REVIEW ARTICLE

ENSURING EMOTIONAL FITNESS OF HEALTHCARE WORKERS THROUGH EMPLOYEE CHAMPION ROLE OF HUMAN RESOURCE MANAGEMENT

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ABSTRACT

BACKGROUND

With the outbreak of COVID-19 the emotional health problems of healthcare workers have been further aggravated. If now left unaddressed this can lead to distress as well affect their effectiveness at work. It becomes essential to look at those specific emotional needs of healthcare workers, enabling them experience emotional well –being at different levels.

OBJECTIVE

This study examines the Human Resource (HR) Champion approach in combating the emotional health problems of healthcare workers. The objectives of the study included identifying the different emotional needs of Health care workers, mapping the various Human Resource Champion roles towards each of the identified emotional needs of workers and the different levels of emotional well-being. The study further looks at the feasibility/availability of the various identified employee champion roles in healthcare.

METHODS

Based on a mini review the purpose of the paper is to create a unique synthesis and proposal for utility of healthcare organizations The exploration included terms of search in combination and in particular related to emotional fitness of healthcare workers, COVID-19, HR role in managing employee stress, workplace stress, employee champion and HR champion. The potential chances of subjectivity in selection of the papers cannot be overlooked though the various databases used for review include Google Scholar, Web of Science, Semantic Scholar which provides the most cited work

RESULTS

The study reports a negative influence of pandemic on HCW's mental health. The identified needs of healthcare workers during the pandemic include caring, protecting, hearing, preparing and supporting them. The identified needs have been mapped towards the various HR champions i.e., physical, social, financial, emotional, work-life integration and meaning in work champion. The various practices that were available and were considered feasible have also been evaluated. The fulfillment of the specific emotional needs of HCW's can lead to emotional well- being at different levels including essentials, belonging, purpose and flourishing. But the fact remains that many of the champion roles are way far from being implemented in healthcare due to the nature of work and to an extent attitude of the management.

CONCLUSIONS

The findings of the study reveal that different employee champions can nurture the specific emotional needs of healthcare workers thereby leading to fulfillment of their emotional well-being at different levels. Some champion roles

are more visible (physical and financial champions) as compared to work-life integration, social, emotional, meaning in work champions in healthcare organizations.

LIMITATIONS

The potential chances of subjectivity in selection of papers cannot be overlooked though the study made use of Semantic Scholar, Google Scholar, Web of Science which provides the most cited work. Since the core purpose of this paper is to provide a unique synthesis and proposal of value to healthcare workers, this mini review has its use in contribution towards a conceptual model that can be subject to empirical attestations in future research to further establish the role of different HR champions towards the increased emotional well-being of Healthcare workers at the workplace.

KEYWORDS

healthcare workers; emotional well-being; mental health; pandemic; COVID-19; healthcare; employee champion; human resource management; stress

INTRODUCTION

STRESS OF HEALTHCARE WORKERS DURING PANDEMIC

In spite of exhaustion, personal risk of infection, fear of transmission of infection to family members, sickness or demise of colleagues and friends and loss of numerous patients, health-care workers have constantly provided services. However, their ability to cope has also been affected by many additional and at times unavoidable factors of stress including long shifts combined with unprecedented population, anxiety, restrictions including self-isolation. [41]

Healthcare workers are prone to depression, anxiety, burnout, moral distress, insomnia and post-traumatic stress disorder as they are impacted by severe burnout syndrome under unusual working conditions with as many as 33% in the category of critical care nurses and 45% in the group of critical care physicians. [45] Chronic stress affects healthcare workers after the eruption of the acute respiratory syndrome in 2003 was reported to last for months to years.[40] It has been reported in a Chinese study that the healthcare workers treating patients with COVID-19 experienced high rates of distress (72%), anxiety (45%), depression (50%) and insomnia (34%).[33] Studies conducted in France and Italy reported that staff working directly with COVID-19 patients, being female, working as a nurse and younger age are prone to experience high burnout, risk factors for contrary psychological outcomes, post-traumatic stress disorders and depressive symptoms. [13, 7] With 40% of physicians having reported burn-out and almost 74% of physicians surveyed conveying symptoms of burn-out as compared to 25% of the general workforce, it has been demonstrated through multiple studies that the licensed healthcare providers have rates of depression nearly three times the national average. [28, 57, 31] while the major contributors being unparalleled levels of daily stress, exposure to trauma and extremely long hours of working. [52]

