



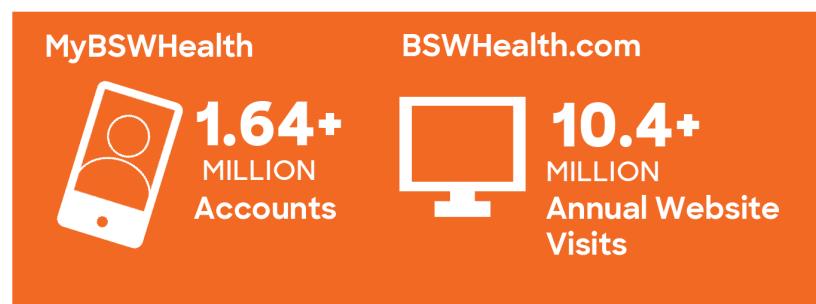
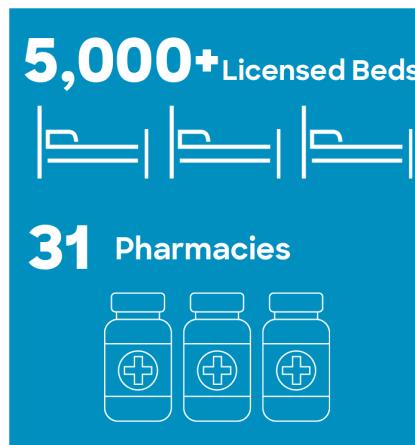
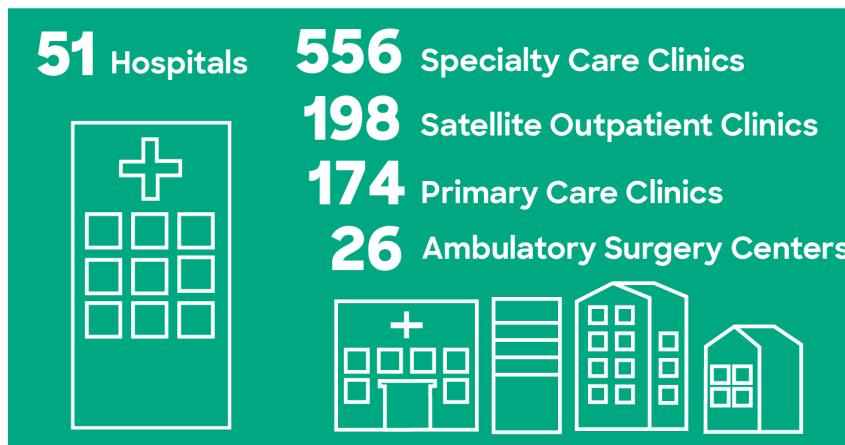
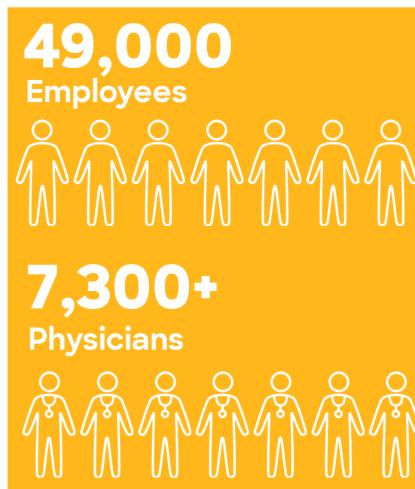
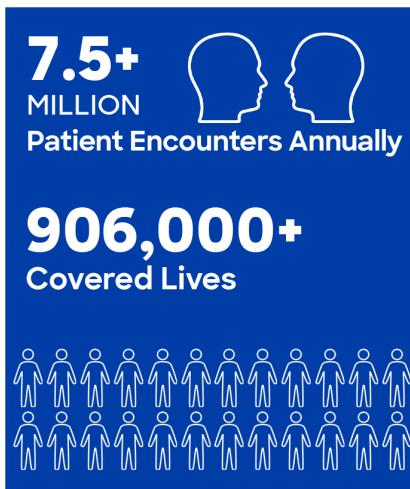
## Leadership of a Healthcare System During a Pandemic

Alex Arroliga, MD  
Chief Medical Officer  
Baylor Scott & White Health

Janice Walker, DHA, MBA-HCM, BSN, RN, NEA-BC  
Chief Nursing Executive  
Baylor Scott & White Health

