



Leadership Series:
Leading Through Crisis
during the COVID-19 Pandemic

The Inspired Physician Leader

June 7, 2020
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The Week in Review: April 26 – May 2, 2020

- Global update: US, Italy, Sweden, Germany, Singapore, Luxembourg, New Zealand
- Testing, vaccine updates: Gilead, Remdesivir
- US Regional C19 differences – Michigan, NYC, NC, SC, MN, LA, DC...
- C19 impacts minority communities differently (CDC death rates)
- Dr. Lorna Breen, ED Director, NYPresby post-C19, addressing clinician PTSD
- How to dial the business down while retaining people: Excess Capacity AND Over-capacity
- Redeployments (and, e.g. finding ICU Nurses)
- How to scale up while being safe; how to “re-open” appropriately (e.g. Hospitals, VA, businesses)
- Handling pay-cuts as employee, as leader – communications strategies
- Public Perceptions and Stand-offs: Protesters vs Healthcare Workers
- Ethical, Legal Policies for PPE rationing (e.g. vents)
- Winners and Losers...INNOVATORS?
- **Your LONG-TERM LEADERSHIP BRAND for YOUR ORGANIZATION AND yourself ?**

The Week in Review: May 10-16, 2020

- Global update: US, UK, Italy, Sweden, Germany, New Zealand
- Regional Update in US
- Local Updates:
 - Re-open safely (e.g. elective procedures, businesses)
 - Pay-cuts and the CARES and HCEA Act: Growing concern (and suspicion), "Where's the \$\$ going?"
 - In environment of fatigue and distrust, how can leaders facilitate healthy dialogue? LEADERSHIP.
 - Pre-procedure testing practices
 - Telehealth payment parity long term
 - Chronic and acute care management during a time when patients are fearful to seek care
 - Physician burnout and wellness
 - **New Normal:** What will post COVID-19 healthcare industry will look like?

The Week in Review: May 31- June 6, 2020

- Global update
- Regional Update in US
- Local Updates
- Leadership During Crisis
- Organizational & Individual Resilience
- Objectives Today:
 - Interactive, “open” forum to share ideas in a safe, confidential space
 - Not necessarily “right answers” but experience, best practices, tools
 - Facilitated discussion, polls and mini “Case Study”