Working in an environment that is highly demanding and strained, healthcare workers are experiencing poor quality of life and psychosocial risk factors. [6] The most important psychosocial risk factors for nurses identified during COVID-19 in city of Ahvaz, Iran included stress, work-family conflict, emotional needs, job dissatisfaction and burnout [46] which are strong risk factors to poor health, work related outcomes, burnout and job dissatisfaction. [23]

The above studies and a review of available literature reveal the main stress related issues of health care professionals as anxiety, stress, insomnia, depression, fatigue and burnout which have further been aggravated in the pandemic due to physical exhaustion and emotional strain, shortages of personal equipment's, providing care to co-workers, concerns about transmitting infection to families, assuming new and unfamiliar clinical roles and shortages of ventilators. [48]

The work-related psychological distress, burnout and anxiety are unavoidable occupational health issues especially during a pandemic. [12] Burnout experienced as an outcome of poor quality of life, poor physical and psychological health among healthcare workers not only affected their job satisfaction but their general well-being as well. Hence hospital management should initiate health facilities that essentially improve the working conditions thereby reducing job stress and in turn, reducing burnout at

work thereby improving the well-being of healthcare workers. [6] Moreover, mental problems have been a major issue for the healthcare workers especially during the pandemic and hence a timely intervention that addressees these mental problems are vital. [24]

This paper aims at addressing the commonality of the psychological distress experienced amongst the healthcare professionals through employee champion role of human resources (HR) thereby ensuring different levels of emotional well- being. The study attempts to determine the needs of healthcare workers (HCW) during the pandemic; align the different roles of employee champion to the needs of HCW; mapping the fulfilled needs to the different levels of emotional well- being of HCW. As HR champions can cater towards systems that facilitate not only the mental health needs of employees but also increase their efficiency at work. [8]

THEORETICAL BACKGROUND

EMPLOYEE CHAMPION ROLE OF HUMAN RESOURCES

The workplace plays a major role on the well-being of employees, but at the same time it can also be used as an ideal setting to promote health [16] - both physical and mental health. In order to build a well-being support system, management or HR can develop the organizational context which cater both to organizational and individual factors [14, 59] which in turn, can be driven by pro-health ideologies, valued leadership, safe screening and assessment mechanisms. [5]

It has been found that organizations committed to employee well-being and a work unit well-being champion are better providers of employee satisfaction, employee engagement, and personal well-being which in turn contribute towards a promising perception of the organization.[62] An organization that is associated with intensely supportive benefits at multilevel, towards a robust well-being champion program can have an overwhelming impact on the psychological, physical and social well-being of personnel. By embracing and emphasizing employee welfare HR can become true "employee champions" and can work towards enhanced employee well-being. [60, 61].

A Workplace Champion Program that has been well defined is found in philosophies of behavior change and finds its base in social cognitive theory as research has established the significance of social networks and peer support for individual behavior. [62]

The well-being champion model as depicted in Table 1, focuses on six pillars of well-being including social, work-life integration, physical, emotional, financial and meaning in work which has been proved beneficial at the Mayo Clinic (USA) and have been delivered by expert driven, evidence-based programs and employee champions including supervisors [15,62].

TABLE 1: EMPLOYEE CHAMPION ROLES OF HUMAN RESOURCE MANAGEMENT

Roles of Employee Champion	Description
Social	Building on a sense of connection, belongingness, and inclusion everywhere.
Physical	Learning, engaging, and maintaining behaviours towards physical health that facilitates attaining best health and energy
Emotional	Cultivating positive feelings and reactions that help towards fulfilment and meaning in all spheres of one's life
Financial	Availability of resources those are financially comfortable and stable now as well as in the future.
Work-life integration	Creating a sense of harmony and balance in both personal and professional realms
Meaning in work	Finding a deeper awareness on purpose and meaning in work while getting support with on-going self-discovery.

