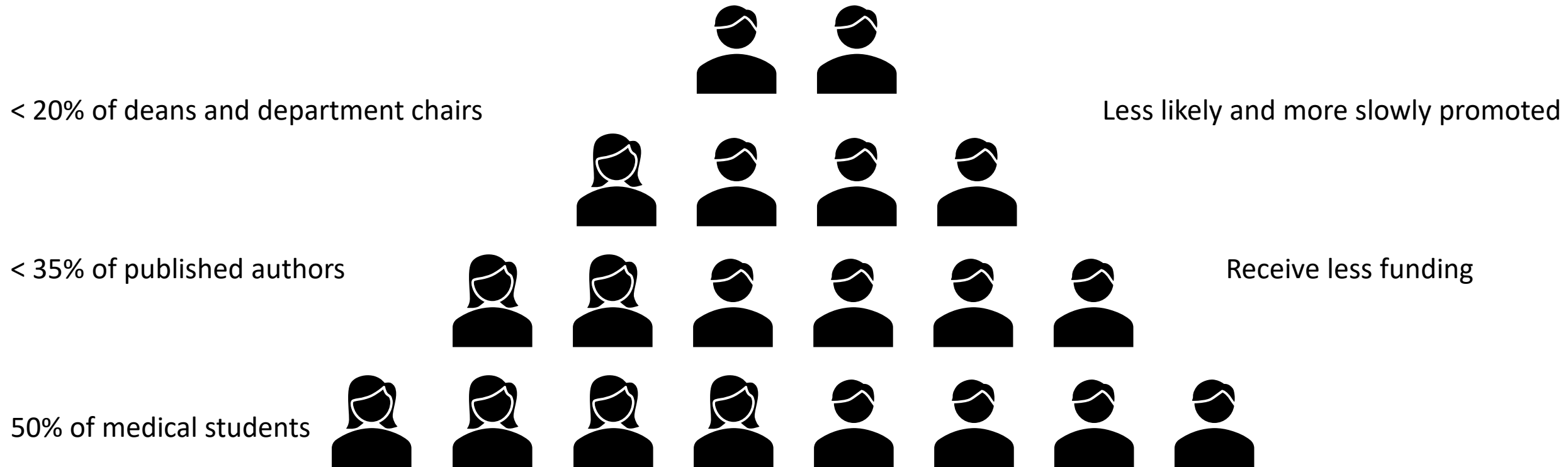


10

[This Photo](#) by Unknown author is licensed under [CC BY](#).