Country, Other	Total Cases	New Cases	Total Deaths	New Deaths	Total Recovered	Active Cases	Serious, Critical	Total Cases/ 1M pop	Deaths/ 1M pop	Total Tests	Tests/ 1M pop	Population
World	8,981,006	+12,645	402,237	+538	3,412,872	3,196,096	53,588	896	51.6			
1 USA	1,988,544		112,096		751,894	1,124,554	17,021	6,010	328	20,818,428	62,919	330,875,237
2 Iran	676,494	+2,907	36,044	+87	302,084	338,366	8,318	3,184	170	999,836	4,706	212,459,250
3 Russia	458,689		5,725		221,388	231,576	2,300	3,143	39	12,388,968	84,896	145,830,530
4 Spain	288,390		27,135		N/A	N/A	617	6,188	580	4,063,843	86,920	46,733,640
5 UK	284,888		40,485		N/A	N/A	604	4,198	596	5,438,712	80,143	67,862,718
6 India	246,622		6,946		118,695	120,981	8,944	179	5	4,666,386	3,384	1,279,585,538
7 Italy	234,801		33,846		165,078	35,677	293	3,883	560	4,187,957	69,245	60,467,327
8 France	191,798		6,301		82,731	103,726	1,062	5,821	181	1,173,003	35,811	32,838,748
9 Germany	185,696		8,769		168,900	8,027	576	2,217	105	4,348,680	51,917	83,786,726
10 Iran	168,425		8,209		132,038	28,178	2,578	2,019	98	1,040,289	12,396	83,916,450
11 Turkey	168,218		4,669		135,322	29,227	591	2,008	55	2,303,258	27,330	84,277,181
12 France	153,634		29,142		70,806	53,686	1,059	2,354	447	1,384,633	21,216	65,264,303
13 Chile	127,745		1,541		95,631	30,572	1,524	6,686	81	687,510	35,985	19,105,196
14 Mexico	113,619	+3,593	12,511	+241	81,544	18,564	378	882	105	332,326	2,579	126,840,531
15 Pakistan	98,943	+4,960	2,002	+87	33,485	63,476	111	449	9	683,608	3,099	220,579,819
16 Saudi Arabia	98,889		676		71,791	26,402	1,484	2,843	19	833,201	28,835	34,775,495
17 Canada	95,057		7,773		53,614	33,670	1,738	2,520	206	1,868,277	49,530	37,718,529
18 China	83,036	+6	4,634		78,332	70	1	58	3			1,439,323,776
19 Qatar	67,186		51		42,527	24,617	238	23,932	18	251,391	89,533	2,807,805
20 Bangladesh	63,026		846		13,325	48,655	1	383	5	384,851	2,338	164,578,152
21 Belgium	58,072		5,580		16,190	33,302	121	5,096	827	823,820	78,733	11,588,352
22 Belarus	47,751		263		23,015	24,473	92	5,053	28	609,671	64,519	9,445,517
23 Netherlands	47,335		6,011		N/A	N/A	97	2,763	351	388,113	22,654	17,132,455
24 South Africa	45,973		952		24,258	20,763	208	776	16	891,668	15,047	59,256,948
25 Sweden	43,887		4,656		N/A	N/A	198	4,347	461	275,500	27,290	10,285,118
26 Ecuador	42,728		3,608		21,020	18,100	252	2,424	205	126,683	7,188	17,624,147
27 UAE	38,268		275		21,081	16,932	1	3,872	28	2,900,000	252,981	9,882,167
28 Colombia	38,027		1,205		14,382	22,440	335	748	24	399,505	7,867	50,845,925
29 Singapore	37,527		25		24,559	12,943	4	6,418	4	408,495	69,861	5,847,274
30 Portugal	34,351		1,474		20,807	12,070	58	3,368	145	873,998	85,698	10,198,527
31 Egypt	32,612		1,198		8,538	22,876	41	319	12	135,000	1,321	102,194,352
32 Kuwait	31,131		254		19,282	11,595	180	7,287	80	311,624	73,046	4,266,127
33 Switzerland	30,956		1,921		28,700	335	28	3,579	222	419,980	48,550	8,650,419
34 Indonesia	30,514		1,801		9,907	18,806		112	7	394,088	1,442	273,326,601
35 Ukraine	28,514		777		11,812	13,925	301	606	18	414,542	5,475	43,749,418
36 Poland	25,986		1,153		12,641	12,192	160	687	30	1,038,281	27,432	37,848,184
37 Ireland	25,183		1,678		22,688	807	36	5,104	340	348,416	70,615	4,934,012

The New York Times

Hot spots in the United States

How the number of new cases has changed in the last two weeks



Double-click to zoom into the map.



Sources: State and local health agencies and hospitals.
► About this data

Though the number of new deaths has been curving downward, the virus continues to circulate widely within the United States. As states move to partly reopen their economies, thousands of new cases are still being identified each day and true normalcy remains

Source:
NYTimes.com
June 6, 2020

Lost on the frontline
Coronavirus outbreak

Exclusive: nearly 600 US health workers died of Covid-19 - and the toll is rising

The Guardian and KHN release new figures showing the harsh toll that the pandemic is taking on the frontline health workers

Christina Jewett, Melissa Bailey and Danielle Renwick

Sat 6 Jun 2020 03:00 EDT



457



▲ Health workers administer a coronavirus test at a drive-thru testing site in Washington DC, on 2 April. Photograph: Drew Angerer/Getty Images

Nearly 600 frontline healthcare workers have died of Covid-19, according to Lost on the Frontline, a project launched by the Guardian and Kaiser Health News (KHN) that aims to count, verify and memorialize every healthcare worker who dies during the pandemic.

The tally includes doctors, nurses and paramedics, as well as crucial healthcare support staff such as hospital janitors, administrators and nursing home workers, who have put their own lives at risk during the pandemic to help care for others. Lost on the Frontline has now published the names and obituaries for more than 100 workers.

A majority of those documented were identified as people of color, mostly African American and Asian/Pacific Islander. Profiles of more victims, and an updated count, will be added to our news site twice weekly going forward.



This piece is co-published with Kaiser Health News.

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June 4, 2020.

Atrium Health CEO Gene Woods, execs donate \$2M to COVID-19 relief fund for employees

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Gene Woods is the CEO of Atrium Health.
MELISSA KEY



RECOMMENDED

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Real estate thought leader reflects on how Covid-19 has changed the industry

EDUCATION

Here's how Dayton's K...

April 20, 2020.