Source:: [63 p.108]

The overall success, understanding and awareness of an employee health and wellness program can be ensured by the management through a well-being champion that is employee–led.[19]

The measures implemented need to be matched to the problems they are intended to address, which would imply a high measure-to--challenge communication at the operational-level workplace interventions aimed towards improved employees' health efforts and working conditions.[2]

Well-being Champions, hospital management departments and psychological experts can collaborate to implement different interventions that addresses problems of depression which has been on a rise after the pandemic. [42] They can provide the critical peer support needed to maintain and improve healthy behaviors among coworkers [25] as they may have a better understanding and knowledge of personal challenges, workplace, health/wellness problems and apprehensions and organizational concerns that are most central to the employees and their families and colleagues.[20]

With a readiness towards educating and supporting their colleagues and investing in their own wellness, the wellness champions are potential agents of change [9, 32, 36, 63]. A wellness champion in the healthcare workforce can communicate health-wellness activities and resources as well as motivate their colleagues to contribute to the wellness opportunities.

Rather than embracing the "best practice" approach (or "one size fits all") [27, 38HR managers should deliver the tailored "best fit" strategies of HR that are aligned to organizational goals. In the current context HR champion roles can be tailored best fit in accordance with the healthcare through a wellness champion program, while the common thread being the need for "good practice" in human resource management (HRM) is appreciated, while good practice may or may not often be a common practice.

MATERIALS AND METHODS

Based on a mini review designed to address the research goals mentioned in the previous section this paper aims to create a unique synthesis and proposal for utility of healthcare organizations. While reporting the maximum relevant findings mini reviews condense the most significant concepts related to a topic.[21] The study is based on research papers available in Web of Science, Google Scholar, PubMed, Semantic Scholar on HR champions and the emotional distress of healthcare workers, especially during the current pandemic. The search terms include in particular and in combination were - employee champion; HR champion; workplace stress; emotional fitness of healthcare workers; emotional distress; healthcare workers, COVID-19; pandemic; emotional well-being of healthcare workers.

Articles that have been cited have been included in the study, as scholarly associations in available publications are shaped when one work cites another.[4] Since the number of studies on emotional fitness and well-being of healthcare workers were limited, the studies on HR strategies and psychological studies on combating stress also formed a part of the review. Moreover, reports that specifically dealt with the emotional distress of health care workers were also included in the study.

Enabling meaning in the data and themes becomes evident initially in the review process through routine piloting of large systematic reviews and in turn adds on to the efficiency and validity of the review. Hence a study that looks at a review of 20 or more included studies can use a purposive sampling method to include up to 10 papers from the pool of comprised trials. [37]. The researcher took up a routine pilot of a sample of 10 papers all through to the stage of evidence synthesis from the included trials of 35 papers. This was done to judge the potential of the extracted data to answer the review questions at an early stage. The data extracted from the sample papers were processed up to the synthesis stage before going ahead with the full review.

Understanding from the stage of pilot synthesis helped the researcher to adapt measures in the data extraction form, as only information that was targeted at employee wellness and the current distress of healthcare workers as well as strategies that could be integrated towards HR Championing role were included in the study. Insights from pilot synthesis enable modifications that ensure the most useful information to be extracted from the lot of available papers in a single phase without having to revisit each paper at the later stage. [44]

The researcher initially identified the needs of the HCW's

during the pandemic and later arrived at the different roles of Employee Champion (EC). The different needs of HCW's were then aligned with each of the identified EC roles. The needs and the aligned EC roles were further mapped to the different levels of emotional fitness of HCW's. The feasibility/ opinion on the EC roles within the context of health care was undertaken using a one- to- one interview) with a sample of 20 healthcare workers including nurses, frontline workers and HR and administrative staffs to understand the feasibility and the extent to which these champion roles were evident in the health care.

A total of 32 articles were selected through initial screening, of which 3 were reports, 20 were original research articles, 2 were correspondence articles/commentaries, 5 were review articles and 2 were ideas/viewpoints.

EMOTIONAL FITNESS LEVELS OF HEALTHCARE WORKERS

Emotional fitness is the ability to build in emotional strength, flexibility and endurance while being able to meet one's needs including the basic essentials of cultivating a sense of purpose, securing a sense of belonging as well as finding prospects to flourish (Aon, Empower results, 2020). Table 2 summarizes the different levels of emotional fitness and well-being of employees.