Where Were We? The Status of Women In Medicine



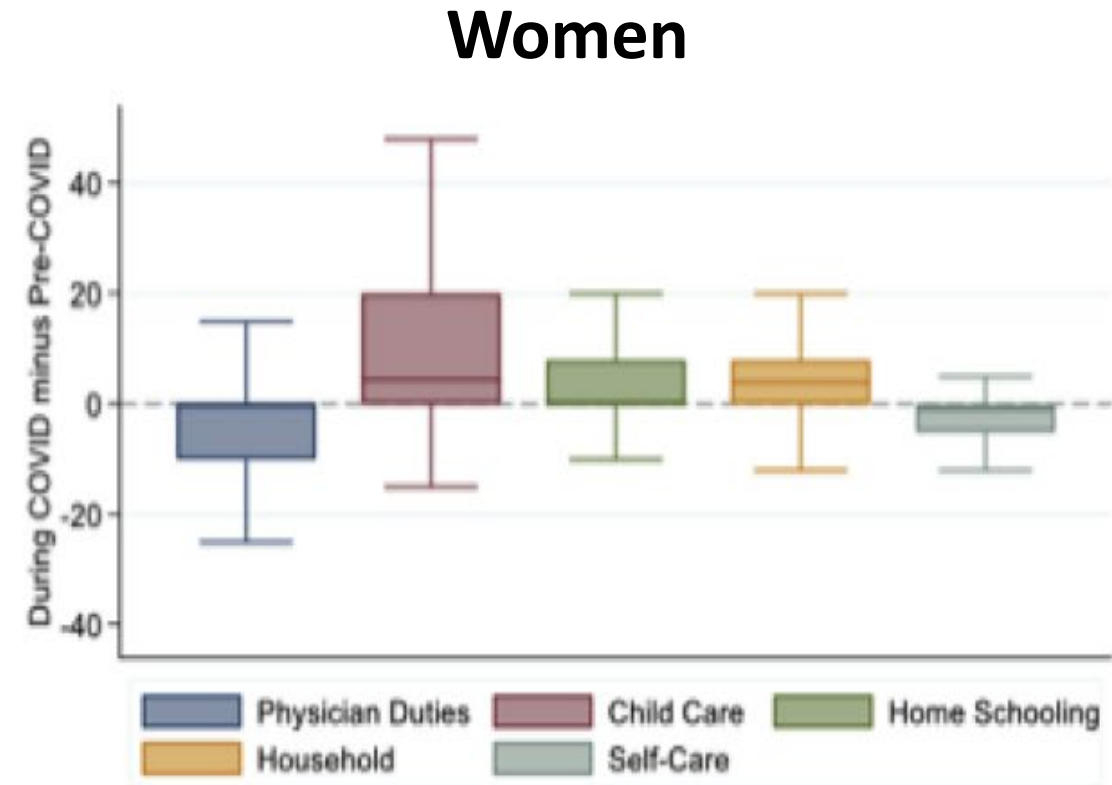
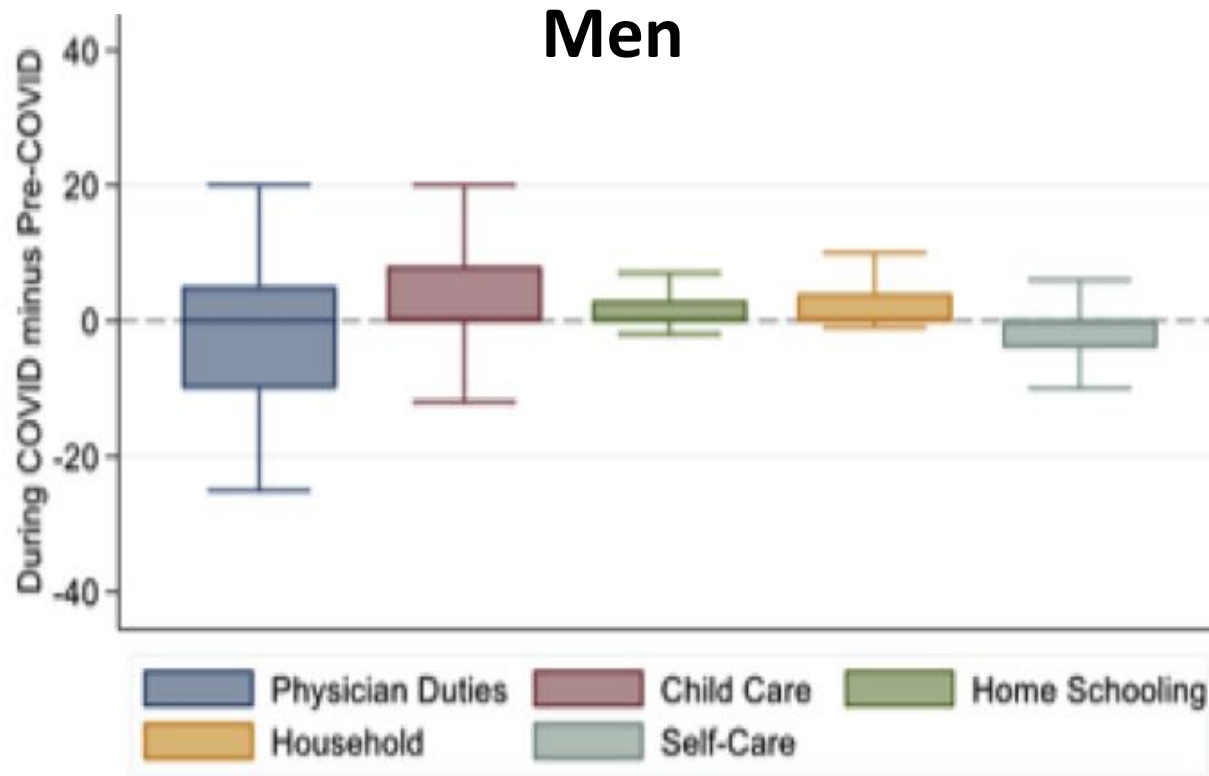
COVID Upset Work-Life Integration

- Children home from daycare or school – implications for childcare and homeschooling
- Limited access to extended family or friends for support
- Challenges caring for elderly family members due to travel restrictions
- Outsourcing difficult – loss of traditional solutions



COVID Upset Work-Life Integration, Continued

More Hours/Week
Less Hours/Week



Putting This in Perspective

8 hours per week
x 52 weeks

10 weeks
of vacation

Time to
publish 2+
papers



Early Data on Detrimental Impact

- Female first authors decreased from 36% of all submissions (2019) to 20% (2020)
- Females less able to participate in virtual national meetings
- Anticipated decrease in grant submissions and funding for females



Not Just Women: URIM

- Black and Hispanic physicians unrepresented at assistant, associate, and full professor levels in medical and surgical specialties and this trend was worsening
- Disproportionate economic and personal impact on Black and Hispanic communities
- National Academies of Science, Engineering and Medicine:
“As we develop immediate solutions and plan for long-term recovery, we also have an opportunity to build back stronger and to create a more just, robust, and resilient nation for all of our citizens.”