**Changing Healthcare For The Better™**

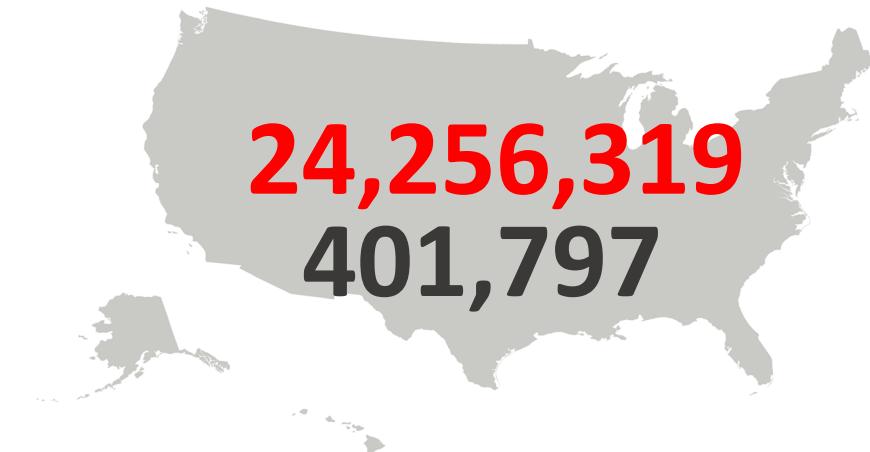
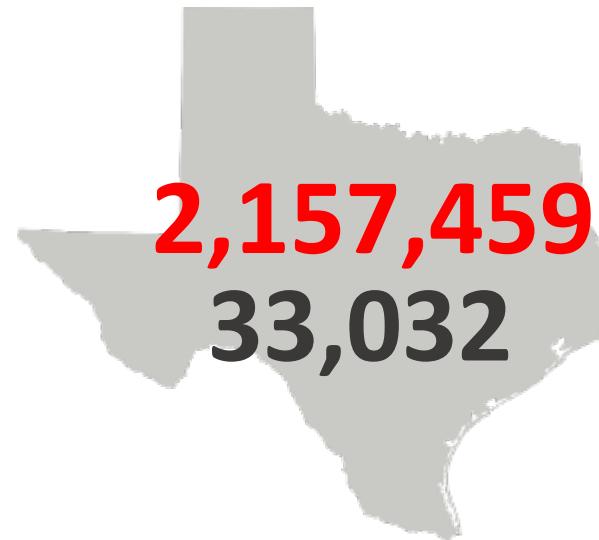
# Baylor Scott & White Health



Information for hospitals, specialty care clinics, primary care clinics, MyBSWHealth and BSWHealth.com is as of 1/1/2021. All other information is as of 6/30/2020 except community benefit, which is 6/30/2019.