TABLE 2: LEVELS OF EMOTIONAL FITNESS/WELL –BEING

Well- being levels	Meaning
Essentials	When an individual is able to fare with finances in order to meet the expense of food, shelter, clothing and emergencies. Is able to have physical activity, healthy sleep, social interaction, safe working and living environment, positive work relationships, job security and job satisfaction.
Belonging	The emotion of being recognized and valued for one's work as well being accepted. It also reflects one's degree of loyalty towards the company.
Purpose	It indicates how good an individual feels about himself as well the extent to which they are rewarded and recognized for the job they do. It gets reflected in the confidence they have in themselves.
Flourishing	A sense of fulfilment and satisfaction derived from the job and is reflected not only in behaviours including helping others and involving in community activities but as well in the pursuit of personal development and growth.

Source: adapted from Reith and Kuehl et al. [51,39]

FINDINGS

ADDRESSING THE CONCERNS OF HEALTHCARE WORKERS THROUGH THE CHAMPION ROLES OF HR

The various EC roles of HR can address the shared aims of the needs of psychologically distressed healthcare professionals which in turn can contribute to their emotional well- being. The needs of the healthcare workers during the pandemic include Hear me; protect me; prepare me; care for me; support me [56] can be aligned to the various HR champion roles. [63] The commonalities of the needs of

Certain key functions that include linkage to medical resources and care; emotional and social provisions to encourage disease management behaviors; backing designed to withstand health behavior change; as well as coping with negative emotions are integral to the role of a wellness champion. [9, 32, 63, 3] This in turn, can ensure a sense of belonging, creating a purpose, meeting their essential needs and exploring opportunities for employees to flourish in health care.

HCW can be further mapped towards the state of emotional well-being of healthcare workers as depicted in table 3

Table 3 summarizes the concerns, needs and apprehensions of HCW's through feedback and input channels during the pandemic, which have been mapped to the required HR support that needs to be ensured through the various champion roles which in turn can contribute to the different levels of emotional well-being. Table 4 also records the opinion/ feasibility of the identified EC strategies by the HCWs.

TABLE 3: MAPPING EMPLOYEE CHAMPION ROLE TOWARDS HEALTHCARE WORKERS NEEDS AND EMOTIONAL WELL-BEING
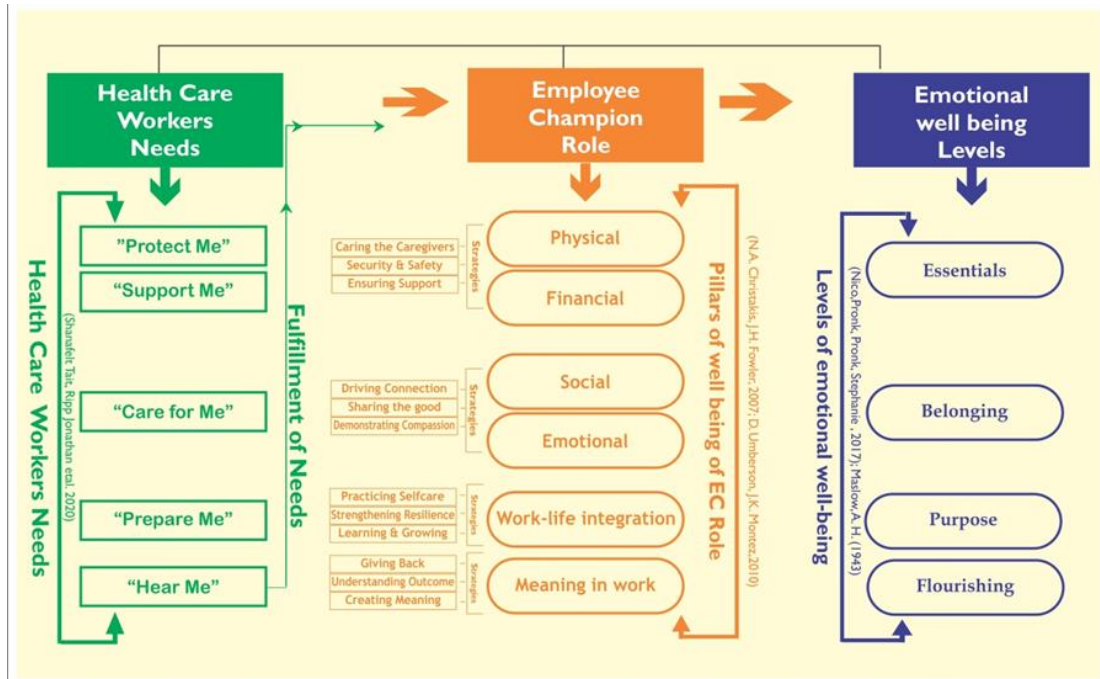
Source: [56, 15, 62, 50, 39].

