

OneTeam

#MORETHANEVER

Arkansas Children's OneTeam COVID-19 Roadmap

Resources for Taking Care of Each
Other During Challenging Times



Arkansas
Children's

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To Our Team Members...

Now more than ever, Arkansas Children's commitment to children and families plays a crucial role in ensuring a healthier tomorrow for Arkansans. During these unexpected and uncertain times, we embrace and elevate our commitment to each of you.

In accordance with government and agency guidelines, we have made adjustments to how and where we work. These adjustments create distinct experiences for our team members. Whether team members are working remotely, in quarantine, serving on the frontline in COVID-19 response capacities, or carrying out the normal operations of Arkansas Children's, we know this is a time of disruption for all of us. Each situation has the potential to challenge, stress, and disrupt professional and personal purpose.

As committed healthcare workers, it is normal to feel helpless, overwhelmed, anxious, or unsettled. Everyone reacts differently to challenging events so it is important to be alert to signs that indicate stress. Please use every resource available to you to ensure your health and the health of your family.

And remember, place does not define a hero. Each and every member of the Arkansas Children's team contributing to this effort has earned the respect and admiration of our team and our community. To those of you leading heroically by modeling social distancing and working remotely, and to those of you leading heroically in N95s on the floors of our clinics and hospitals, we see each of you and we are grateful.

#FrontlineHeroes #HeroesAtHome
#MORETHANEVER



A Word About You. Arkansas Children's has existed for more than 100 years because of the thousands of team members like you who dedicate their professional lives to championing children and pursuing a healthier tomorrow. During times of trial, we deepen our commitment to the children and families of Arkansas. At the same time, it is important that you also experience and feel our deepened commitment to you and your family. In this toolkit, you'll find a wealth of resources. We hope you'll use this information to engage in meaningful conversation with your team and leaders about how we can continue to support you and the entire Arkansas Children's team.



The Roadmap

The OneTeam COVID-19 Roadmap provides resources for all team members in three broad categories—Professional Health & Connection; Physical, Behavioral, & Mental Wellness; and Community Resources & Support—as well as an additional guide for Leadership.

Take note of resources for specific groups in our workforce, including those:

**In Quarantine
Working Remotely
On the Frontline**



Please know that, as a system, we are focused on our implementation with our core values—safety, teamwork, compassion and excellence—top of mind. These intentional guiding principles will ensure our success. As always, we continue to look for ways to advance our commitment to you and the children of Arkansas.

For Our Team Members

In Quarantine

Being quarantined is often a stressful experience, especially for those who work in healthcare settings. Arkansas Children's wants you to know that we are here for you and ready to support you during these trying times in a variety of ways:

- We want to offer you practical support in the form of food, supplies and other items we can help facilitate in partnership with UAMS. You will receive a call to identify items you may need and ask if you're comfortable with a delivery to your front door.
- We want to connect you with peer support. This will come in the form of a singular contact who is solely interested in your well-being. Please understand this is not an official human resources or occupational health contact and is intentionally outside of the organizational chart structure or chain of command. The goal is to connect you with a peer to help lift you up and offer you emotional first aid.
- You are a critical part of our team, and your safety and the safety of your family is important to us. We encourage you to explore the many available resources in this roadmap and reach out if you have any questions.



Working Remotely

As we transition to an increased remote workforce for the foreseeable future, our teams will require coordination between department leadership, information systems, and human resources on an ongoing basis. Being part of a distributed workforce requires a results-oriented and relationship-based approach. This is an opportunity to rise above the idea of "place" as one team and deliver on our organizational goals and objectives both in our current and future state. This toolkit provides resources and training for working and leading remotely.

On the Frontline

We recognize that many of our team members on the frontline continue to serve in our hospitals and clinics every day to be there for what matters most: our patients and families. Your physical and emotional safety is also a key priority. As a community of healthcare workers committed to making children better today and healthier tomorrow, we are here to support YOU through this time. It is critically important that you continue to take care of yourself, just as you care for your patients. This toolkit provides resources for self-care and education about compassion fatigue, stress, and resilience to help you navigate your work.

Please know that, as a system, we are focused on our implementation with our core values—safety, teamwork, compassion and excellence—top of mind. These intentional guiding principles will ensure our success. As always, we continue to look for ways to advance our commitment to you and the children of Arkansas.

OneTeam COVID-19 Roadmap

We are committed to supporting each team member as we navigate these challenging times. In order to best serve you and your team as needs emerge or change, the following resources will continue to evolve.

Connecting Remotely

- [6](#) Remote Work Infrastructure Checklist & Tutorials
- [7-9](#) Best Practices for Working Remotely
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**We are
GRATEFUL
for you.**

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Remote Work Infrastructure Checklist

Having the resources to connect with your team and your organization is the first step in a successful remote work experience. Below, find helpful information for connecting, from checking your voicemail to accessing your remote desktop while off campus.

Computer with high-speed internet access

Make sure when you are working outside the office, you have access to office-quality high-speed internet access through a provider like AT&T or XFINITY. When possible, Arkansas Children's issued equipment should be used. View the "Telecom Remote Work Guide" to review minimum PC requirements for working remotely.

Duo Security

Make sure you have downloaded Duo Security to be able to access Arkansas Children's files when working remotely. Then, click on the "Connecting to AC from off campus" guide below for directions on how to set up Duo Security and connect remotely.

Webcams with microphone capability

Video Conferencing is a must for remote teams. Make sure you have the capability for video chat.

Video conference technology

With Arkansas Children's Office 365, you have access to Microsoft Teams. Included below is a user guide and tutorial that can be accessed through Arkansas Children's U.

File-sharing service

With Arkansas Children's Office 365, you have access to Microsoft Sharepoint that allows you to store files in a centralized location where authorized team members can access them at anytime.

Voice over Wi-Fi

You can save minutes on your cell phone plan by turning on your smartphone's Wi-Fi calling features, detailed in the "Telecom Remote Work Guide" below.

Links to how-to guides:

- [Checking your voicemail](#)
- [Connecting to AC from off campus](#)
- [Getting started with Microsoft Teams user guide](#)
- [Getting Started with Microsoft Teams - Course for Arkansas Children's U](#)
- [Setting up a Pexip Call](#)
- [Telecom Remote Work Guide](#)
- [Windstream WE Connect Mobile Softphone Option](#)



Arkansas Children's Employees:
For issues related to accessing your desktop, the IS Helpdesk can be reached at 501-364-1111 or by submitting a [FreshService ticket](#).

Best Practices for Working Remotely

1. Establish a routine.

The key to developing any successful habit is to plan and follow a schedule. Remote work days should be treated as a normal on-site workday regarding expected designated hours. If your typical work day at the office begins by 8 a.m., then plan to begin your remote day by 8 a.m. Schedule breaks and time for lunch into your day. Keep consistent hours if possible. Establish positive habits early during your transition, so they're easier to maintain.

2. Limit distractions.

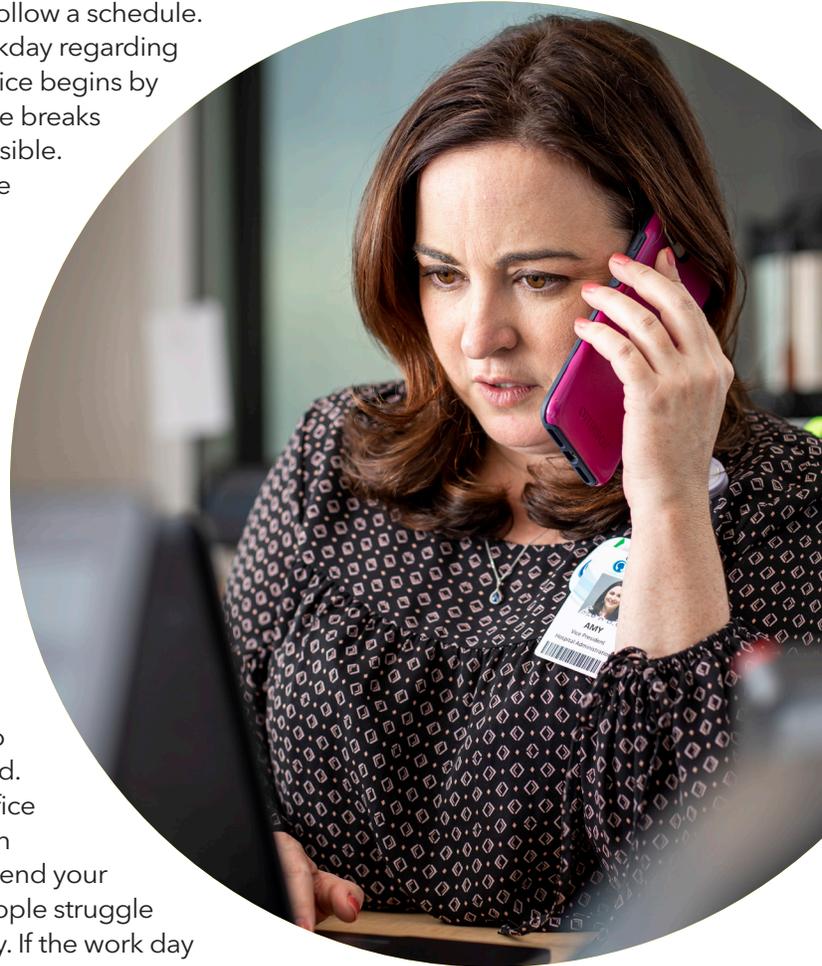
It's easy to get distracted working from home, especially when you're not alone. Partners, kids, and pets can all be a distraction. Although remote work and a flexible schedule may be provided so you can care for a sick loved one or another immediate need, the focus of working remotely must remain on job performance and meeting business demands. Schedule time to walk your dog or use your lunch break to connect with others in your home, but when you're back on the clock, focus on being productive.

