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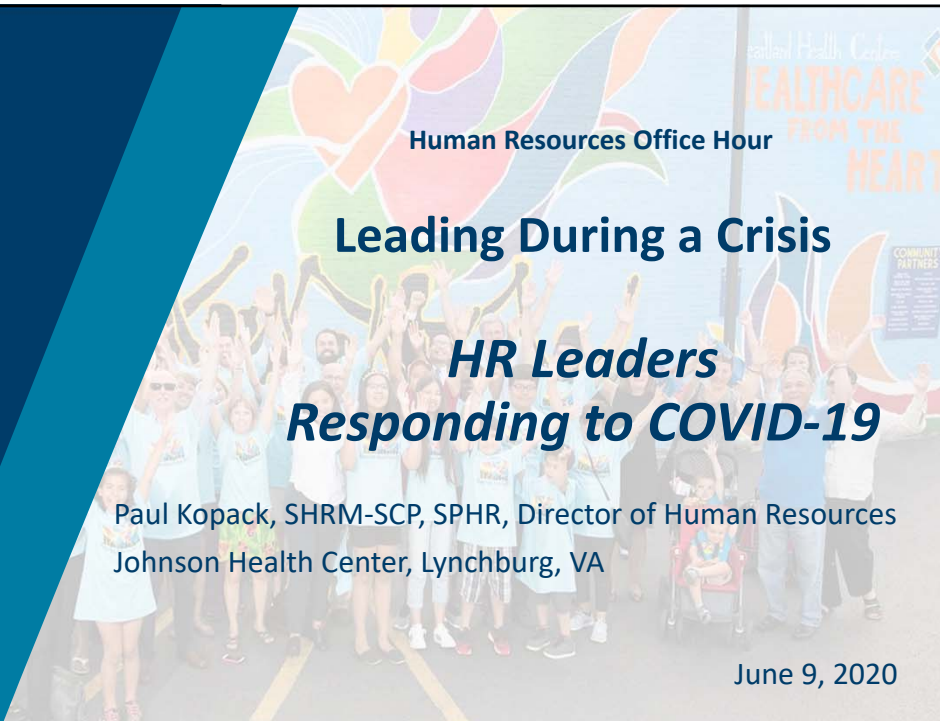
Human Resources Office Hour

# Leading During a Crisis

## *HR Leaders Responding to COVID-19*

Paul Kopack, SHRM-SCP, SPHR, Director of Human Resources  
Johnson Health Center, Lynchburg, VA

June 9, 2020



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# THE NACHC MISSION

**America's Voice for Community Health Care**

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.



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## Paul Kopack SHRM-SCP, SPHR

Paul Kopack is a career Human Resources (HR) professional. He has worked in six states for both large and small property & casualty insurers in corporate headquarters, field offices, and call center settings. He is currently employed as the Director of Human Resources with a community health center in central Virginia. He is a life-long learner, as evidenced by his ability to actively maintain two HR certifications, SHRM's Senior Certified Professional (SHRM-SCP) and HRCI's Senior Professional in Human Resources (SPHR). And he 'gives back' to his profession, as the president of the Lynchburg Regional Society for Human Resource Management chapter. Paul also offers consulting services through his Principled HR Consulting ([www.principledhr.com](http://www.principledhr.com)).



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## Human Resources Office Hour



Background/context on my health center



The impact of COVID-19 from an HR perspective



HR – Plan for and anticipate



HR's Resources



HR's Role During COVID-19




Re-entry back to the office/clinic



[www.nachc.org](http://www.nachc.org)

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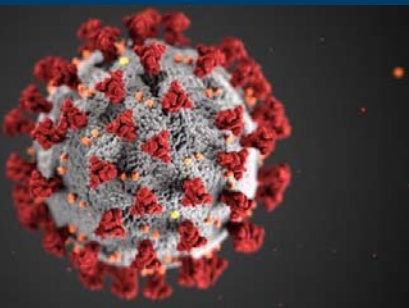


**JOHNSON**  
HEALTH CENTER

- Created in 1998
- Became an independent FQHC in 2004
- Serves over 25,000 patients in the greater Lynchburg, VA area
- 216 employees
- Patient volume initially decreased 50% with advent of COVID-19

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## COVID-19 Impact for HR

- Certain positions Work from Home
- Extra efforts to communicate
- Introduce telehealth
- Stay abreast of FFCRA
- All employees affected by this crisis

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### Poll Question

What's been your biggest HR challenge during this crisis?

