It's normal for people affected by a pandemic to have a wide range of reactions, but not all will develop long-term problems. Managers should not be in a counseling role with their staff. However, when staff face personal or work challenges related to COVID-19, managers are encouraged to react in ways that promote resilience and emotional healing.

**Communicate Calm, Compassion, and Respect**

through what you do, what you say, and how you say it. Don’t rush; meet them where they are.

**Listen to Concerns, but Maintain Professional Boundaries**

by not pressuring them to share or asking personal questions. Express empathy and concern as professionally appropriate.

**Share Information Openly and Honestly**

without giving false promises or reassurances, like “it will be OK” or “at least things aren’t worse.”

**Help Them Troubleshoot Novel Challenges**

by seeking their input, helping them prioritize and focus on what’s in their control, and using their skills.

**Refer to Services & Supports as Appropriate**

that are tailored to what they say that they need. As much as possible, do not mandate that they seek services.

**Offer Short-Term Ways to Manage Strong Emotions**

like grounding or deep breathing, if emotions interfere with patient care.