3. Set boundaries.

Set clear personal and professional boundaries. Discuss expectations of telecommuting with other family members so they know when you are working and should not be disturbed. Let your kids know that they shouldn't interrupt when your office door is closed or when you have on headphones unless it's an emergency—and clarify what constitutes an emergency. Also, end your work day when you would normally leave the office. Most people struggle to create work/life balance, especially when working remotely. If the work day never truly ends, then burnout becomes an issue.

4. Remain professional.

Consider what people see when they videoconference you: Are you sitting at a desk in a home office or are you in front of a sink of dirty dishes? As for attire, business casual is a realistic expectation and helps maintain professionalism for video conferences. Plus, getting ready for work will give you some semblance of normalcy and put you into the work mindset. And remember that working where you want (remote working) is not the same as working when you want (modified work schedule). Be sure expectations are clearly understood by you and your supervisor regarding this distinction.



Best Practices for Working Remotely

5. Establish a workstation.

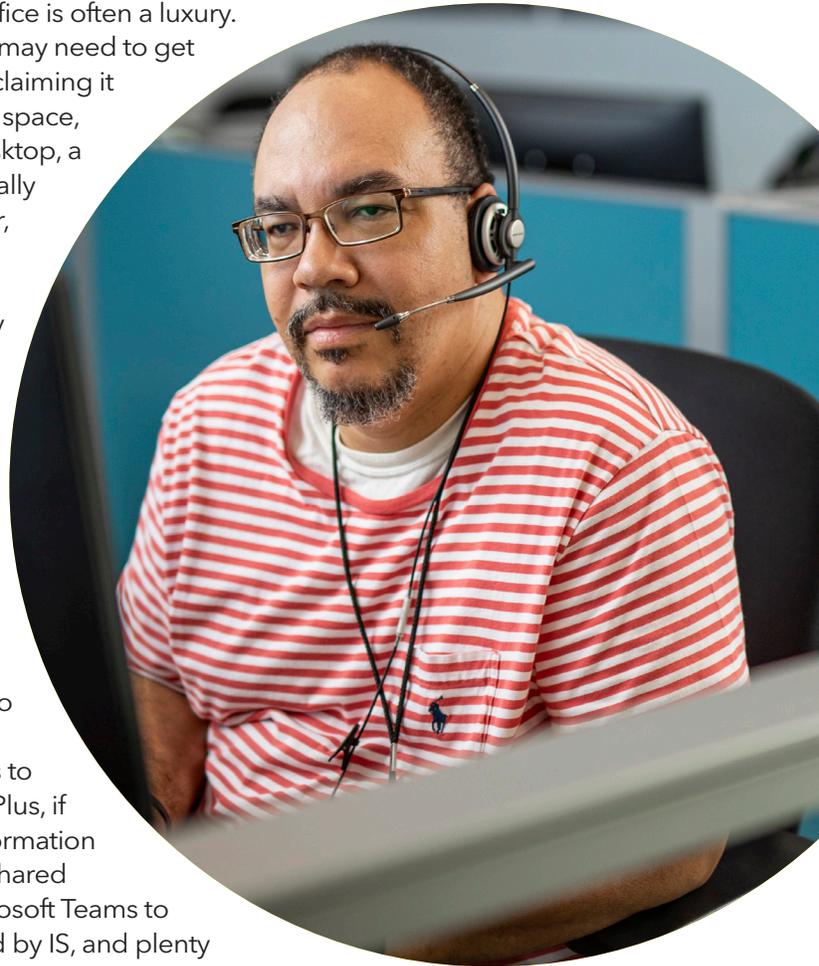
Space in any environment is limited, and having a home office is often a luxury. A space with a door is ideal, but it's not your only option. You may need to get creative by either zoning off a specific area of the house and claiming it as your own. At minimum, you should have a dedicated work space, remote access and dual-factor authentication, a laptop or desktop, a phone, and reliable internet. But think about what else you really need: a place to sit comfortably, a place to put your computer, a place to make private calls, and a place to write. And don't forget to consider ergonomic needs. Your workspace is not going to work long term if you end up straining your back. Try claiming a seat at the dining table or making-over a closet or part of the garage. Be innovative, use your problem-solving and critical-thinking skills, and, most importantly, do what works best for you and your current situation.

6. Get tech savvy.

It can be tempting to put things off while working remotely, but teams that thrive remotely find ways to do just about everything online. If you've scheduled one-on-ones, keep them. If you've planned big meetings, hold them. If you're ready to brainstorm an upcoming presentation, log into that video call. Arkansas Children's has some great tools and resources to use while off-site. Microsoft 365 gives you access to your emails, SharePoint, OneDrive, and a host of other tools. Plus, if you're privy to confidential data, such as protected health information (PHI) or financial information, you'll want to be sure to utilize shared drives, OneDrive, or personal network drives. Check out Microsoft Teams to collaborate remotely and video conference. All are supported by IS, and plenty of training exists; start with Arkansas Children's U for support.

7. Over communicate.

Be an effective, thorough, and reliable communicator. Be available via phone, email, and other electronic methods during your regularly scheduled hours. If you have been approved by your supervisor to work flexible hours (hours outside your normally scheduled hours), be sure to notify your team. People can't physically see you, so they need another way to know that you're working. Make your schedule and presence as visible, accessible, and known as possible to your team. Share your Outlook calendar, and keep it updated, including ETA/PTO time. Schedule frequent one-on-ones or check-ins with people who need to know what you're working on. Use video calls for this as often as possible to allow for nonverbal communication cues. You no longer have the ease of walking over to talk to your coworker, so be clear in what you're saying and asking. Don't disappear for 15 minutes from a chat conversation that you're having; that's basically like walking away in the middle of a conversation. Clearly communicate if you have to step away. Use technology to signal when you're away from your computer. Microsoft Office 365 has a nifty feature where you can change your status from Available to Busy or Away.



Best Practices for Working Remotely

8. Stay connected.

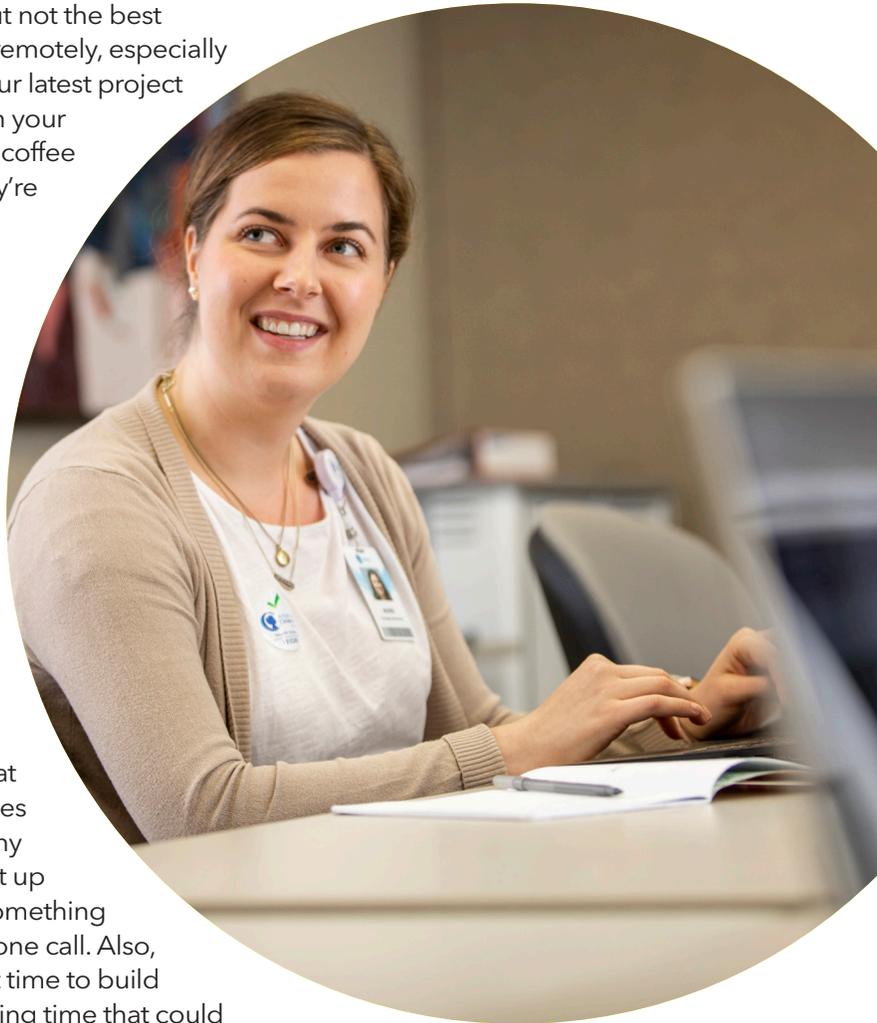
Chat with your co-workers! Pets are great company but not the best conversationalists. It can sometimes feel lonely working remotely, especially if you've never done it before. Whether it's discussing your latest project or sharing the latest meme on social media, chatting with your coworkers will make you feel like you're connected. Plan coffee conversations, or just virtually "pop in" when you see they're available.

9. Deliver results.

When you work remotely, your focus has to be on completing projects or work that is visible to others on your team. The need to consistently deliver results is even greater than when you're in the office, because your team can't see you working every day. Make sure your work gets noticed by conveying regular progress. When you finish a deliverable or complete a milestone, communicate to those who need to know that it's available.