MassGeneral News
@MassGeneralNews

Earlier today, hundreds of #MGH employees showed up for a kneel-in vigil honoring #GeorgeFloyd. We stood together acknowledging the injustice of systemic & individual racism, as well as #GunViolenceAwarenessDay.



1:59 PM · Jun 5, 2020 · Twitter for iPhone

340 Retweets 1K Likes



Inova Health System
53,762 followers
16h · 🌐

Inova physicians, leaders and team members joined healthcare professionals across the country kneeling in silence for 10 minutes in solidarity and support of ending racial injustice. We are committed to working with our community to be part of positive change. #wc4bl #whitecoatsforblacklives



16 · 2 Comments

Leaders in Crisis

Martha Grogan MD @MarthaGrogan1 · 20h
#WhiteCoatsForBlackLives. Started w/ small group @MayoClinicCV today. Every small step matters. 🙏 @MayraGuerreroMD for organizing. @drpaulfriedman @SharonneHayes @ChetRihal @PanithayaC @abouezzeddine @VincentRK



1 16

Who else?

Leadership Examples



Germany



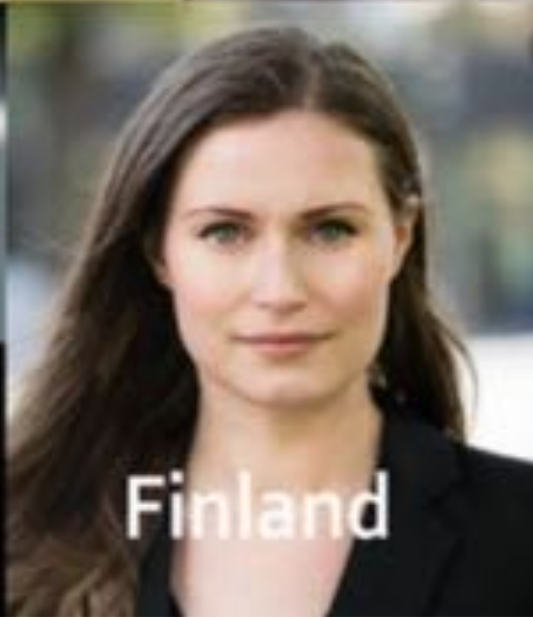
Taiwan



New Zealand



Iceland



Finland



Norway



Denmark

Source:
Forbes.com
April 13, 2020

Truth

Angela Merkel, the Chancellor of Germany, stood up early and calmly told her countrymen that this was a serious bug that would **infect up to 70%** of the population. "It's serious," she said, "take it seriously." She did, so they did too. Testing began right from the get-go. Germany jumped right over the phases of denial, anger and disingenuousness we've seen elsewhere. The country's numbers are far below its European neighbors, and there are signs it may be able to start **loosening restrictions** relatively soon.

COUNTRY	LEADER	No. of Deaths*
Denmark	Mette Frederiksen	260
Iceland	<u>Katrín Jakobsdóttir</u>	8
Finland	<u>Sanna Marin</u>	49
Germany	Angela Merkel	2,673
New Zealand	Jacinda Ardern	4
Norway	Erna Solberg	98
Taiwan	Tsai Ing-wen	6

Data from the European Centre for Disease Control as of April 12, 2020 20-FIRST

Source: <https://www.forbes.com/sites/avivahwittenbergcox/2020/04/13/what-do-countries-with-the-best-coronavirus-reponses-have-in-common-women-leaders/#1646e1453dec>

LEADERSHIP

Why CEOs Should Model Vulnerability

by Jeffrey Cohn and U. Srinivasa Rangan

May 11, 2020

Summary Save Share Comment² Print



Walter B. McKenzie/Getty Images

What type of leadership is required now?



Leadership Examples

NYPD Chief Terence Monahan

#GeorgeFloyd #nypd #protesters
NYC's highest-ranking uniformed member takes a knee, hugs George Floyd protesters
623,067 views • Jun 1, 2020