Amadd Lett L, et al, PLoSOne. 2018. National Academies of Science, Engineering and Medicine, 2021.

16





LESSONS LEARNED



Supporting Work

Acknowledgement and Recognition



[This Photo](#) by Unknown author is licensed under [CC BY-NC-ND](#).

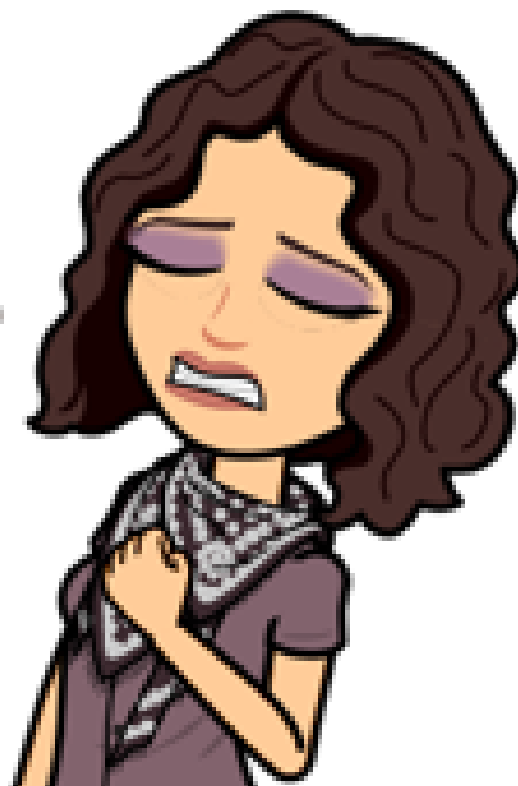
Psycho-social support and open dialog



[This Photo](#) by Unknown author is licensed under [CC BY-SA](#).



THE
STRUGGLE
IS
REAL



Supporting Careers

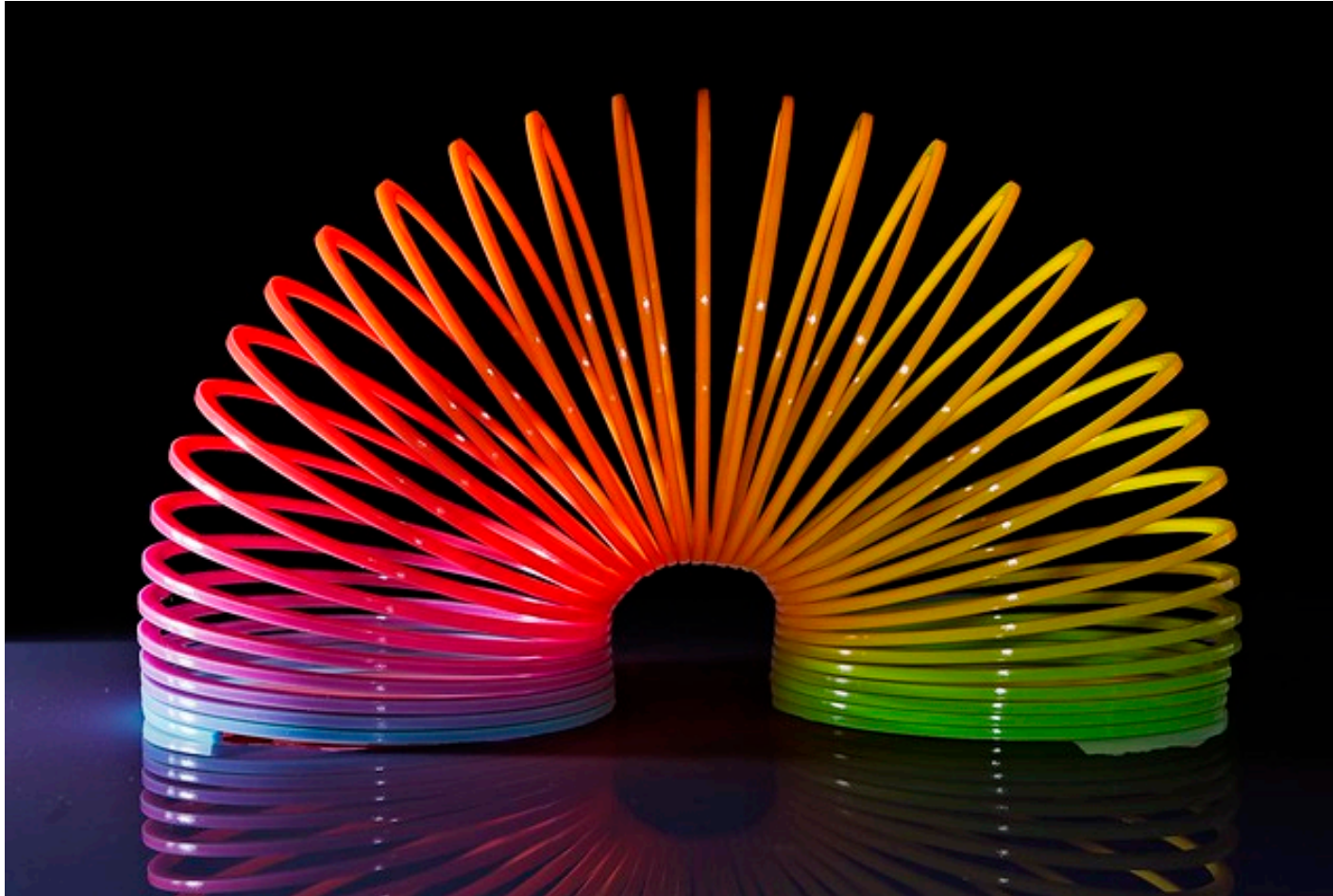
- Re-evaluate promotion criteria and timelines
- Flexibility of hours, part-time work, or job-share
- Share the emotional labor
- Re-entry of caregivers into the workforce