10. Stay safe and healthy.

It's important to stay safe and healthy while you're working remotely. Maintain your home workspace in a safe manner and free from safety hazards. Remember that you are responsible for notifying your supervisor of injuries received in your workspace, and you are also liable for any injuries sustained by visitors. If you need an excuse to get up from your desk, try to avoid mindless snacking and do something more productive, like taking a walk while you make a phone call. Also, if you don't have a strong exercise routine, now is a great time to build it into your day. Without a commute, you're probably saving time that could be spent on self-care and healthy activities. There are some great videos out there showing how to do home exercises without equipment. Lastly, practice social distancing, wear masks that cover your nose and mouth, wash your hands frequently and avoid coming into contact with anyone who is sick.



Effective Protocols for Virtual Teams

1. Hold weekly one-on-ones.

Schedule 45-minute meetings every week between managers and team members to go over work, challenges and feedback, and to stay aligned as a team.

2. Establish communication protocols.

Set clear expectations among team members about how often to check and respond to emails or chats.

3. Establish delivery protocol.

Provide clarity around work and how assignments are to be delivered, when they're due, and who should be informed. Being specific is always a good practice; it's even more essential when working remotely, since you aren't able to check on a project status or confirm a delivery in person.

4. Schedule a daily check-in.

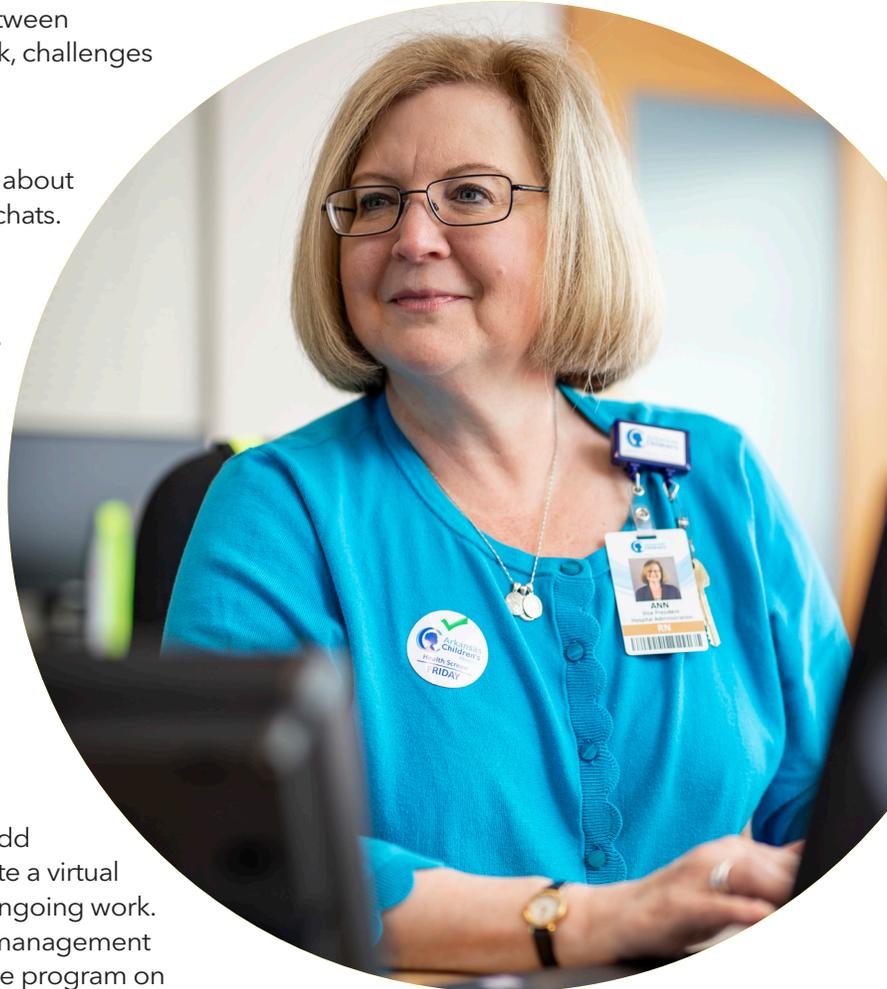
Create a 10-15 minute time slot to check in as a team every day. You can cancel on days it feels unnecessary, but it's a good way to stay in touch on days when everyone is hyper-focused on their own projects and work.

5. Pick a project management tool.

Using digital project management tools can add visibility to your team's workflow. You can create a virtual hub where the team can see the status of all ongoing work. Arkansas Children's 365 has tools for project management and you can access on-demand training for the program on Arkansas Children's U.

6. Use status updates.

Some email or chat applications allow users set a "status," an easy way of alerting others to your current availability. You don't need to announce you're going to lunch with a team-wide email, but setting a "lunch" status helps your co-workers understand why you're not responding immediately to their messages.



Staying Healthy At Work

Workplace Wellness Guidance Resources

To be well, we need to be healthy at work. But late hours, commuting long distances, and dealing with multiple people and tasks throughout the day can drain you. Add to that the stress of world events, especially ones like the recent coronavirus (COVID-19) outbreak, and staying healthy can feel like an uphill battle. The following information can help you stay healthy even at work.

What You Can Do

Drink water. Staying hydrated throughout the day will help you stay alert and avoid headaches, muscle spasms, and back pain. Drinking water can also aid in the reduction of hunger and maintenance of a healthy weight. Make it a goal to consume at least eight glasses of water a day.

Eat wisely. Space your meals and snacks evenly throughout the day to avoid overeating and getting a sluggish 'food coma' effect. Instead of heading to the vending machine for sugary snacks that spike your blood sugar levels and cause you to crash later, choose protein-rich foods that metabolize slowly and keep you full longer. Do not be afraid to say no when a coworker brings donuts to work or offers tempting afternoon treats.

Take advantage of your breaks. Use these time slots to take short walks and get fresh air. Slowly stretch your neck, shoulders and back for a soothing tension release.

Watch your posture. Check the position of your shoulders and back, especially at the end of your work day. If they start to slouch or lean forward, straighten them by aligning your ears, shoulders and hips. Although this might feel uncomfortable at first, you will avoid the painful and sometimes debilitating effects of long-term bad posture.

Stop smoking. Not only will you reap health benefits from eliminating tobacco and nicotine from your body, you will also be more productive without having to leave work frequently to satisfy cravings.



Additional resources

- [U.S. Department of Health and Human Services](#)
- [Occupational Safety and Health Administration](#)
- [National Women's Health Information Center](#)

Compassion Fatigue

If you are in the caregiving field—either providing direct or indirect patient care—there’s a good chance that you have or will experience compassion fatigue at some point in your career. Compassion fatigue is sometimes referred to as professional burnout or secondary traumatic stress disorder. It is considered to be the emotional, physical and spiritual cost of caring for those who are suffering. It typically develops after prolonged exposure to the suffering of others. Those who have experienced this type of “normal” stress response, often describe it as deep emotional, physical and spiritual exhaustion accompanied by a sense of “emotional pain.”

Compassion fatigue builds over time and can manifest itself in a variety of ways—either in the workplace or at home. If you are the primary caretaker of an elderly parent or relative, you might also be at risk for developing compassion fatigue. It is very common for those who work or live with you to recognize some of your symptoms before you do.

Below is a list of some of the individual and organizational signs of compassion fatigue. If the number of people suffering from compassion fatigue within any organization reaches a critical mass, it can have a negative effect on productivity and the overall quality of patient care.

To get a sense of whether you are experiencing compassion fatigue, [click here](#) and take a quick inventory called the Quality of Life Scale developed by B. Hudnall Stamm.



Individual Signs of Compassion Fatigue	Organizational Signs of Compassion Fatigue
Mood changes - withdrawn, angry, blaming	High rate of absenteeism
Decreased compassion and empathy, numbness	High employee turnover rate
Chronic physical ailments - headaches, gastrointestinal	Increase in Worker’s Comp costs
Mental and physical exhaustion	Negative attitude toward management
Abuse of alcohol, drugs or food	Outbreaks of aggression among staff
Sleep and appetite disturbances	Staff consistently missing deadlines
Loss of enjoyment at work and home	Strong opposition to change
Excessive complaints about administration	Poor teamwork in many departments
Increase in interpersonal conflicts at home or work	An increase in error rates or mistakes
Low motivation, low morale	Increased ‘presenteeism’ - present but not productive
Absenteeism or chronic lateness	Difficulty integrating new colleagues

To connect with a team member who can help you navigate these resources or answer your questions, call 501-364-1088 or email LinesCM@archildrens.org

Compassion Fatigue Self-Care

It is possible to recover from compassion fatigue without quitting your job or leaving your profession. The first step is to commit to self-care. Consider yourself and your health a major priority. You are your most important patient. There are no quick fixes. However, even taking a couple new actions will help you to feel better fairly soon.

Take care of your physical self. Get enough sleep and eat healthier foods when possible.

Make time to exercise. Even walking 20 minutes a day at lunch time will help.

Take a break. Get out of the office and clear your head. It will change the energy around you and help to reenergize your mind.

Learn to say “no.” People in the caring fields tend to overextend themselves. Learning to say no to requests that are not absolutely necessary will free up time to focus on you.

Take care of your spiritual self. Attend a religious service, take a meditation class, walk in the woods or along the beach.

Feed your soul. Do something that recharges your batteries and brings you joy at least once per week, more often if you can.

Spend time with people who are optimistic and help you to feel good about yourself and about life. Spending time with complainers or negative people will only bring you down.

Talk to supportive people about how you are feeling. Join a peer support group, talk to a trusted friend.



It is very important for you to find a balance of work and play that supports your values and overall mental and physical health. It is possible to recover from compassion fatigue. You must take care of yourself with the same level of commitment as you care for others.