9.1K 422 SHARE SAVE

Case-Study – May 2020

- “St. Pat’s” is a large (\$11B) well-known, leading health system
- Senior-level VIP coming to visit organization for a tour during the pandemic
- He and team are pre-briefed regarding wearing protective gear (e.g. mask)
- The VIP arrives without a mask, thinking it not necessary
- All (senior executives) at St. Pat’s are wearing masks. How does St. Pat’s handle the situation & VIP? There are highly contagious patients around. Hospital policy requires everyone wear a mask for staff/ patient/ visitor safety. The St. Pat’s execs offer masks, but the VIP refuses, citing, “They might not be safe.”
- The St. Pat’s Execs look at each other and their colleagues for resolution.
- Enter: **Dr. Alex**. Dr. A is a senior physician leader reporting to the senior executives at St. Pat’s. **Dr. Alex** is concerned about the safety and optics of this situation. Many other leaders look up to Dr. A (and superiors and leadership team). So do 50,000 staff and others globally.
- **What leadership steps should Dr. Alex take to help your senior execs resolve the situation?**

...unparalleled...most trusted partner in healthcare...

Big Dipper



Cassiopeia

N.West

North

N.East

Crisis Communication

During times of uncertainty, it is often difficult to process rapidly deployed information. Crisis creates fear and stress, thus leading to increased anxiety and decreased ability to digest critical information. Lean on the pillars below and follow the steps for effective crisis communication.

Before You Start:

Anticipate needs/fears of your audience

Prepare around needs/fears of your audience

Practice communication in advance of delivering your message

Step 1

Introduce Key Message



- Initiate with empathy
- Adhere to Primacy/Recency Principle

Step 2

Limit Key Points



- Limit messaging to 3-5 points
- Use as few words as possible

Step 3

Use Simple Language



- Construct messaging that is easily digested
- Use memory aids like analogies, graphics and narratives

Step 4

Cite Credible Sources



- To ensure consistency and validity of messaging

Step 5

Reiterate Key Message



PILLARS OF TRUST



Use Empathy & Compassion



Show Dedication & Commitment



Lean on Competence & Expertise



Maintain Honesty & Openness

Source: ACC
Dr. Covello

Leadership in a (Permanent) Crisis

(Authors: Ron Heifetz, Alex Grashow, Marty Linsky)

- Foster adaptation
- Embrace Disequilibrium
- Generate multi-level leadership

LEADERSHIP

The Psychology Behind Effective Crisis Leadership

by Gianpiero Petriglieri

April 22, 2020

[Summary](#) [Save](#) [Share](#) [Comment](#) ¹⁷ [Print](#) [\\$8.95 Buy Copies](#)



David Crockett/Getty Images

“The
Holding
Environment”

CMS Adds 85 Telemedicine Services

Here are the 85 additional services, and their respective codes, that CMS will cover when provided via telehealth through the duration of the pandemic:

1. 77427: radiation management
2. 90853: group psychotherapy
3. 90953: end stage renal disease, one visit per month, ages 2 and younger
4. 90959: end stage renal disease, one visit per month, ages 12-19
5. 90962: end stage renal disease, one visit per month, ages 20 and older
6. 92057: speech/hearing therapy
7. 92521: evaluation of speech fluency
8. 92522: evaluation speech production
9. 92523: speech sound language comprehension
10. 92524: behavioral quality voice analysis
11. 96130: psychological test evaluation phys/qhp 1st
12. 96131: psychological test evaluation phys/qhp ea
13. 96132: neuropsychological testing evaluation phys/qhp 1st
14. 96133: neuropsychological testing evaluation phys/qhp ea
15. 96136: psychological and neurological testing phy/qhp 1s
16. 96137: psychological and neurological testing phy/qhp ea
17. 96138: psychological and neurological tech phy/qhp ea
18. 96139: psychological and neurological testing tech ea
19. 97110: therapeutic exercises
20. 97112: neuromuscular re-education
21. 97116: gait training therapy
22. 97161: physical therapy evaluation low complexity, 20 min
23. 97162: physical therapy evaluation moderate complexity, 30 min
24. 97163: physical therapy evaluation high complexity, 45 min
25. 97164: physical therapy re-evaluation establish plan care
26. 97165: occupational therapy evaluation low complexity, 30 min
27. 97166: occupational therapy evaluation moderate complexity, 45 min
28. 97167: occupational therapy evaluation high complexity, 60 min
29. 97168: occupational therapy re-evaluation establish plan care
30. 97535: self care management training
31. 97750: physical performance test
32. 97755: assistive technology assessment
33. 97760: orthotic management and training 1st en
34. 97761: prosthetic training 1st enc
35. 99217: observation care discharge
36. 99218: initial observation care
37. 99219: initial observation care
38. 99220: initial observation care
39. 99221: initial hospital care
40. 99222: initial hospital care
41. 99223: initial hospital care
42. 99234: observation/hospital same date
43. 99235: observation/hospital same date
44. 99236: observation/hospital same date
45. 99238: hospital discharge day
46. 99239: hospital discharge day
47. 99281: emergency department visit
48. 99282: emergency department visit
49. 99283: emergency department visit
50. 99284: emergency department visit
51. 99285: emergency department visit
52. 99291: critical care first hour
53. 99292: critical care additional 30 mins
54. 99304: nursing facility care initial
55. 99305: nursing facility care initial
56. 99306: nursing facility care initial
57. 99315: nursing facility discharge day
58. 99316: nursing facility discharge day
59. 99327: domiciliary or rest home visit new patient
60. 99328: domiciliary or rest home visit new patient
61. 99334: domiciliary or rest home visit established patient
62. 99335: domiciliary or rest home visit established patient
63. 99336: domiciliary or rest home visit established patient
64. 99337: domiciliary or rest home visit established patient
65. 99341: home visit new patient
66. 99342: home visit new patient
67. 99343: home visit new patient
68. 99344: home visit new patient
69. 99345: home visit new patient
70. 99347: home visit established patient
71. 99348: home visit established patient
72. 99349: home visit established patient
73. 99350: home visit established patient
74. 99468: neonatal critical care initial
75. 99469: neonatal critical care subsequent
76. 99471: pediatric critical care initial
77. 99472: pediatric critical care subsequent
78. 99473: self measurement of blood pressure at home education/training
79. 99475: pediatric critical care ages 2-5 initial
80. 99476: pediatric critical care ages 2-5 subsequent
81. 99477: initial day of hospital care for neonatal care
82. 99478: ic low-birthweight infant < 1500 gm subsequent
83. 99479: ic low-birthweight infant < 1500-2500 g subsequent
84. 99480: ic infant pbw 2501-5000 g subsequent
85. 99483: assessment and care plan cognitive impairment