20



Supporting Careers



[This Photo](#) by Unknown author is licensed under [CC BY-SA](#).

[This Photo](#) by Unknown author is licensed under [CC BY-NC-ND](#).



Supporting Careers



- Virtual work-from home
- Professional organizations' flexibility with dues payment
- Conference/meeting attendance-virtual and in-person
- American Board of Pediatrics provision of Maintenance of Certification (MOC) credits
- Grant deadlines
- Formally recognize time spent on wellness, gender diversity, and health equity work
- Develop social support groups

Gottenberg E, et al. BMC Hlth Svc Res 2021. Waitowich NC, et al. Acad Med. 2021.

22

[This Photo](#) by Unknown author is licensed under [CC BY-SA](#).



Supporting Life



Child and Elder Care

- Home, hospital
- Routine, emergency
- Education support



Other Home Supports

- Grocery delivery
- Home necessities
- Home services



Financial Support

- Short-term assistance
- Longer-term planning
- Unemployment assistance

Gottenberg E, et al. BMC Hlth Svc Res 2021. Waitowich NC, et al. Acad Med. 2021.

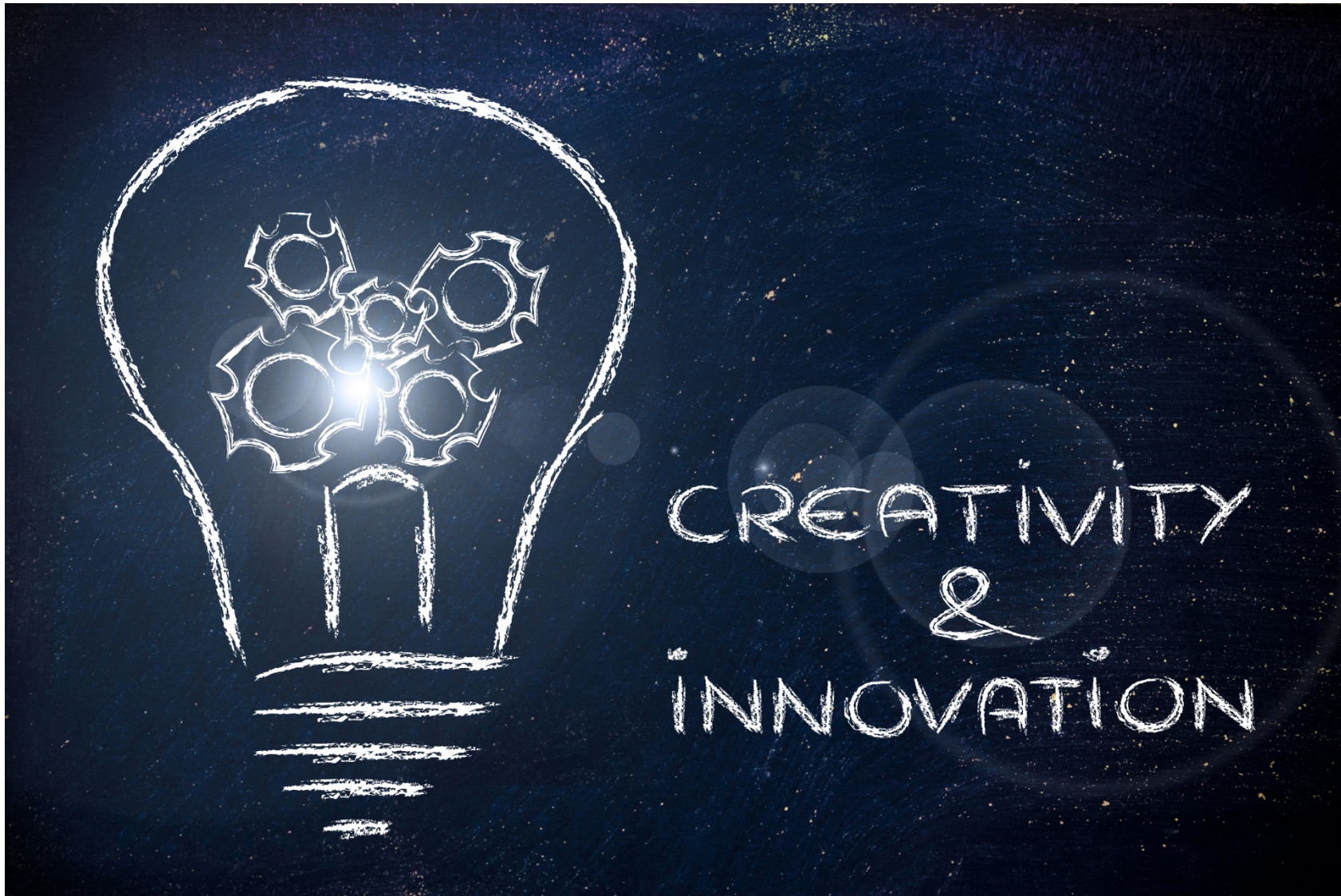
23

[This Photo](#) by Unknown author is licensed under [CC BY-NC-ND](#).

[This Photo](#) by Unknown author is licensed under [CC BY-NC-ND](#).

[This Photo](#) by Unknown author is licensed under [CC BY](#).





[This Photo](#) by Unknown author is licensed under [CC BY-NC](#).



Working Together



25

[This Photo](#) by Unknown author is licensed under [CC BY-NC](#).

Where the world comes for answers



Unclassified//For Public Use



Putting the Pieces Back Together



[This Photo](#) by Unknown author is licensed under [CC BY-NC-ND](#).



[This Photo](#) by Unknown author is licensed under [CC BY-NC-ND](#).