Self-Care for Frontline Heroes

When people are in trouble it is the first responders—police, EMTs, firefighters, hospital personnel—that continue to act. The current pandemic is affecting every state and most countries around the world, causing fear and anxiety for many people. As a first responder, others likely look to you for answers, trying to determine how they should respond and what they should do. Some may be responding out of fear or anxiety and others may be negative and dismissive about the virus. While you are equipped with the information you need about protecting yourself from the virus, it is also very important that you consider how you are uniquely impacted in your role as a first responder, and how to practice good self-care during this challenging time. Here are some suggestions.

- 1. Educate yourself.** People may look to you for answers about the virus and what they should do. Educate yourself with facts about risks, symptoms and precautions so that you have answers when it's possible. Having knowledge can help you feel in control. Avoid over-exposing yourself to the news or reading everything you can find. Information overload can be a stressor on its own. Limit your exposure to what is necessary.
- 2. Focus on the positive.** While you are accustomed to dealing with people who are in crisis, you are likely experiencing this on a much more intense level—people who are scared, angry, anxious and/or dismissive about the outbreak. Counteract the negativity and fear of others by noting the good things in your day. Make a daily list of the things you are grateful for.
- 3. Practice good self-care.** Focus daily on self-care—eating healthy, getting good sleep and exercising. Look to your hobbies and other ways of distracting yourself from stress as time allows.
- 4. Build in daily relaxation practice.** Engage in activities that have helped you get through other tough situations. Practice deep breathing, meditation, mindfulness, yoga, or other relaxation techniques that can help you relax mentally and physically. Build relaxing moments into your day such as taking a slow deep breath and relaxing your shoulders every time you answer the phone. High levels of stress, especially when experienced long-term, can affect you physically (tense muscles, abdominal issues, headaches), medically (elevated blood pressure, lowered immune system) and emotionally (increased anger and irritability, depression, or anxiety). Reach out for help if you feel your stress is becoming an issue.
- 5. Take extra precautions.** Because of your possible exposure to germs, family may be concerned about your health and theirs. Take all the precautions recommended while working. When you get home, consider changing clothes in the garage or showering and changing your clothes. Changing out of your work clothes is always a great tool for disengaging yourself from work when you get off. You can help your family understand that you are taking precautions for your health and theirs.
- 6. Talk it out.** Talk to family, friends, peers, and your EAP to gain support. Sometimes it helps just to say things out loud that are causing you stress. Even if you cannot be in the same room, reach out to those in your life that you trust to listen and support you. Even though everyone is affected by the virus, not everyone is exposed to the situation daily at work.
- 7. Limit caffeine, avoid alcohol and drugs.** Avoid or limit caffeine and tobacco products and the use of alcohol or drugs.

**Bottom line: You deserve time for self-care.
When you practice good self-care, you set a positive example
for your team and are better able to continue helping others.**

Coping with COVID-19 Stress

During this time it can be helpful to think of how you have overcome other difficult situations. Planning how you will cope with uncomfortable feelings can make you feel more prepared, in control, and help you manage more effectively. Here are a few ways to manage anxiety and stress during this period.

Prioritize self-care. Keep a regular sleep schedule, eat healthy meals, and begin or maintain an exercise routine. Do things you enjoy such as reading, taking a bath, crafting, or watching a movie. Allow others to help you as you have helped them.

Promote calm. Be attentive to your emotions. Give yourself permission to feel them during this uncertain time, but be active in their management. Consider speaking with family, friends, or mental health professionals. Circumstances may be beyond your control but mindfulness and/or relaxation practices (slow steady breathing, muscle relaxation, music, yoga) can help decrease anxiety, make you feel more grounded, and promote feelings of well-being.

Be mindfully informed. A few reliable high-quality sources (Centers for Disease Control and Prevention, World Health Organization) of information can help you remain aware of developments. Information overload or incorrect information can increase stress, anxiety, and fear. Consider allotting a set time for media consumption.

Stay virtually connected. Use technology to stay in contact with family, friends, mentors, clergy, and other important people in your life that you would typically interact with face-to-face. Use video chat to enhance connection with one another. Use apps to play games with one another or to speak with a group of people at the same time. Join online communities focused on your interests and hobbies.

Stick to a schedule. People rely on structure in their day to foster a sense of safety and well-being. Loss of a predictable routine can be disorienting. In addition to maintaining your regular sleep schedule and exercise routine, maintain hygiene, and dress for the day. Consider virtual social connection as part of your daily routine. If you routinely see a mental health professional, continue that service if they offer phone or video sessions or reach out to the resources provided in this packet. Prioritize things you enjoy or have wanted to accomplish.

Maintain rules and expectations. Just as following a predictable schedule can be helpful, maintaining rules and expectations can help promote a sense of normalcy and organization in the home. Do you clean every Sunday? Keep that up. Never let the sink fill with dishes? Stick to that expectation. If you have children, continue to enforce rules.



Coping with COVID-19 Stress

Practice gratitude. Taking a few minutes each day to identify one thing you are grateful for and why can help alleviate negative emotions without requiring much time. Write them down and look back at them as often as needed. Get family members involved via group chats or post on social media to share experiences of gratitude.

Get involved. Contributing to the greater good has been shown to decrease stress and increase resilience among adult caregivers. This can include helping raise money for a cause, offering support in a mentoring or buddy program (either in-person or virtually), and providing resources and information to community groups.

Empower a sense of control and self-efficacy.

Acknowledge and accept circumstances that cannot be changed and focus on what can. Set small achievable goals within your new circumstances and take satisfaction in them. Organize your space for a sense of accomplishment and calm. Look at the current time as an opportunity to learn something or build strengths. Call upon your spirituality, inspiration, or personal beliefs for support. Shift negative thoughts to statements that produce less distress. Change “This is horrible,” to “This is uncomfortable right now. I can get through this.” Attempt to see this time as unique and different, not necessarily bad, even if it is something you didn’t choose. Face this time as a challenge to improve your ability to be creative and decisive. Consider your situation in broader long-term context. You are doing your part to help keep others safe.



Use problem-focused coping. These simple steps help identify a stressor and how to eliminate it:

- **Identify a significant source of stress. What is one of the most stressful things today?**
Example: Cannot treat patients due to quarantine
- **Generate ALL possible solutions.**
Example: Cure COVID-19, follow all quarantine and employee health steps to return to work, embrace time at home with specific project, provide support to community
- **Evaluate actions you can take to change the situation or environment.**
Example: Provide support to colleagues and community via social media, texts, and calls

Additional resources

- [Stress First Aid Self Care](#)
- [Resiliency Resources](#)
- [Face COVID](#)
- [SSG Resilience](#)
- [Toolkit for Emotional Coping for Healthcare Staff](#)
- [Benefits of practicing gratitude](#)
- [40 simple ways to practice gratitude](#)
- [Benefits of volunteering virtually](#)
- [Stress management](#)
- [40 healthy coping skills](#)

Helping Children Understand and Cope with COVID-19

The COVID-19 pandemic is a stressful time for everyone, including our children. Here are some suggestions for talking with your children about the virus.

General recommendations

- Remember, children often react based on what they see from the adults around them. When parents and caregivers deal with COVID-19 calmly and confidently, it provides strong support for their children.
- Limit children's exposure to media and adult conversations regarding COVID-19 as much as possible. Children who are exposed to a lot of media details regarding COVID-19 (including number of deaths, scarcity of medical resources, etc.) will typically become more anxious and fearful.
- Let children know that there are a lot of people who are working hard and coming together to help.
- Give your child specific things they can do to feel in control. Explain they can help stop the spread of germs and help keep themselves strong by hand-washing for at least 20 seconds (as long as it takes to sing the ABC's) or using hand sanitizer. Let your children see others washing their hands frequently and provide them with a lot of praise for doing the same.
- Focus on keeping their daily routine as normal as possible and continue providing reassurance to your children.
- Encourage children to engage in various activities that may help them cope (e.g., drawing, activities, journaling, etc.).
- Remind them the pandemic is temporary, and discuss things to look forward to in the future. Provide comfort and patience.
- Even young children will realize that things have changed, and it is a good idea to use age-appropriate language to label or name to some of the things that are impacting their day-to-day lives.
- Explain that school will re-open, other daily activities will start again, and that they are safe at home and do not need to feel scared.



If you feel you need more emotional support for yourself or for your family, don't hesitate to call your EAP at 800-624-5544 or visit [ndbh.com](https://www.ndbh.com).

**This is an emerging, rapidly evolving situation.
For the latest information visit [cdc.gov](https://www.cdc.gov).**

Talking With Children About COVID-19

Conversation tips

1. Talk about what is happening in a way your child will understand. Keep it simple and appropriate for their age.
2. Start by asking your child what they've heard and what they know about what is going on. This helps to ascertain if they have any misunderstandings or incorrect information. Remain calm and reassuring throughout your conversations.
3. For younger children, answer your child's questions in a brief and honest manner without providing additional details. For older children, you may be able to discuss matters more in-depth. Don't offer more detail than your child is interested in.
4. Explain that COVID-19 is a virus that can make people feel unwell and may cause a cough, fever, or runny nose. Explain that most people can stay at home until they feel better while some may need to go to the hospital.
5. You may want to talk about the virus in relation to experiences they can relate to. You could reference the flu if they ever had it and remind them that even though the COVID-19 is not the flu, people might feel really sick for a while then most get better in a short time.
6. Use age- and developmentally-appropriate language to explain why COVID-19 is impacting their daily routine such as school and daycare closings.
7. After your conversation, ask your child what they think about COVID-19 to ensure they understand what you shared with them.