Proposing in lines of a strategy which is high reach that enhances employee participation in the broader wellness programs, the well-being programs initiated by Employee champions can be beneficial as they foster a culture of wellness and health at workplace thereby impacting positively the workplace healthy living behaviors.[47] Here measures that ensure security and safety; care; support; driving connections; compassion; self-care; learning and growing; understanding impact of their jobs; and creating meaning in their work has to be made available [1] This can be ensured by making appropriate provisions of resources including quick access to occupational health and expert testing, follow-ups, fostering wellness programs, providing peer support, improving and maintaining healthy and supportive behavior amongst co-workers, and nurturing a culture towards instituting the significance of emotional well-being of the HCWs. Within the context of an organization, the potential benefits of interventions that involve support from peers including well-being champions are boundless [36]

Interventions aimed to improve mental health in the workplace are effective when objective methods are made use of as these approaches are participative. Here the employees are encouraged to be a part of the support mechanisms with co-workers and groups for participation at both employer and employee level. [18,34] Modified roles of EC that foster participatory approaches by strengthening the feedback loops between organization and individuals as well the collective systemic methods that address the specific needs of HCW can lead to different levels of their emotional well-being. Collective 'systemic' methods that look at interventions both at individual and organizational level and involve methods of 'primary prevention', e.g., by sustaining individual wellbeing and nurturing healthy organizations and methods of "secondary prevention", e.g., improved working around managing risks or reducing stressors tend to work better than those single objective methods for sustainability. [35, 55, 22].

Concerns	Needs	Apprehensions	HR support	Champion Role	Reasoning	Feasibility/ opinion
"Protect Me"	Ease out the threat of health care professionals being infected or transmitting infections to family members	Bothered about taking infection home to family members; availability and access to the personal protective equipment; unavailability of prompt access to tests through occupational health, if need be.	Provision of resources so as to avoid carrying infection home; access to the required personal protective equipment as well quick access to occupational health with expert testing and follow- up if symptoms exist.	Physical Champion (PC) and Financial Champion(FC) Caring the Caregivers: Ensuring an environment that provides tutoring, maternal health, back-up-care and vendors for eldercare and child care; Ensuring flexibility while sensitizing the team to be flexible thereby allowing employees fix the boundaries they need; promptly reaching out to employees by identifying their emergent needs. Security and Safety: Ensuring listing the assistance/local means or resources available for employees towards their basic needs including safety, shelter and food; Clear communication to ensure psychological and physical protocol based on roles and industry.	Job demands that include high workloads and emotional demands from employees can lead to reduced well –being of employee health.[54] Employee champions are high reach strategy towards ensuring employee participation in broader wellness programs towards specific needs of the organization [25] Job resources or the aspects of the job can facilitate towards employees' work goals as well buffer the negative aspects of well-being that arise out of job demands. [54].	There was mixed opinion of HCW's on the HR support as many felt that the hospital administration took care while an equal number of them felt that they have not been extended enough provisions. Security and safety needs were rated as most feasible and were practiced to quite an extent except for the clear communication which could not be ensured at all times. Less feasible/ available PC and FC strategies: Support services including strategies that prepare employees as to what is ahead; internal resources that cater and support the mental health of employees; psychological first aid on a virtual platform
"Support Me"	Support system that empathizes and understands limitations of individuals during times of uncertainty, long work hours and extreme exposure to critical and ill patients.	Requirement of support at both family and personal level looking into the demands and increased work hours. Ensuring facilities including support services for physical needs, hydration and healthy meals while	A support system that ensures emotional and psychological first aid on a virtual platform through webinars which are delivered directly to each unit especially on topics that deal with practicing self – care, dealing with insomnia and anxiety, dealing with moral distress and	Providing Support: Collecting, recognizing and analyzing all available internal resources towards supporting the mental health of employees and ensuring easy access to contact information; A policy that supports the behavioral wellness partners and the health plan to prepare the employees as to what is going to come, be it the risk of grief, violence, bereavement, anxiety and uncertainty; effective		Feasible/ available PC and FC strategies: communication and clear instructions, environment that fosters maternal health, back-up- care and vendors for eldercare and childcare (to an extent); flexibility at the team level towards fixing the boundaries they need(limited); medical treatment support; transportation and food support.