- Employee engagement
- Dealing with employees' COVID questions
- Keeping up with new COVID legislation
- Trying to recruit in the 'New Normal'
- Figuring out re-entry back to offices

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## HR – Plan and Anticipate




- Develop a protocol for patient visits
- Develop a protocol for staff re: testing
- Staffing options (reduced hours, furlough, layoffs, etc.)
- Consideration of voluntary terminations, creation of severance policy, etc.
- Creation of Temporary Telecommuting Policy
- Plan for patients and/or staff who refuse to wear a mask

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## HR's Resources

- Take every available webinar
- Utilize your benefits broker, general counsel, SHRM, local Chamber, etc.
- [www.shrm.org](http://www.shrm.org) is an invaluable resource
- Network with your fellow FQHC HR
- Encourage your C-suite to network with peers
- Actively promote Employee Assistance Program
- Consider advancing some PTO during pandemic

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## HR's Role During COVID-19

- Guiding employees through change
- Leading with empathy and compassion
- Give your employees 'community' by investing in their training now
- Communicating with employees
- Fostering resilience in leadership
- Leading with honesty

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## HR's Role During COVID-19 (cont'd)

- Providing clarity of purpose
- Making it easy for employees to get answers
- Committing to employee health and safety
- Building you internal community
- Accelerating the future of work

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### Poll Question

What's your biggest concern with employees returning to the office?

- Wearing their masks
- Social Distancing
- Employee productivity
- Employee engagement
- Other

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## Re-entry Back to the Office/Clinic

- Start slow. One day a week and build from there
- Continue to wear a mask, wash hands, practice social distancing
- Continue to utilize phone, IM, e-mail, webinars; minimize face-to-face
- Some positions may WFH permanently
- All will continue to 'work at' communication

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## Questions?



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## Sources

- *15 Surprising Ways HR Can Contribute In Times Of Crisis*, [Forbes Human Resources Council](#) COUNCIL POST, May 19, 2020
- *How Your Company Can Drive Positive Culture Change During A Global Pandemic*, Janice Gassam, Senior Contributor, FORBES, May 6, 2020
- *Resources for Leading Through Times of Disruption and Crisis*, [www.diversitybestpractices.com](http://www.diversitybestpractices.com), March 19, 2020
- *Coronavirus and COVID-19*, <https://www.shrm.org/ResourcesAndTools/Pages/communicable-diseases>.



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## Mark Your Calendars

Wednesday, May 17, 2020 from 2:00-3:00 pm ET / 11:00 am-12:00 pm PT

**Leadership Office Hour — Community Health Centers Beyond COVID-19: Reflections on Alternative Scenarios for the Pandemic Recovery**








Examining various scenarios of recovery from COVID-19 better prepares health centers to be agile and adaptive to any new reality. [Eric Meade](#), award winning author, futurist, and principal of the Whole Mind Strategy Group, will provide reflections on the insights gathered from health center leaders exploring the most likely, the worst, and best case scenarios to steward recovery from the pandemic. Send your questions in advance to Gerrard at [GJolly@nachc.org](mailto:GJolly@nachc.org).






Attendees will be engaged to provide perspectives on how recent events – protests, political, and economic unpredictability – can change what was most likely to occur just weeks ago. Join NACHC and your peers, ask questions, and explore approaches to scenario planning and preparing for the unexpected. [Register Now](#)

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## COVID-19 Resources: Found at [nachc.org/coronavirus/](https://nachc.org/coronavirus/)

	Centers for Disease Control Coronavirus (COVID-19) resources page – includes strategies for optimizing the supply of PPE
	Health Resources and Services Administration (HRSA) Health Center Program COVID-19 Frequently Asked Questions (FAQ) – includes Federal Torts Claim Act (FTCA) updates
	Centers for Medicare and Medicaid Services (CMS) FAQs – includes information on diagnostic lab services and hospital services
	NACHC's Coronavirus webpage – information, event postings, and resources for health centers; NACHC also manages the resources below
	NACHC's Elevate learning forum – evidence-based practices, tools and protocols for the health center response to COVID-19 Health centers sign up @ <a href="https://bit.ly/2020ElevateCHC">bit.ly/2020ElevateCHC</a> PCAs, HCCNs, and NCAs sign up @ <a href="https://bit.ly/2020ElevatePCA-HCCN-NCA">bit.ly/2020ElevatePCA-HCCN-NCA</a>
	Health Center Resource Clearinghouse Priority Page COVID-19 –training events and tailored materials for serving special populations <a href="https://healthcenterinfo.org">healthcenterinfo.org</a>
	Consolidates information from many sources in an easily-searchable format; enables health centers, PCAs, and HCCNs to share info and questions To join, contact Susan Hansen at <a href="mailto:shansen@nachc.org">shansen@nachc.org</a> .