Additional resources

- [KidsHealth from Nemours](#)
- [Autism Speaks](#)
- [American Academy of Child & Adolescent Psychiatry](#)
- [Child Mind Institute](#)
- [National Association for School Psychologists](#)

Coping with Grief and Loss - Adults

Unfortunately, some of the individuals we work with may experience grief and loss as a result of COVID-19 (e.g., loss of an elderly family member). Losing a friend, loved one, or colleague can be extremely difficult. Recent research has demonstrated that there is no clear trajectory for the grief process. Instead, emotional states linked to grief, like denial, anger, depression, and acceptance, are variable and non-specific. No emotional state is essential to define grief except strong yearning. It is important to note these emotional states often overlap, and may subside and return spontaneously.

Additionally, mourning the loss of a relative or close friend takes time, but research tells us that it can also be the catalyst for a renewed sense of meaning that offers purpose and direction to life.

Grieving individuals may find it helpful to use some of the following strategies to help them process and come to terms with loss:

Talk about the death of your loved one with friends or colleagues in order to help you understand what happened and remember your friend or family member. Avoidance can lead to isolation and will disrupt the healing process with your support systems.

Accept your feelings. You may experience a wide range of emotions from sadness to anger or even exhaustion. All of these feelings are normal and it's important to recognize when you are feeling this way. If you feel stuck or overwhelmed by these emotions, it may be helpful to talk with a licensed psychologist or other mental health professional who can help you cope with your feelings and find ways to get back on track.

Take care of yourself and your family. Eating healthy foods, exercising and getting plenty of sleep can help your physical and emotional health. The grieving process can take a toll on one's body. Make sure you check in with your loved ones and that they are taking the necessary steps to maintain their health.

Reach out and help others dealing with the loss. Spending time with loved ones of the deceased can help everyone cope. Whether it's sharing stories or listening to your loved one's favorite music, these small efforts can make a big difference to some. Helping others has the added benefit of making you feel better as well.

Remember and celebrate the lives of your loved ones. Anniversaries of a lost loved one can be a difficult time for friends and family, but it can also be a time for remembrance and honoring them. It may be that you decide to collect donations to a favorite charity of the deceased, passing on a family name, or planting a tree in memory. What you choose is up to you, as long as it allows you to honor that unique relationship in a way that feels meaningful.



Adapted from American Psychological Association

Coping with Grief and Loss - Children

The death of a loved one is difficult for anyone. But for children, such a loss can be devastating.

Children deal with death in many different ways, and not necessarily in the same manner as adults. Preschoolers have difficulty understanding that death isn't temporary, but children between the ages of 5 and 9 years begin to experience grief more like adults. There are many ways children may respond to death: anger and irritability, disrupted sleep, fear of being alone, sadness and frequent unexplained crying, physical complaints such as headaches and stomachaches, excessive focus on death and dying, and/or reverting to outgrown behaviors (such as thumb-sucking or bed-wetting). You shouldn't be alarmed if your child reacts in any of these ways to a loss. These are normal responses. In time, most children will return to the behaviors they had before the person died.



Here are some tips to help children or adolescents grieve and come to terms with loss:

1. Don't try to protect your children from your grief after a loss. Allow your child to see what you are feeling.
2. Death can make children fearful about the future. Give them a chance to talk about their fears and validate their feelings. Share happy memories about the person who died. Offer a simple expression of sorrow and take time to listen.
3. Children tend to blame themselves. Emphasize to them that the death wasn't their fault and that there was nothing they could have done differently to prevent it. Explain that the person who died loved them and would want them to be happy. Explain that love never dies.
4. Children are concrete thinkers. To lessen confusion, avoid expressions such as "passed on" or "went to sleep." Answer their questions about death simply and honestly, but only offer details they can absorb. Don't overload them with information.
5. Help them create a memory object. This can be a stuffed animal, an object that once belonged to the deceased, or a book. Assign it as having a special and unique association to the deceased that they can hold or talk to when feeling overwhelmed.
6. Some children need outside help to deal with their grief. Seek help from a school counselor, family therapist, or child psychologist in your area if you feel your child needs more help dealing with the loss. If you recognize any possible signs of depression or suicidal behavior, seek help immediately from a mental health professional or your health care provider. Signs of depression can look like grades sliding, continuous disruptive behavior, or a major personality change.

Adapted from Stanford Children's Health

Additional resources

- [The Center for Good Mourning at Arkansas Children's](#) is a resource dedicated to provide, improve, and increase support and assistance given to bereaved children and families in Arkansas through education, program development, and grief support programs.
- [How children grieve and how parents can support them](#)
- [115 helpful websites on grief and bereavement](#)
- [Helping your children cope with death](#)
- [Coping with the loss of your loved one](#)

Behavioral and Mental Health Services

Arkansas Children's

Arkansas Children's Employees

Free 24/7 Employee Assistance Program: New Directions services are available to team members and their families. 1-800-624-5544; eap.ndbh.com (login id: childrens)
Download the New Directions EAP app in your app store

Compass One Healthcare

Compass One Employees

Personal Support through Employee Assistance Program
1-866-799-2728

University of Arkansas for Medical Sciences (UAMS)

UAMS Employees

Free 24/7 UAMS Employee Assistance Program services are available to team members and their families. 501-686-2588; 1-800-542-6021 (after hours); eap.uams.edu

UAMS Faculty

Counseling Services - Employee Assistance Program
501-686-2588; 1-800-542-6021 (after-hours emergencies);
eap.uams.edu

Psychiatric Services

Psychiatrist: Puru Thapa, M.D.
(thapapurushottamb@uams.edu)
501-526-8140 (contact: Cheryl Gibblin)
faculty.uams.edu/fw-program/

UAMS Students

Student Wellness, Little Rock
Therapists: Angie Moore, LCSW;
James Holland, LCSW; Matt Boone, LCSW
Psychiatrists: Puru Thapa, M.D.
(thapapurushottamb@uams.edu)
Vicki Flynn, M.D. (vflynn@uams.edu)
501-686-8408; studentwellness.uams.edu

UAMS Mindfulness

mindfulness.uams.edu

Get Healthy UAMS

gethealthy.uams.edu and gethealthy.uams.edu/covid-19-wellness-resources (overview of wellness resources)

Other Mental Health Resources

If you are having suicidal thoughts, you can call the 24/7 free **National Suicide Prevention Lifeline at 1-800-273-TALK (8255)** to talk to trained counselors. You can also use the 24/7 free **National Crisis Text Line**. Simply text **TALK to 741741** to communicate with a trained counselor via text.

Healthy Behaviors - Sleep, Nutrition, Exercise

There are many things you can do, if possible, to help during this stressful time. Your sleep, nutrition, and exercise can impact your physical and mental well-being during social isolation and quarantine.

Routine

- Post a daily schedule for you or your family for rising, breaks, meals and bedtime.

Sleep

- Keep your blinds open during the day to let in sunlight and support your circadian rhythm.
- Avoid napping during the day so it's easier to fall asleep at night.
- Try to go to bed and wake up around the same time each day.
- Turn off electronics at least 30 minutes before bedtime to cue your body for sleep. This includes checking your phone!
- Avoid eating or drinking a lot before bed.
- Limit caffeine in the afternoon and evening.
- Try to exercise during the day if possible.
- Find a calming bedtime routine. Reading a book or listening to relaxing music are great activities to prepare your body for sleep.
- Create a comfortable sleeping environment. For many, this includes a cool, dark, quiet room. Try turning on a fan or white noise machine to drown out distractions.

Nutrition

- Wash your hands before preparing and eating food. Remember to disinfect surfaces that food touch, too.
- Try to eat nutritious meals and snacks. Try to avoid grazing throughout the day.
- Do the best you can! It may not be realistic to make big changes to your diet during this time, and that's ok.



Additional resources

- [Centers for Disease Control: sleep hygiene tips](#)
- [National Institutes of Health: healthy sleep guide](#)
- [Centers for Disease Control: nutrition information](#)
- [U.S. Department of Agriculture: MyPlate tips](#)
- [Academy of Nutrition and Dietetics COVID-19 guide](#)
- [New York Times self-quarantine recipe ideas](#)
- [A healthy-eating grocery list](#)
- [Zipongo Foodsmart Coronavirus Support](#)

Healthy Behaviors - Sleep, Nutrition, Exercise

Exercise

- Explore activities you are able to do while quarantined. Get creative.
- For work-outs that require equipment, think about household items you can use.
- Listen to your body to avoid injury. Choose activities that are comfortable and appropriate for your fitness level.
- Get some fresh air. Try taking breaks outside and going on walks, if possible.



Additional resources

- [Calm](#) or [Headspace](#) apps for breathing, mindfulness, and relaxation exercises
- [Centers for Disease Control: physical activity tips](#)
- [UAMS: livestream yoga schedule](#)
- [UAMS: fitness center exercises](#)
- [Little Rock Athletic Club: workouts](#)
- [List of free apps and livestream classes](#)
- [Small Steps Guide: 10-minute workout](#)
- [Cleveland Clinic: cardio core](#)
- [Stress box breathing](#)
- [Virgin Pulse: virtual exercise dice game](#)
- [Virgin Pulse: exercising without equipment](#)

Community Mutual Aid - Statewide

Obtaining essentials like food, toiletries, household products, and necessary medications can be stressful and challenging for those not able to leave the house for an extended period of time. The following facilities will deliver groceries, medications, and other items to the home. Some charge a fee, some are free of charge, and some are free if you spend a certain dollar amount. Friends and relatives may also “gift” a delivery to someone through gift cards that can be used over the phone or online.

GROCERY DELIVERY

Harps

- Select day and time of delivery
- Orders over \$35 free
- Free 1-hour delivery with Express Membership
- Non-membership orders \$7.95 plus 5% of order

Kroger

- Delivery within hours, or shipped within 1-3 days
- Delivery charge of \$9.95
- If shipping, free with \$35 purchase or more
- Choose “Leave at My Doorstep” option for no contact required with the delivery

Target

- \$7 delivery fee; free for orders over \$35

Walmart

- Delivery charge up to \$9.95 per order; or \$12.95 per month
- Unlimited Delivery for \$99 per year



SHIPPING APPS

A number of delivery sites and apps offer delivery from a variety of restaurants and retailers. Each app has different terms; some require a membership or charge a delivery fee. Be sure to read the fine print.