		at work, Transportation assistance to sleep deprived workers, housing facilities for those who are on rapid shifts and those who stay far from the hospital vicinity and childcare support services	supporting one another and providing individual support for those undergoing greater distress	communication towards the coverage costs related to COVID - 19.		
"Care for Me"	Ensure a holistic support for the person and his/her family in case they need to be quarantined	Uncertain whether the individual will be taken care of by the organization. An uncertainty as to if the health care professional develops an infection will the organization extend support.	Ensure housing support for people who are not staying with their families; support for physical needs including childcare food etc.; paid time off in case of quarantine and ensure emotional support.	Social Champion(SC) and Emotional Champion (EC) Driving Connections; Sharing the good Inspiring individuals at workplace to pick a workplace buddy with whom they can attach and connect on a day-to-day basis; increasing opportunities for camaraderie and social connection through virtual coffee, happy hours and online meetings; Training champions to recognize employees who stay unaccompanied and require extra support and hand holding. Demonstrating Empathy and Compassion: Trying to feature the CEO sharing their consistent updates, experiences and stories of connecting and adjusting to normalize, humanize and reassure emotions and feelings; encouraging leaders to be available as well involve in genuine conversations with individuals and teams probing	Employees are motivated by not only maintaining of existing resources but also new resources, as loosing resources would mean leading to experiencing high levels of stress [26]. A HRM system that is strong ensures that employee experience high level of consensus, consistency and distinctiveness in the HRM [10].	The HCW's felt that HR support services for 'Caring 'were available by relying on each other and asking for help when need be within the work group, while child care support and housing support may be further improved upon. Less feasible/ not available SC and EC strategies: Efforts towards ensuring contact information in case of assistance (for mental health); health plan towards preparing employees as to what is going to come, efforts towards driving connections. Not Feasible SC and EC strategies: Practices towards inspiring employees to pick a workplace buddy; social connections through virtual coffee and happy hours: demonstrating empathy and compassion through consistent updates; sharing experiences and stories by the director or top

				how they are doing and what they need.		management; stories of connecting and adjusting to normalize and reassure emotions and feelings by the leaders.
"Prepare Me"	Ensure support and training that facilitate high-quality care to patients	Worried whether one shall be able to offer proficient medicinal care/ nursing/if positioned to new area (As all nurses for e.g., may be required to be intensive care unit nurses). Moreover, the rapid change in the communication/ information challenge is again bothersome	Provide quick support and training for the basic essential knowledge and skill and allow adequate access and backup to specialists. Unambiguous and clear communications at all times and rapid trainings to support the basic critical knowledge base followed by the required access as well backup to experts.	Work –Life Integration Champion Role(WLI champion) Learning & Growing; Strengthening Resilience; Practicing self -care Ensuring learning and growing at both personal and professional level of employees; facilitating mentorships; efforts to connect with others in the workplace, industry certifications; allowing time for reinvention and innovation ;can help bring in business opportunities and initiate professional growth opportunities. Initiating activities to ensure connecting job tasks to the influence it has on the world. (It can be ensured by sharing patient success stories that let the employees know how their jobs are creating an impact). Flourishing at personal level through: Encouraging employees to make use of additional time they might have from shelter in place for connecting and with old friend; bonding with family; daily walks or starting a book club etc.	The HR practices have been interpreted based on resources available at work and the demands of work [29, 49,30] which can exist at different levels, including the kind of social relations like getting support from coworkers; job security at organizational level; clarity in the job role at the job level; autonomy in work at the task level [54]. Employee champions not only invest in themselves but also are a great support to their co-workers as they educate and support them [36].	There was a mixed opinion on this aspect with equal number of HCW's making use of the support for training and communication, and the same number of HCW's grading this strategy as not feasible. Feasible/ available WLI champion strategies : Focus by management to a great extent on ensuring learning and growing at professional level; availability of expertise in areas including critical care and infection control; emergency medicine and emotional health; facilities including support services for physical needs, hydration and healthy meals. Less feasible/ not available WLI champion strategies: provisions for encouraging industry certifications; allowing time for reinvention and innovation; helping bring about business opportunities; initiating professional growth opportunities.