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## Community Health Center COVID-19 Networking Group via **noddlepod**

NACHC has launched a **Community Health Center Networking Group** via the online platform Noddlepod to help the health center community share resources, ideas, and questions around COVID-19. The Community Health Center Networking Group aims to:

- consolidate the broad range of information on COVID-19 from many different sources (e.g., BPHC, CMS, NACHC, ECRI) in a single location where you can quickly find information on a specific topic
- enable members to share information and questions quickly

To access the **Community Health Center Networking Group**, email **Susan Hansen** at [shansen@nachc.org](mailto:shansen@nachc.org).



[www.nachc.org](http://www.nachc.org)

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### ARE YOU LOOKING FOR RESOURCES?

Please visit our website [www.healthcenterinfo.org](http://www.healthcenterinfo.org)




**HEALTH CENTER  
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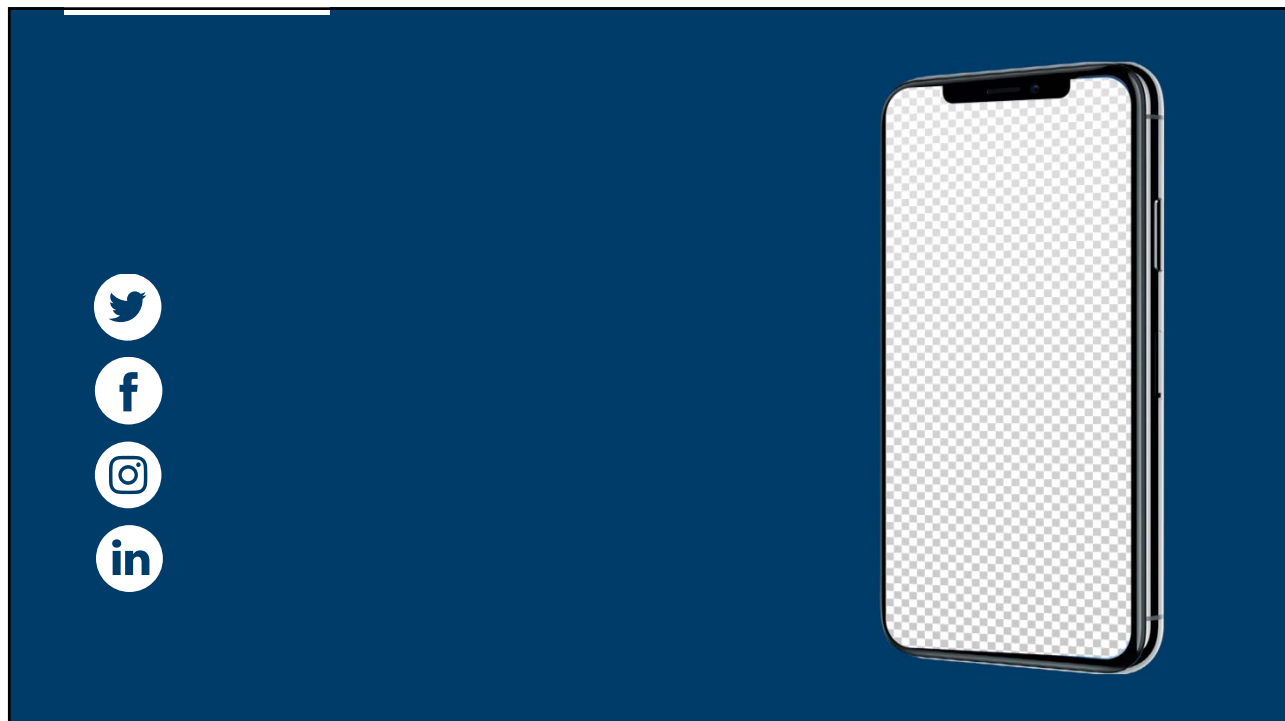
***Be Safe & Well!***

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