Shipt

Postmates

Instacart

Amazon

Community Mutual Aid - Statewide

FOOD SECURITY

Arkansas Children's new food pantry partnership allows team members to obtain groceries and other essential items. This program is for any employee who needs food or personal items and is completely free of charge. It is available to everyone on the team and is not based on financial need.

Northwest Arkansas: Arkansas Children's Northwest has partnered with the Northwest Arkansas Food Bank to provide team members more access to food pantries. To get more information about available food pantries in NWA, visit the [NWA Food Bank Locator](#). If you have questions, contact [Tim Clark](#), ACNW Community Health Coordinator.

Central Arkansas: Team members can socially distance shop the [UAMS Stocked & Reddie Food Pantry](#). Show your ID badge to receive a free seven-day supply package for a family of four. Items in the package may change each week based on foods sourced by the pantry. If you need goods or personal items not included in the package, ask and the team will be happy to provide available items. If you have additional questions, call Ryan Solomon at 501-920-1220. 2-8 p.m. Mon. and noon-6 p.m. Thurs.; 401 South Monroe St., Little Rock.

Jonesboro: Food pantry access is also available to ACH Jonesboro Clinic team members on request. An Arkansas Children's team member will pick up supply packages from the UAMS Stocked & Reddie Food Pantry and deliver items to the Jonesboro Clinic each Monday. ACH Jonesboro Clinic employees can reach out to Tammy Carter at 870-336-2175 to make a request.

Statewide: Arkansas's six regional Feeding America food banks are the most direct information resource for those who find themselves in an emergency food situation. Each regional food bank has member agencies within its service area that provide food on a daily basis to Arkansans in need. To view a complete listing of these food banks, visit the Arkansas Hunger Relief Alliance website: arhungeralliance.org/programs/food-assistance-resources/emergency-food-resources/



Community Mutual Aid - Statewide

VULNERABLE SHOPPERS

The following stores are offering special hours for vulnerable guests, like the elderly and those with underlying health concerns.

ALDI Stores

With locations in Jonesboro and Northwest Arkansas, Aldi's is opening special hours for senior citizens, expectant mothers, and those with health concerns. Special shopping hours are: 8:30-9:30 a.m. Tue. and Thu. For store locations, visit aldi.us/stores.

Dollar General

The first hour of opening each day is reserved for vulnerable shoppers. To confirm local store opening times, [click here](#).

HARPS

Encouraging anyone who might be at a higher risk of contracting the COVID-19 to shop during the slowest time, early morning. To confirm local store opening times, [click here](#).

Natural Grocers

Shopping hours are being offered for seniors ages 60 and older, pregnant women, and individuals with underlying medical conditions. Anyone included in these categories may be accompanied by someone if they need assistance shopping. Special shopping hours are: 9-10 a.m. Sun. and 8-9 a.m. Wed. For store locations, visit naturalgrocers.com/store-directory.

Sam's Club

Locations nationwide offer early shopping hours for seniors and those with disabilities or compromised immune systems. This includes pharmacy and optical centers and will last until further notice. During these hours, members can also utilize a concierge service and shop without ever leaving their car. From a designated parking location, members in need can place their order from their car, and a Sam's Club associate will grab the items on the list. Special shopping hours are: 7-9 a.m. Tue. and Thu. For store locations, visit samsclub.com.

Target

The first hour of shopping on Tuesdays and Wednesdays is reserved for those over 65 years old, pregnant women, and those defined by the Centers for Disease Control and Prevention (CDC) as vulnerable or at-risk. To confirm local store opening times, visit target.com/store-locator.

Walmart

Through April 28, stores will host a senior shopping hour every Tuesday for customers age 60 and older. This will start one hour before the store opens. Store pharmacies and vision centers will also be open during this time. To confirm local store opening times, [click here](#).

Whole Foods

The first hour before the official opening time each day is reserved for people 60 and older. To confirm local store opening times, visit wholefoodsmarket.com/stores.

Community Mutual Aid - Statewide

PHARMACY DELIVERY

Many pharmacies are offering delivery services so you can remain safely at home. Both Walgreen's and CVS have teamed up with Postmates to deliver items ranging from household essentials to health and wellness.

Cornerstone Pharmacy

Some locations are offering free prescription shipments and deliveries, as well as curbside or drive-through services. For statewide locations, visit cornerstonepharmacy.com/cornerstone-pharmacy-locations.

CVS Pharmacy Delivery

- For prescription delivery, [click here](#).
- For Postmates delivery, [click here](#).

Walgreen's Pharmacy Delivery

- For express prescription pick-up or delivery, [click here](#).
- For Postmates delivery, [click here](#).

ELDER CARE

Arkansas Department of Human Services - Senior Services

The state administers a variety of programs including attendant care, home-delivered meals, personal emergency response system, adult day services, adult day health services, and coupons that can be exchanged for locally grown eligible foods.

PET CARE

Hounds Lounge

Discounts available for medical employees; discounts applied at check out with badge or ID.

RESTAURANTS

Many restaurants in the state continue to operate with takeout, curbside service and delivery. Restaurants may have limited menus or different operating hours than usual. Browse these resources to find open restaurants across the state:

Jonesboro: [KAIT 8](#)

Little Rock: [LittleRock.com](#)

North Little Rock: [North Little Rock CVB](#)

Northwest Arkansas: [KNWA Fox 24](#)

Statewide: [AY Magazine](#)

ADDITIONAL RESOURCES

Uplift Arkansas

This free resource provides COVID-19 information regarding business and services for Arkansans. Listings include available mental health professionals offering free services to healthcare professionals, a statewide food access map and more.

Deals and Discounts for Healthcare Workers

This list details freebies, deals and discounts from national chains to honor and thank frontline healthcare workers.

Community Mutual Aid - Central Arkansas

GROCERY

For additional grocery options, refer to statewide stores on page 2. Or, for more locally-owned grocery stores, check out resources from the [Arkansas Times](#) and [The Mighty Rib](#).

Catering to You

Local catering business, Catering to You is offering daily, family meal specials. Orders are placed and paid for online. The meals can be picked up curbside at their Little Rock location or delivered between 3-5 p.m. Mon.-Fri. in the Little Rock city limits (delivery fee of \$5 or \$10 depending on the distance). [Click here for online ordering](#).

Edward's Food Giant

Certain locations of Edward's Food Giant are offering online ordering and curbside pick-up. For more info, visit edwardsfoodgiant.com.

The Root Cafe Market

The farm-to-table restaurant is temporarily operating a small market with goods sourced from local farms. For hours and ordering information, visit therootcafe.com.

PHARMACY DELIVERY

Don's Pharmacy in Little Rock

Offering delivery within Little Rock. For more info, call or text 501-225-2222, send a message on RxLocal app, email dons@donsrx.com, or visit donsrx.com/services.

Heartland Pharmacy

Offering free delivery and drive-thru window availability. For more info, visit heartland-rx.com/free-delivery.

Rhea Drug Store

Offering delivery within Little Rock and North Little Rock. For more info, call 501-663-4131 or visit rheadrugstore.com.

ELDER CARE

Right at Home

Provides services 24 hours a day, seven days a week, delivering groceries and other necessities to seniors. Fees are being waived through at least April 15, 2020. For more info, call 501-673-3166 or 501-204-0008.

CareLink (Central Arkansas)

Provides resources, meals and other assistance. For more info, call 501-372-5300.

Caregiver Action Network

The Caregiver Action Network is a non-profit organization providing education, peer support and resources to families and caregivers across the country free of charge.

Area Agency on Aging West Central Arkansas

This private nonprofit charitable organization provides an information and referral service for seniors 60 and older. For more info, call 501-321-2811 or 800-467-2170.

Community Mutual Aid - Northwest Arkansas

GROCERY

For additional grocery options, refer to statewide stores on pages 2-3.

[Stone Mill Bread](#)

For the time being, Stone Mill Bread is operating as a grocery store. Available for purchase: chicken salad, pulled pork, deli meats and cheeses, eggs, butter, soup, flour, rice, organic beans, and bread (varies daily). For information, call 479-571-2295.

[EasyBins Grocery Delivery](#)

Free overnight food and grocery delivery service for Northwest Arkansas.

PHARMACY DELIVERY

[Collier Drug Stores](#)

Offering free delivery all over Northwest Arkansas. Must be approved and accredited to bill DME to insurances. Special paperwork is required from your physician in order to bill your insurance prior to filling any equipment or supplies.

ELDER CARE

[Adult Day NWA](#)

This nonprofit adult day program is dedicated to enriching the lives of participants and providing affordable respite for caregivers. Licensed by the State of Arkansas; ARChoices program. Hours are: 8 a.m.-5 p.m. Mon.-Fri. For questions or a reservation, call Sara at 479-790-1275.

[Area Agency on Aging of Northwest Arkansas](#)

The Area Agency on Aging of Northwest Arkansas will commit financial and human resources to enhance the lives of the Northwest Arkansas senior and elderly community.

Schmieding Center for Senior Health and Education

The Schmieding Center's mission is to improve quality of life for adults in the second half of life with the provision of personalized programs of education, services and healthcare for all stages of aging. Browse the [Caregiver Directory](#) for more information.

[Caregiver Action Network](#)

The Caregiver Action Network is a nonprofit organization providing education, peer support, and resources to family caregivers across the country free of charge.