New Normal ?

1. Health systems use the “recovery” period (now?) to rationalize services.
2. No turning back from telehealth. Accelerate aggressive build !
3. Providers won't see demand return to pre-Covid-19 levels. Anxiety about travel and insurance will limit this.
4. Ambulatory networks will move to 'asset-light' models. Care at Home. (Dr. Ciro Indolfi, Italy ACC) Shared his pandemic lessons learned. Community-based care.
5. New primary care competitors will aggressively lock-in in patient relationships.
6. New rounds of provider consolidation, M&As, around acute care.
7. Hospitals / health systems have narrow window to stem outmigration. Patients staying local.

Choices for C19 “New Normal”: Beyond Tomorrow

- 1.Speed of Learning
- 2.Value of Standards
- 3.Protecting the Workforce
- 4.Virtual Care
- 5.Preparedness for Threats
- 6.Inequity

How burned out do you feel?

- a) Not at all. I'm fully engaged in my work.
- b) Occasionally and I recover reasonably well.
- c) Frequently and I'm not coping as well as I'd like to.
- d) Significantly. Burnout affects me daily but I keep going.
- e) Severely. I don't think I can go on like this.

Solutions



News Network

For Journalists

Mayo Cl

By bobnellis

Professional coaching alleviates burnout symptoms in physicians

August 5, 2019



ROCHESTER, Minn. — Medical doctors in the United States are twice as likely to experience symptoms of burnout as other workers, which can compromise quality of care and place patients at risk. In a study in *JAMA Internal Medicine*, Mayo Clinic researchers suggest a new approach to fighting burnout: external professional coaching.

Defined by the World Health Organization as “feelings of energy

Source: <https://newsnetwork.mayoclinic.org/discussion/professional-coaching-alleviates-burnout-symptoms-in-physicians/>

Sample 1v1 Coaching Topics...

- Creating long-term career/ life legacy for self
- Achieving (& succeeding in) current/next leadership role
- Increasing my own work satisfaction
- Motivating Others / Team / Board to be more effective
- How can I create a high-performance team?
- Building sustainability; creating leadership bench
- Using drivers of engagement to influence others: Autonomy, mastery, purpose.
- Handling criticism
- Holding self and board accountable
- Being more thoughtful before speaking up too quickly
- Trusting others more
- Being an Effective Disruptive Leader
- Balance between ACC and “Real Job”

- Messaging properly
- Building my brand
- Networking more effectively
- Improving my communications skills: public speaking (ad-hoc dialogues in Board Mtgs; presentations, etc.)
- Increasing my own self-awareness
- **Managing burnout in myself**

Your choice of what YOU want to work on for SELF !