| "Hear Me" | Attend to and act on healthcare professionals' proficiency and frontline understanding. Look into their apprehensions to an extent that leaders and management are capable. | Uncertain as to whether leaders are recognizing the most bothering problem of the frontline health care professionals; whether the local physician expertise in areas including critical care, infection control, emergency medicine and emotional health are being made use of in order to progress towards organization-specific responses? | Ensuring opinions of the Healthcare workers are a part of the decision-making practice by creating feedback and input channels through: Suggestion Box; Emails; Leader interactions; listening groups; visits by leaders | Meaning In Work Champion (MIW champion) Giving Back; Creating Meaning; Understanding Impact Creating a vision testimonial of how the organization has been contributing completely and supporting through the pandemic. Encouraging employees to talk one-on-one while reflecting on ways and areas which they made a change during the week can further create meaning; charitable donations can be made through employee participation including community giving or healthy habits or through activities like mask-making, run mileage/weekly walk, food shelf donation etc. | A strong HRM systems ensures that employees experience high consensus, distinctiveness, and consistency in the HRM systems.[10] The various domains of well - being that include team building, volunteerism, physical activity, stress management, social interaction new experiences and financial well-being for the work group are promoted by the HR champions. [63] | Inputs are generally ensured through visits by leaders/ supervisors and leader interactions at work. Suggestion box and mails are generally not used and were rated not very feasible. Not Feasible/ not Available MIW champion strategies: Creating meaning at work and understanding impact was considered less feasible by HCW's. There were no provisions for: sharing patient success stories; community participation; leveraging organization social media sites to share the feelings of gratitude; sharing success stories to let employees know how their job is creating an impact; Testimonials of how the organization has been contributing and supporting during the pandemic; encouraging employees to talking one-on-one ; staying active, eating healthy for energy, getting good sleep, ensuring a schedule that is regular inclusive of breaks as well prioritizing personal hygiene); Support at both family and personal level looking into the demands and increased work hours and closure of day-cares and schools. |

Source: Ref: [1, 56]

The one –to –one interview with a random sample of 20 HCW's which included nurses, frontline workers, HR and administrative staffs from both government and private hospitals revealed that the feasibility of some of the champion roles of HR were less and there remains a need for specific initiatives that typically look at meaning in work; social and emotional support; work- life integration of HCWs. Though within physical and financial needs there were few practices that have been taken up to some extent during the pandemic. Over time there are examples and cases that have been described specific to the organization, although there is no agreed upon standard that has been established in health care with regard to the responsibilities of a wellness champion.[9, 32 , 63, 3] The findings reveal that the champion roles of HR have not really been practiced to a great extent both due to the nature of work and to an extent approach of the hospital management.

In an organizational setting the workplace environment highly influences the emotional fitness of the individual workers and the work force as a whole when considered as a population. [50,51] In this context, a direct supervisor agreement form that ensures the direct supervisor support and support of top leadership including Human resource managers who look at the organizational support becomes critical. A program that is well designed with means that covers all six aspects of well-being of HCWs while giving champions the autonomy to encourage programs of personal interest and the work group can facilitate emotional well-being at workplace.

Within particular workplace settings, the role of HR champion can be encouraged through meetings with the team leaders and in- charge supervisors for the preliminary development and planning which contribute towards the internal leadership and initiatives that lead to positive mental health. The potential of champions to create an impact depends on their current (paid job) roles, the work settings, motivation and skills. [53]

HR can make use of metrics to track and measure the increase in wellness programs/events by measuring program involvement rates, the overall effect and/or tracked by facility or location thereby mapping it towards the impact on emotional fitness levels of HCW's. Satisfaction of employees with precise aspects of the program that might be affected by the wellness champions; shifting some of the traditional rules and a culture assessment thereof can be made use of. [19]

Ascertaining the champion role of HR in healthcare sector can contribute towards nurturing the emotional needs of the Healthcare workers. The set of scales between roles and positions can vary within and between hospitals. Terms used can also be different between hospitals with 'workplace health champions', HR champions and wellness champions, all being used. With individuals articulated as activators and facilitators without recognizing that they are champions.