# Current Landscape



COVID Inpatients

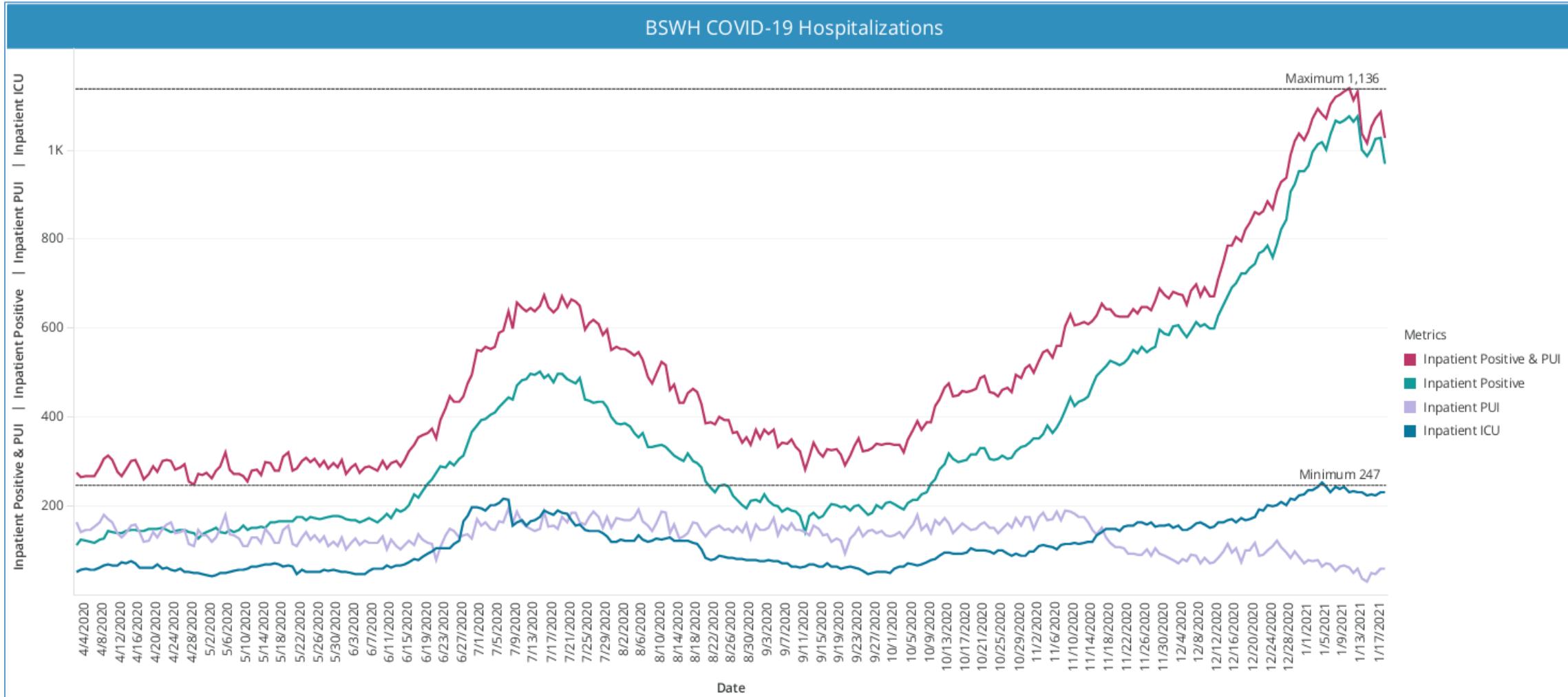


Inpatient Positive & PUI  
1,084  
Previous Week: 1,136

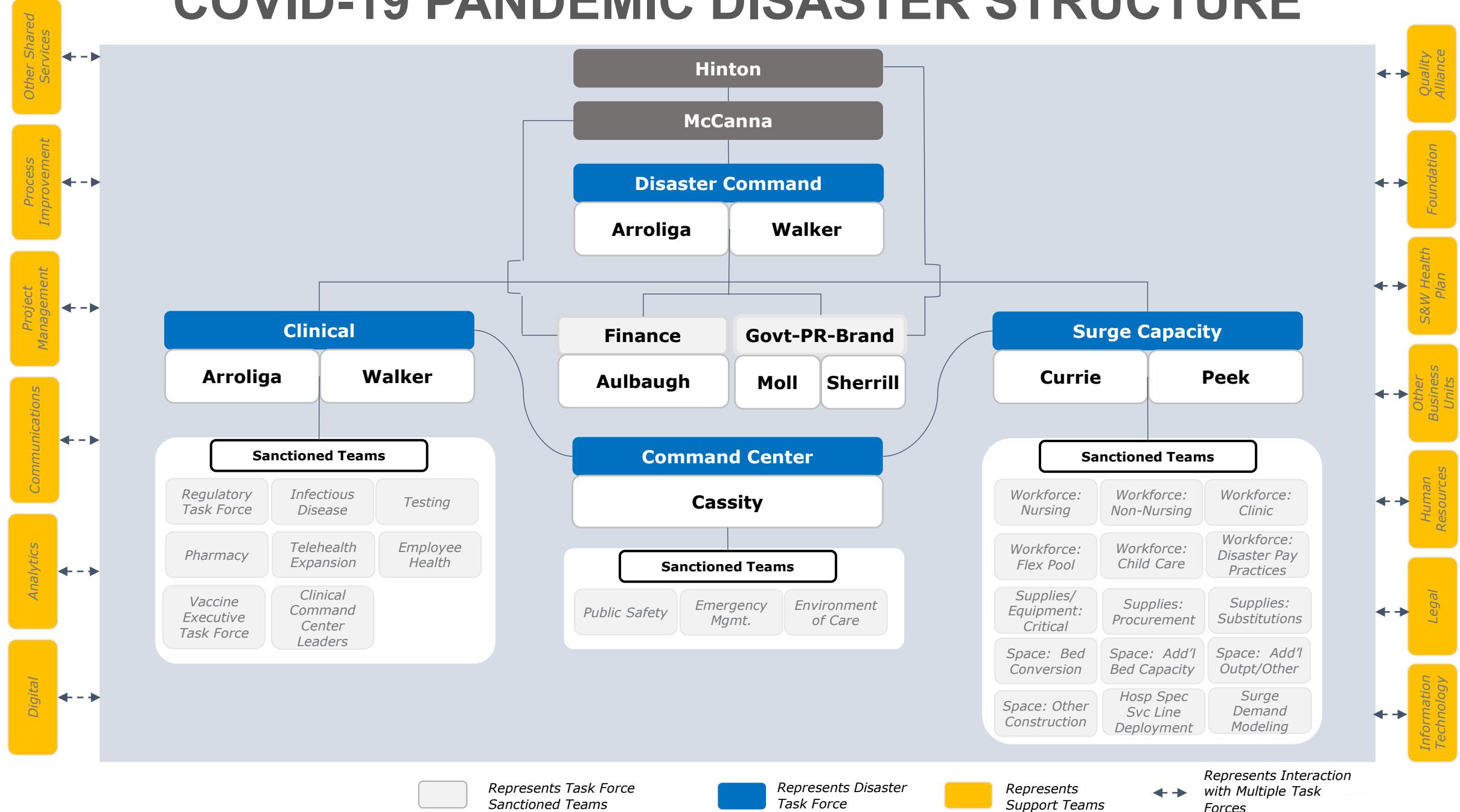
- 4.6%

# COVID Hospitalizations

## BSWH COVID-19 Hospitalizations

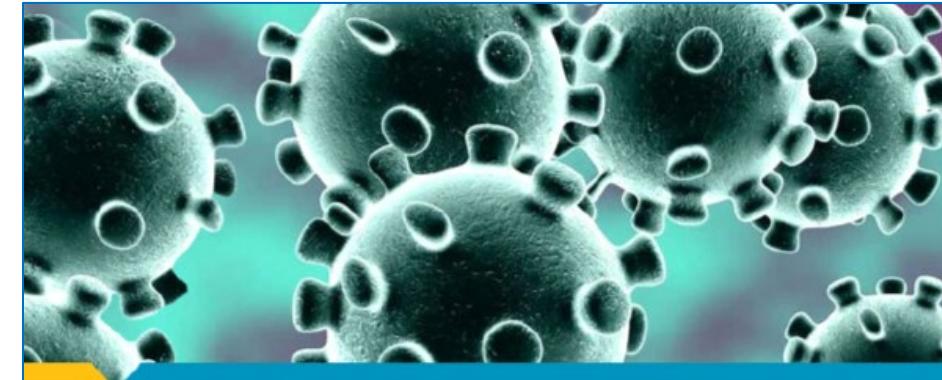


# COVID-19 PANDEMIC DISASTER STRUCTURE



# Committees & Teams

- 24/7 Command Center Team
- Surge Capacity Task Force
- Employee Health Command Center
- Exemption to Work Committee
- Return to Work Committee
- Regulatory Interpretation Task Force
- Personal Protective Equipment Team
- Surgery Guidance Team
- Surge Analytics
- Vaccine Executive Task Force



**24/7 Coronavirus Command Center**  
**214-818-8669**

**When to call:**

- You need assistance prior to performing a secondary screening or have a patient with a positive secondary screening
- You have questions about respirator training and testing, ordering personal protective equipment (PPE)
- You (or an employee) have returned from China since Jan. 31 or have been in contact with someone who has returned from China since this date
- You have questions or concerns related to the 2019 novel coronavirus



**BaylorScott&White**  
HEALTH



# Communication & Education

- Weekly Leadership COVID-19 Calls
  - 1<sup>st</sup> Call Held on February 7, 2020
  - 81 Calls Held to Date
  - Average Number of Attendees: 315
- Key information and educational materials posted on internal website
- Structured communication resources developed
- All-employee emails distributed
- Signage posted in hospitals and clinics
- Mandatory enhanced respiratory equipment training assigned for all clinical staff



**We are closely monitoring the 2019 novel coronavirus.**

**The safety of our patients and staff remains our highest priority.**

Our protocols are designed to help identify, isolate and inform relevant health officials of, and expedite appropriate care to, patients presenting with diseases such as the novel coronavirus.

Thank you. We want to keep everyone safe and healthy.