Poll Question:

- What does success look like for the ACC BOT?

Success Factors

Spiritual Health
How you view the world

- Higher purpose
- Global connectedness
- Generosity of spirit

Physical Health
How you live

- Body/mind awareness
- Energy management
- Peak performance lifestyle

Emotional Health
How you feel

- Self-awareness
- Positive emotions
- Resilience

Vocational Health
How you perform

- Meaningful calling
- Personal mastery
- Drive to succeed

Social Health
How you interact

- Authenticity
- Mutually rewarding relationships
- Nourishing communities

Intellectual Health
How you think

- Deep curiosity
- Adaptive mindset
- Paradoxical thinking



Source: "Grounded" by Bob Rosen

Caring for the Caregiver



Source: Actual blinded coaching clients of www.jamesmckenna.org.

Shared Support Layers of Resiliency

Dr. Pat

What would "Well-being" success look like for you?

Dr. Alex

Well-being ... better relationships; not feeling alone; self-health; respect from peers AND a life outside of work...

Well-being: be better role model for daughter and 'alleviate pain and suffering by being an exceptional person and physician leader'; self-health



Coaching and Other Disciplines

Therapy	Mentoring	Consulting	Traditional Supervision	Coaching
Deals mostly with a person's past and any trauma to seek healing	Deals mostly with succession training and seeks to help someone do what you do	Deals mostly with problems and seeks to provide information/expertise to solve them	Deals mostly with the execution of specific duties and seeks to show a person how to accomplish a task a specific way	Is future-focused and aimed at understanding barriers to goals and designing strategies to eliminate those barriers
Doctor-Patient Relationship (Therapist has the answers)	More Experience - Less Experience Relationship (Mentor has the answers)	Expert - Person with Problem Relationship (Consultant has the answers)	Supervisor - Employee Relationship (Supervisor sets the rules and has the answers)	Equal Partnership (Coachee has the answers; Coach assists Coachee in self-discovery)
Assumes emotions are a symptom of something wrong	Is limited to emotional response of the mentoring parameters (succession, etc.)	Does not normally address or deal with emotions	Does not normally address or deal with emotions	Assumes emotions are natural and normalizes them
Therapist diagnoses, then provides professional expertise to provide a path to healing	Mentor allows client to observe behavior, offers advice, answers questions, provides guidance for the stated purpose of mentoring	Consultant stands back, evaluates a situation, then tells client what the problem is and how to fix it.	Traditional Supervisor	Coach stands with coachee and helps him/her identify challenges through self-awareness and works with client to turn challenges into victories with accountability to reach goals within client's hands
"I know how to guide you. What happened in the past that is inhibiting you from getting what you want out of life today?"	My experience is... "This is how I did it."	I know how. This is what you are paying me to tell you. "This is how to do it."	I know how and this is what you must do. "Do it this way."	How can I help you learn? "What have you tried? How has that worked? What else can you try?"

Source: Hayward and Associates.

ANNALS OF MEDICINE OCTOBER 3, 2011 ISSUE


PERSONAL BEST

Top athletes and singers have coaches. Should you?

By Atul Gawande

I've been a surgeon for eight years. For the past couple of them, my performance in the operating room has reached a plateau. I'd like to think it's a good thing—I've arrived at my professional peak. But mainly it seems as if I've just stopped getting better.