DISCUSSION

Increased social connections within the team, mostly through one-on-one dialogues, guarding against feelings of demoralization and isolation thereby creating space for people to speak up and share their thoughts [58] can create a sense of belonging, help drive connections, demonstrate empathy and compassion. Well-being champions tend to play the role of positive influencers within the work setting. A well-being champion coupled with a comprehensive employee well-being strategy at workplace leads to better and favorable perception of the organization. [63] In order to facilitate employee engagement in the workplace champion wellness program, there must be proper support of wellness champions by managers [43] and hospital administrators within the healthcare settings. Payback, asset out by employees towards an employee champion, include better sense of provision and support for attaining a healthy lifestyle, rise in consciousness of wellness prospects and better perceived wellness and health. [63]

The different employee champions: physical, financial, social, emotional, meaning in work and work-life integration champions [15,62] need to be further evolved and worked upon in the healthcare so as to fulfill   the various needs of the HCW which include: "Protecting, supporting, caring, preparing and hearing them. [56 This in turn can lead to HCW's experiencing different levels of emotional fitness or mental well-being which basically exists at four levels i.e., essential, belonging, purpose and flourishing. [1]

While ensuring and defining the different employee champions and their roles, the healthcare environment can nurture the emotional needs of their workers, thereby contributing to the fulfillment of emotional well-being at different levels and therefore allowing them to flourish and revitalize in the workplace setting.

CONCLUSION AND FUTURE RESEARCH

The purpose of the paper is to suggest avenues for actions for HR managers from a perspective of an employee champion role towards enhancing the emotional well-being of HCWs. The apprehensions and concerns of HCWs - 'Hear me', 'Care for me', support me' 'protect me' and 'prepare me' [56] can be best addressed through the employee champion roles of HR. The six pillars of well-being champions i.e., social, work-life integration emotional, physical, financial and meaning in work has proved to be beneficial [15,62], which in turn, can contribute to different levels of emotional well-being: belonging, essentials, flourishing and purpose of HCW.[1]

The study also reveals that there are certain champion roles that are more visible (physical and financial champions) as compared to Work-life Integration, Social, Emotional, Meaning in Work champions in healthcare organizations. HCWs opined that the nature of work, and to an extent the management approach, make strategies that revolve around social interactions at workplace, emotional wellness and integrating work-life balance less feasible. But yes, given options, the higher end strategies shall make the employees more happy and satisfied as activities that foster employee comfort can be valuable for employees both in terms of relationship and happiness forms of well - being as well as the performance of the organization. [30]

Not many articles have examined the emotional well-being of healthcare workers from a HR perspective. The paper supports to expand the possibility of research on emotional well-being of health care workers from the champion perspective of HR as well it provides insights for HR practitioners and top management towards meeting the well-being needs of the HCWs.

The contribution however should be reflected in light of certain limitations. Though the work has been based on a review of various databases which provides the most cited work (including Semantic Scholar, Web of Science, Google Scholar) one cannot overlook the potential chances of subjectivity in selection of papers. Since the main purpose of this paper is to provide meaningful information to both management and HR managers from the perspective of improving emotional well-being of healthcare workers through HR Champions, this review can find its contribution to a conceptual model that builds on to HR Champions Roles in the healthcare. This can be subject to empirical

attestations in future research to further establish the role of different HR champion towards increased emotional well-being of healthcare workers. Moreover, the survey which had one-to-one interview with HCW's on the different employee champion roles was confined to a small group of healthcare employees and hence a rigorous study that looks at the dynamism and importance of the various champions in the healthcare sector should be undertaken. An empirical attestation that looks at the different employee champion roles in order of their feasibility in both government and private hospitals can be explored.

This article contributes towards well-structured and well condensed information obtained from a mini review. Future research can look at a quantitative analysis as well as the level of impact of different HR champions on HCWs emotional well –being. Even more future research can look at studies that confirm the causal relationship of EC role on the mental health of HCW's keeping in account the moderating factors including the marital status, years of experience, physical health of the individual, organization size etc which have not been explored in the paper.

ABBREVIATIONS

HCW- Healthcare workers

HR- Human Resources

EC- Employee champion

PC- Physical Champion

FC- Financial Champion

SC –Social Champion

WLI champion- Work Life Integration Champion

MIW champion- Meaning in Work Champion

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