[This Photo](#) by Unknown author is licensed under [CC BY-NC-ND](#).



References

- Amaad Lett L, Orji WU, and Sebro R. Declining racial and ethnic representation in clinical academic medicine: A longitudinal study of 16 US medical specialties. PLoS One. 2018 Nov 16;13(11):e0207274.
- Gottenberg E, et al. COVID-19's impact on faculty and staff at a School of Medicine in the US: what is the blueprint for the future? BMC Hlth Svc Research. 2021; 21 : 395.
- Miller KA, Mannix R, Schmitz G, Monuteaux MC, Lee LK. Impact of COVID-19 on professional and personal responsibilities of Massachusetts Physicians. Am J Emerg Med. 2020 Nov; 38(11):2365-2367.
- National Academies of Sciences, Engineering, and Medicine; Policy and Global Affairs; Health and Medicine Division; Roundtable on Black Men and Black Women in Science, Engineering and Medicine. COVID-19 and the Present and Future of Black Communities: The Role of Black Physicians, Engineers, and Scientists: Proceedings of a Workshop; Marrett CB, Jones CP, Alexander M, Laurencin CT, editors. Washington (DC): National Academies Press (US); 2021 Jun 22.
- Roberts LW. Women in Academic Medicine. Academic Medicine. 2020 September 29; 95 (10):1459-1464.
- Song D, Abedi N, Macadam S, Arneja J. How many work hours are requisite to publish a manuscript? Plast Reconstr Surg Glob Open. 2013 May 7;1(1):e9-e10.
- Woitowich NC, Jain S, Arora VM, Joffe H. COVID-19 Threatens Progress Toward Gender Equity Within Academic Medicine. Academic Medicine. 2021 May 25; 96(6): 813-816.





Moderator Roundtable



Dr. Lois Lee



Dr. Rebekah Mannix



Dr. Kelsey Miller

Contact ASPR TRACIE



asprtracie.hhs.gov



1-844-5-TRACIE



askasprtracie@hhs.gov