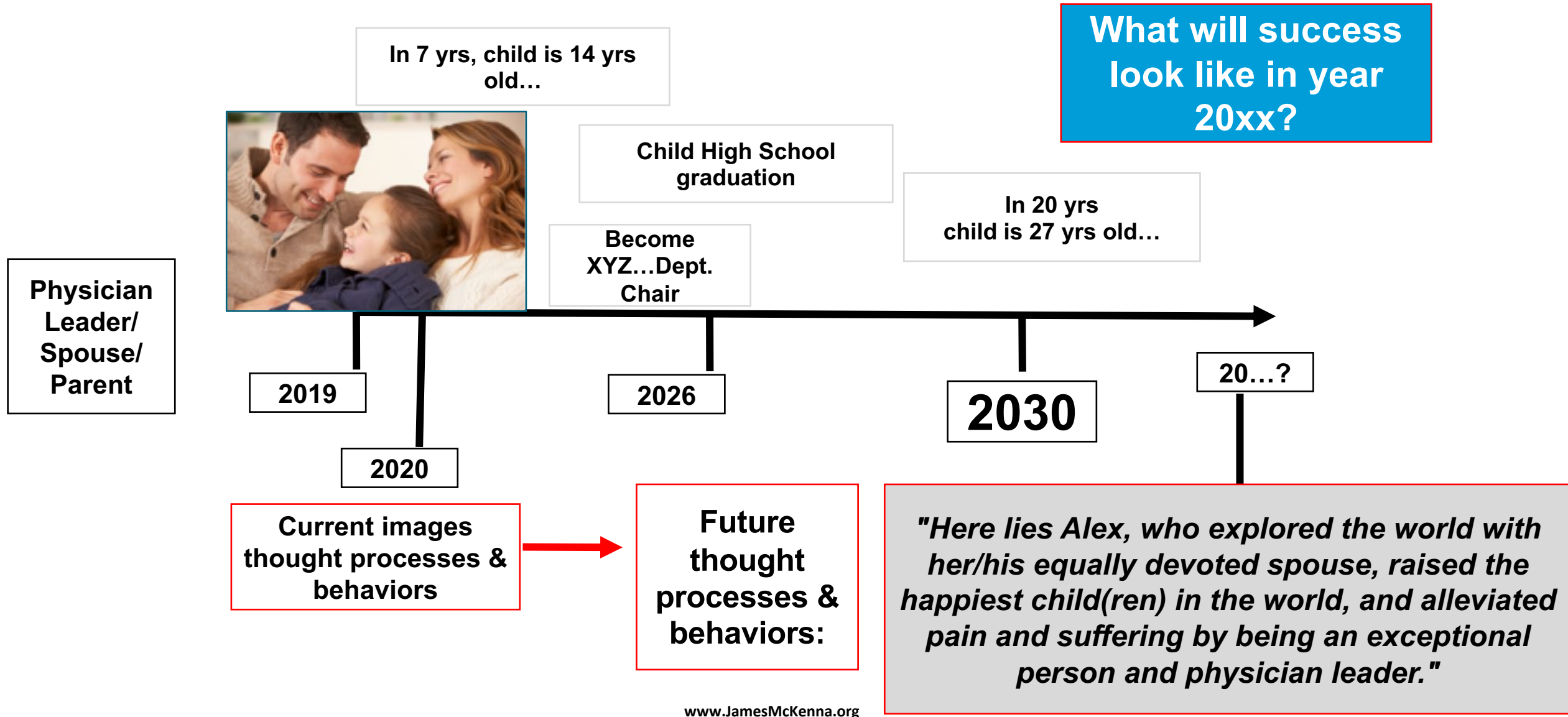
During the first two or three years in practice, your skills seem to improve almost daily. It's not about hand-eye coordination—you have that down halfway through your residency. As one of my professors once explained, doing surgery is no more physically difficult than writing in cursive. Surgical mastery is about familiarity and judgment. You learn the problems that can occur during a particular



No matter how well trained people are, few can sustain their best performance on their own. That's where coaching comes in.

Source: Dr. Atul Gawande, New Yorker, 2011.

Tool: “Big-Picture”, Long-Term Vision for Self



Leading Through Uncertainty - Suggestions

1. It's OK to not feel OK. This is normal and you're not alone. There are resources around you for support. It's ok to admit you have fears.
2. Remain informed AND limit the amount of information intake. Too little info causes anxiety. Too much info does, too.
3. Understand your safety boundaries. E.g.: PPE. Be clear in your own mind about where you stand on that. Discuss concerns with administrative leaders.
4. Take care of self. Sleep. Exercise. "Put your own oxygen mask on first."
5. Create a safe, physical-distancing plan for your immediate family in your own house.
6. Focus on present joy and meaning AND picture a hopeful future. Remember joy and meaning for self. Use gratitude.
7. Remember the bigger picture. If you must make professional or personal changes now in your lives, remember those changes may not have to be forever. The possible length of a full career may last another 1, 5, 10, 20+ more years. Today's challenges may just be a blip on the radar in a year from now. Adjust. Agility.
8. If feeling anxious about how long this period of uncertainty will last, remember, it will end. We don't know when, but it will end.
9. Write a prioritized list of what's important to you.
10. Love wins over fear. Remember key medicine: compassion and empathy for SELF and others.