ADDITIONAL COMMUNITY RESOURCES

Online community groups

Neighbors are helping neighbors through crisis via new online groups:

[Give Back NWA Facebook Group](#)

[Supporting Bella Vista Facebook Group](#)

[Y'allidarity NWA Mutual Aid Facebook Group](#)

Additional resources and opportunities for community aid are being updated frequently on impactnwa.org.

[City of Fayetteville Recycling Services](#)

Fayetteville has ceased curb-side recycling; click the link above for drop-off locations.

Dickson Street Books

While the Dickson Street Bookshop is currently closed, customers can email the store with titles or authors, as well as shipping address and phone number, and have books shipped to your home. For more information: mail@dicksonstreetbooks.com

Childcare Options

If childcare is a challenge for your family during this time, explore the following options.

NORTHWEST ARKANSAS

The Children's Hour Bentonville

Openings in every age room
There is a cost for this service, but no contract required at this time.

For information, call Jennifer at 479-464-4026.

Butterflies and Frogs

Daycare and pre-k ages; now accepting older children and helping with coursework from school
Mon.-Thu. 7:15 a.m.-5:30 p.m., Fri. 7:15 a.m.-3 p.m.
Enrollment fee currently waived

Child Care Aware of NWA

The Child Care Resource and Referral Center is a nonprofit agency serving Northwest Arkansas. If you are having difficulty finding appropriate childcare during this time, especially if you have a child with disabilities or special needs, this organization will help in any way they can.

For information, call 479-899-6374 or 479-841-9500.

Bentonville Public Schools

Emergency Education Program

If there are new openings for childcare, parents in Bentonville Schools will receive a new message and invitation to apply.

LITTLE ROCK

Options in the central Arkansas area are currently limited, but action plans are being considered for additional emergency childcare for essential healthcare workers.

UAMS Childcare Connections

Closed Facebook group managed by UAMS aimed at helping employees connect to independent childcare resources.

Keeping Kids Safe & Healthy At Home

Use the following resources to keep kids engaged, healthy, active, and safe while learning at home.

Get Moving

GoNoodle: Good Energy at Home includes premium content and learning materials, including movement and mindfulness videos, as well as downloadable learning resources and ideas for off-screen activities. Sign up to receive email updates for new ideas, activities, and tools. There's also a Good Energy channel on all GoNoodle home apps ([iOS](#), [Android](#), [AppleTV](#), [Roku](#)) where all the best GoNoodle videos can be used by kids directly.



CATCH Global Foundation has released "Health at Home," a free set of health, nutrition, and physical education materials that require limited space and supervision. Access is quick and easy via Google Classroom. Full details and instructions are available [here](#).

Read, Play and Learn

[All Kids Network - Crafts for Kids](#)

[Arcademics - Arcade + Academics = Fun Learning](#)

[Museum Virtual Tours](#)

[Mystery Science](#)

[National Geographic - Kids](#)

[Scholastic Learn at Home](#)

The OrganWise Guys: Activity books for download [here](#) and access to a demo of their digital platform can be found [here](#). For elementary-aged children.

[Virtual Storytime with Pete the Cat](#)

Virtual Art Class: Mo Willems is livestreaming cartoon and doodle activities, with an activity download for kids to complete after each class.

[Wonderpolis](#)

Babyitting Safety

Safe Sitter: This program offers 2-3 minute [videos](#) featuring common babysitting issues and topics that may be helpful to older children who are babysitting younger siblings.

Leadership: Prepare Without Panic

As leaders it is expected that we guide our employees and team members to make good decisions and help the entire team be successful. COVID-19 has presented many new challenges for the workplace. Share the following practical steps and preparation techniques with your team to help alleviate possible fear and panic.

Be prepared. Explain to your staff that if there is a natural disaster and they had to stay home for several days they would need water, non-perishables, medicine, paper products, hygienic items, etc. In this same way, they may need to stay home due to someone in their household having the virus. This preparation will give a sense of control and being prepared for the possibility of quarantine.

Avoid information overload. Inconsistent information is all over the internet, news outlets and airwaves. Encourage your team to turn to trusted sources to find the most current information, such as the [Centers for Disease Control and Prevention \(CDC\)](#), [World Health Organization \(WHO\)](#), and [National Institutes of Health \(NIH\)](#).

Share prevention procedures. Share with employees the need for washing hands frequently, coughing into their elbow or a tissue, wearing appropriate personal protective equipment, and taking any physical symptoms seriously. Being mindful of prevention procedures is an important way to stay prepared and prevent additional spread.

Prevent panic. With differing opinions and evolving information, it can be difficult to remain calm. Inform employees of the precautions we're taking as an organization, informed by trusted resources like the CDC, WHO, and NIH.

Reduce the stigma. Explain that anyone can contract COVID-19; it does not discriminate. Encourage your team members to be kind and compassionate. Discourage discrimination toward those from another county. Remind everyone we need to help and support each other through these trying times.



If you feel you need more emotional support for yourself or for your family, don't hesitate to call your EAP at 800-624-5544 or visit [ndbh.com](#).

**This is an emerging, rapidly evolving situation.
For the latest information visit [cdc.gov](#).**

Tough Conversations in a Changing Environment

As a leader, you know certain responsibilities are all yours, including delivering valuable information to your team members during this crisis. Some of these updates may be a difficult message or a hard reality for the department you lead. As you communicate with your team, consider these tips from DDI's Interaction Essentials and Key Principles.

Rehearse. In more complex interactions with employees, continue to rehearse using your tools for discussion. Practice—out loud or with a peer—the words that you will use.

Meet personal and practical needs. Communicating virtually with employees reinforces the importance of meeting both the personal and practical needs of your team members. Be ready to address the practical needs of process (What's next) and operational timeline (How long? When will more updates come out? Where do I find information?). Then, address personal needs by leveraging the three key principles below.



Key Communication Principles

SHARE

Share thoughts, feelings, and rationale. (To build trust.)

- Disclose feelings and insights appropriately.
- Offer the “whys” behind a decision, idea, or change.
- Make sure your ideas, opinions, and experiences supplement—not replace—those of others.
- Be honest. Disclosing true feelings builds trusting relationships and can help others see issues in a new light.

“I felt intimidated the first time I worked with the software development team too. They’re all experts, and I was afraid my limited knowledge was going to affect my credibility.”

EMPATHY

Listen and respond with empathy.

- Respond to both facts and feelings.
- Defuse negative emotions.
- Empathize with positive feelings too.

“It must be annoying to think that people are purposely not including your group in the decision-making process.”

SUPPORT

Provide support without removing responsibility. (To build ownership.)

- Help others think and do.
- Be realistic about what you can do and keep your commitments.
- Resist the temptation to take over—keep responsibility where it belongs.

“Have you thought about who else needs to be involved? Would it help if I look at the list of names you’ve pulled together and give you some feedback?”

Tough Conversations in a Changing Environment

Be empathic with your team. This is an exceptionally important time to sustain trust amongst your team. Give them time to mentally process as you are communicating. Verbally share that you see them processing the layers of this information, and you understand their questions.

Share your thoughts and feelings. Remember this key principle is about building trust through self-disclosing. How is this pandemic affecting your friends and family? How are you dealing with the trying times and uncertainty? This is a moment for your employee to see the real you. Share your feelings about your exposure concerns for your own family and how you have chosen to be proactive by washing hands constantly, limiting interaction and practicing social distancing.

Ask what you can do to support. Pose questions like “what do you need from me both practically and personally?” Be realistic with the support you can provide. Use this toolkit to learn more about resources the organization is providing to team members and determine what is available for your team.

Communicate, communicate. If you don't already have a consistent newsletter or e-blast that gets information out regularly and quickly, this may be the time to begin a simple one.



Best Practices for Leading Virtually

1. Understand the benefits. Transitioning your team from an office environment to remote work can seem challenging, but it's also a wonderful opportunity to increase employee engagement. First, research shows that remote workers are happier and feel more valued. Plus, remote workers feel more productive. Yes, remote employees tend to take longer breaks, but they also work 10 minutes more a day, 1.4 more days a month, and 17 more workdays a year than office employees!

2. Be flexible. Employees who have been working in an office environment transition to working remotely, even temporarily, for a number of reasons. This could be because of a disability, the need to care for a sick loved one, or the current pandemic. You shouldn't expect your team to sit at their desks from 8 a.m. to 5 p.m. With meetings and bathroom breaks and team interactions, they don't do that in the office either. Regardless, you should set clear expectations regarding accessibility and communicating availability. Set guidelines for the hours you need employees to be on the clock. If you're offering a modified work schedule while allowing your team to work remotely, let them know. If not, make sure they understand that they are expected to be accessible during normal operating hours. Also, once those parameters are set, don't require them to be available all hours of the day. More than likely, they're going to struggle with maintaining some semblance of work/life balance. Demonstrate compassion while still maintaining expectations for accomplishing objectives.

3. Trust your team. Generally, people want to do a good job. More than likely, if your employees are having to work remotely, they may feel as if they don't have any control over the situation. Now is a great time to enhance their self-esteem and communicate that you believe in their capabilities and value them as team members. Also, empower your employees. Encourage them to use their critical thinking and problem-solving skills. Provide support without removing responsibility.

4. Focus on tasks, not time. Does it matter where your employees sit as long as they complete their projects? Unless you plan to monitor every moment of every day, you have to relinquish some control. Focus on assigning tasks that are appropriate for their job duties that can be accomplished within a reasonable amount of time. Communicate with your team that they are still expected to track their time in the same manner they do on-site, but be less concerned about constantly monitoring hours they work and more concerned about the results.