# Summary of Capacity & Supplies

- Personal Protective Equipment (PPE) – Adequate supply; no concern.
- Ventilators – Adequate capacity (~40% in use)
- Bed Shortage – Concerning capacity that is monitored daily – Code Transfer
  - Inpatient Beds 21% Capacity Available
  - Intensive Care Unit (ICU) Beds 14% Capacity Available
- Staffing – Continued concern
  - Creative solutions, internal staffing incentives, external agency



# Virtual Screenings & eVisits



**460,580+**  
COVID-19  
digital screening  
questionnaires  
completed



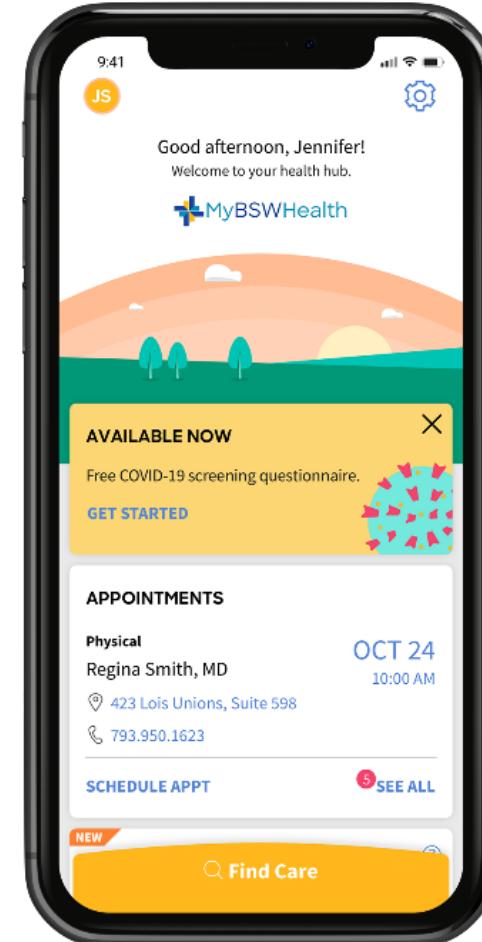
**36,000+**  
Triaged virtually  
for testing



**81,250+**  
COVID-19  
eVisits  
completed by  
BSW providers



**13**  
Specimen  
collection sites



**1,247,230+**  
Unique  
MyBSWHealth  
logins (app and  
website)



# Vaccination

Item	Count	Insights
<b>Texas Statistics</b>		
<b>Texas Population</b>	29,400,000	
<b>Texans Vaccinated with 1 Dose</b>	1,181,483	4.0% of TX population vaccinated with 1 dose
<b>Texans Fully Vaccinated</b>	177,193	0.6% of TX population fully vaccinated
<b>BSWH's Contribution to the Fight</b>		
<b>BSWH Doses Administered</b>	41,563	BSWH administered 3.1% of total doses administered state-wide
<b>Texans Vaccinated with 1 Dose by BSWH</b>	29,730	BSWH vaccinated 2.5% of Texans vaccinated with 1 dose
<b>Texans Fully Vaccinated by BSWH</b>	11,833	BSWH vaccinated 6.7% of Texans vaccinated with 2 doses

The Moderna logo, featuring the word "moderna" in a red, lowercase, sans-serif font. A horizontal dashed blue line is positioned below the text.

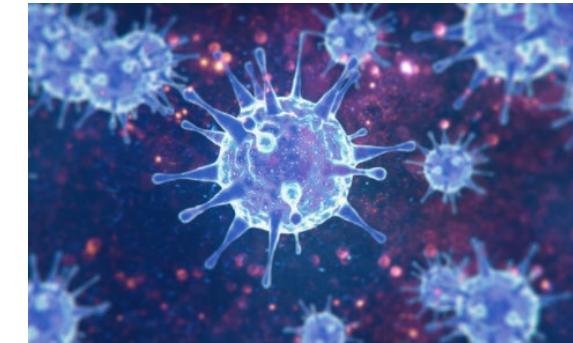
# Key Vaccine Objectives Going Forward

- Increase BSWH healthcare worker vaccination rate
- Identify and vaccinate high-risk patients
- Maximize dosage supply for patients
- Route vaccinations to “hubs” and away from hospitals and clinics treating patients
  - Collin County Hub
  - Dallas County Hub



# Monoclonal Antibodies

- BSWH is one of the largest providers of this therapy.
  - 2,416 doses administered
  - Approximately 1,400 doses expected in the next two weeks
- Used in patients with mild to moderate COVID-19 who are at the risk of progressing to severe COVID-19 hospitalization and usually have multiple comorbidities.
- A centralized clinic model for administration was developed in the East Region.



# What Have We Learned?

- Personal Protective Equipment (PPE) works
- Practice evidence based medicine and science
  - Remdesivir, Dexamethasone, Prone Position, Vaccine
- Employee Health Command Center – Return to Work
- Developing leading measures to quickly react
- Trust the front line for complex operational issues
- Continuously learning how to coordinate all aspect of vaccination hub models
- Listen a lot

Learning will continue...