5. Set clear expectations. It's important to make sure your employees have a clear understanding of their work priorities. Set clear expectations on work hours, prioritizing tasks, and meeting attendance. If you expect them to facilitate or attend a meeting in person rather than remotely, let them know. Help your team develop SMART goals that are specific, measurable, attainable, relevant, and time-bound. If necessary, create to-do lists. Better yet, have employees create them and communicate them to you on a regularly scheduled basis. Also, if possible, provide each employee with a safety checklist that must be completed at regular intervals when working remotely. Safety is always a priority, regardless of where they are working.

6. Manage accountability. Clearly communicate to team members who will be held accountable for what tasks. Agree on a timetable for every project and assignment. Establish specific deadlines to make sure projects are progressing at a good pace. Monitor progress by scheduling regular check-ins. You can also have them email you a progress report at the end of the week providing an overview on what they accomplished. If your team normally works regular office hours and interacts with others during that time, it's reasonable for you to expect them to maintain a presence during the same time frame. Just be sure you are implementing the same standards with your team members who are working remotely as those who are working at the office, and vice versa. Be fair and consistent.

Best Practices for Leading Virtually

7. Plan communication. Set up communication expectations in advance, and try to maintain a regular schedule. If you don't have regularly scheduled team and one-on-one meetings, now is a great time to start! Plan a weekly kick-off meeting with your entire team to touch base with everyone. Employees will have an opportunity to connect with their team members and let them know the status of projects, what they are working on for that week, and what assistance or support they need from other team members. Also, schedule one-on-one check-ins with all team members at least once a week. This gives them an opportunity to ask questions and get individualized feedback.

8. Engage regularly. Give your team as much access to you as possible. Share your calendar and keep it updated, so they can see when you're available. They don't have the opportunity to just walk over to your office, so do what you can to be perceived as accessible. Remote workers can often feel isolated and excluded. Pick up the phone and ask your team members how they're doing and what you can do to support them. Conduct video conference calls where they can express their concerns and you can have some face-to-face contact to help them feel more connected. Emails are great and have their place, but they don't have the same personal touch as face-to-face interactions. Encourage your team to reach out to you through video chat as well.

9. Utilize technology. If you want your team members to engage more during communication, the best way to ensure this is through video-conferencing. During phone calls, employees will often try to multitask, especially during a conference call. Be sure to set them up for success in advance. Utilize system-supported platforms like Microsoft Teams. Connect them to necessary resources and training so they can utilize these tools effectively. Check with IS to make sure they have access to the right files, collaboration tools, and everything else they need to be productive. Also, be sure they understand security measures when utilizing technology off-site, such as accessing, storing, and transmitting confidential data. Encourage the utilization of SharePoint and OneDrive.

10. Offer resources and support. Don't make assumptions. Just because you understand how to use Office 365 doesn't mean your employees do, especially if they haven't needed to before. Ask a member of your IS team or someone in the office who is a pro at using remote collaboration tools such as video-conferencing to host a webinar and invite everyone to attend. Also, model appropriate behavior and responses. If they see that you feel overwhelmed or stressed, they'll be anxious as well. Allow employees to express their concerns and acknowledge their feelings. Listen and respond with empathy. Then try to transition the conversation to something they can control, like the quality of their work.

Leading Effective Virtual Meetings

- 1. Publish your agenda.** Publishing your meeting agenda ahead of time is one of the most important things you can do to help participants prepare for the call. But just as important is making sure the agenda is realistic, time-bound and relevant. A best practice for leaders is to send out a detailed agenda at least 5 business days ahead of time, after gathering topic requests from your team. The agenda document, sent both as an email attachment and included in the meeting request, includes pertinent details that allow everyone to come thoroughly prepared for a productive conversation. Roles are clearly spelled out, along with objectives for each topic, allotted time, and needed preparation. For example, people might be asked to come with questions about a particular topic, status updates, or ideas to share. You may also indicate what form of discussion each topic will take: information-sharing, problem-solving, updates, etc. This way, everyone is ready to dive in at the outset.
- 2. Assign three roles to make your meeting run smoother.** There are three key roles that will help your virtual meetings run smoother. Before each meeting, choose a different participant to take on each role. If you have time, you can also schedule a group call to make sure everyone is in sync. Here are each of the roles and their responsibilities:
 - **The Greeter** logs in at least 5 minutes in advance, welcoming people as they join, making sure all are connected properly, and perhaps most important, asks questions to stimulate conversation as people wait for the meeting to begin.
 - **The Time Manager** uses the detailed agenda to keep topics on track, providing typed or audible alerts when it's almost time to move on.
 - **The Action Manager** contacts people in advance for a status update, using the action list from the previous meeting, and then tracks the status during the current call, summarizes actions verbally at the end and sends an update to the leader afterwards.
- 3. Make two statements at the start of every call.** You will notice a big impact on how well meetings flow when you restate two things at the beginning of each meeting: the meeting objectives and the meeting norms. Include on a couple of slides before each meeting to make them clear.
 - **Meeting Objectives:** Each meeting likely has a different objective, so restating the objective at the start gets everyone thinking on the right track. For example: "The purpose of our call is to improve communication across all business functions and to better understand how we're performing."
 - **Meeting Norms:** As for the meeting norms, restating them holds everyone in the meeting to the same standards and reminds participants of best practices. Rather than read each norm every time, you can choose one or two points to emphasize. Some norms may include:
 - Be on time.
 - Log into the software from your computer, rather than calling in.
 - Unmute yourself before speaking.

Leading Effective Virtual Meetings

- 4. Don't wait for engagement.** If you wait for engagement, you won't get it. The trick is to plan for it. In each agenda design, build in several intentional opportunities for interaction throughout the meeting. For example, include a polling question or two, sometimes simply to keep things lively and other times because you may be looking for some quick responses on a particular topic. Sequence topics and related conversations to ensure a good pace. Pause to ask particular employees to share their perspectives as a way to keep team members engaged and encourage more conversation.
- 5. Make sure everyone is prepared.** Help team members understand what is expected of them before each meeting, whether it's to review a report, prepare a brief presentation, share results, suggest ideas, or ask questions. State expectations clearly in the agenda you send in advance, and contact each topic leader directly to make sure they understand what's needed, allotted time, and the goal of each conversation.
- 6. Provide materials for those who can't attend.** With many internal and external demands, there are going to be times when team members are unable to attend a meeting. Make it easy for employees to catch up by offering follow-up meeting materials, such as:
 - A recording of the meeting, which includes voice and visuals
 - Meeting notes, which are detailed and well-formatted, and include pertinent visuals and an action summary at the endIt's helpful to know ahead of time if someone cannot attend. Either way, it's the responsibility of the absent employee to catch up and be prepared for the next meeting, including reporting on any actions they may have been assigned.

Tools and tips from Nancy Settle-Murphy, author of [Leading Effective Virtual Teams](#) and renowned expert in planning and running engaging virtual meetings

Tools for Leading Remote Teams

We remain committed to developing ourselves and others to meet career and organizational goals, especially in our changing environment. To that end, we have designed a series of micro courses focusing on tools to support you during this time. The continued drive to improve our knowledge and build our skills are vital to our current and future success. The newest version of Arkansas Children's U will reach more Arkansas Children's team members than ever before with content from respected sources, various content delivery options, and a more responsive interface.

You can take each of these courses online, some in less than five minutes, for support around connecting as leaders and team members. These can also be shared with your teams. The courses—organized into “playlists” on the subject of working and leading remotely—can be found here:

- [Working remotely](#)
- [Leading remote teams](#)
- [Working in Microsoft Teams](#)
- [Leading with Microsoft Teams](#)

Additional resources for remote leadership

- [Job aid for interaction essentials](#)
- [Discussion planner template](#)

**Questions or troubleshooting in ACU can be directed to: arkansaschildreusu@archildrens.org.
For help with any of these tools, team members can also reach out to the Culture, Talent,
and Performance Team at AC-Training@archildrens.org.**

COVID-19 Direction

Human resources

- [Attendance Policy](#)
- [Remote Access and Remote Work Assignments Policy](#)
- [Remote Work Guidelines](#)
- [HR Frequently Asked Questions](#)

Patient care protocols and algorithms

- [ACH COVID-19 Neonate Guidelines](#)
- [Angel One: COVID-19 Transport Protocol](#)
- [Guidelines for Management of Patients on Special Respiratory Enhanced Contact](#)
- [Novel Coronavirus Occupational Health Algorithm](#)
- [Novel Coronavirus Screening Pathways - ACH: Ambulatory](#)
- [Novel Coronavirus Screening Pathways - ACH: Direct Admissions](#)
- [Novel Coronavirus Screening Pathways - ACH: Emergency Department](#)
- [Novel Coronavirus Screening Pathways - ACH: Inpatient](#)
- [Novel Coronavirus Screening Pathways - ACH: Perioperative](#)
- [Novel Coronavirus Screening Pathways - ACNW](#)
- [RN Triage Call Algorithm - COVID-19](#)

Patient and staff education

- [Inpatient Flyer - Our Response to COVID-19](#)
- [Screener Guidelines](#)
- [Special Isolation Precaution Sign](#)
- [Symptoms of COVID-19](#)
- [Telehealth Top 10 Tips](#)

Personal protective equipment (PPE)

- [COVID-19 PPE for Healthcare Personnel](#)
- [EVS PPE Conservation](#)
- [PPE Conservation](#)
- [PPE with CAPR Education](#)
- [Sequence for Donning Doffing PPE with CAPR](#)

Additional resources

- Access [Arkansas Children's Intranet](#) or [UAMS Intranet](#) for up-to-date information and resources.
- Visit [Arkansas Children's website](#) for answers to FAQs on COVID-19.
- Our partners at UAMS are offering a free online screening tool available 24/7 at uamshealth.com/healthnow. This link is only accessible outside the Arkansas Children's network.