

COVID-19 Perspectives from the Frontline

May 6, 2021

Outline

- Background
- Mass General Hospital COVID-19 Timeline
- Critical Issues & Innovative Solutions
- Leadership During Crisis

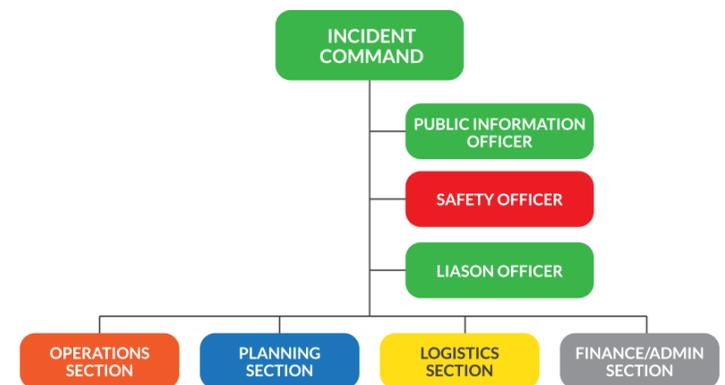
BACKGROUND

Emergency Preparedness at Mass General

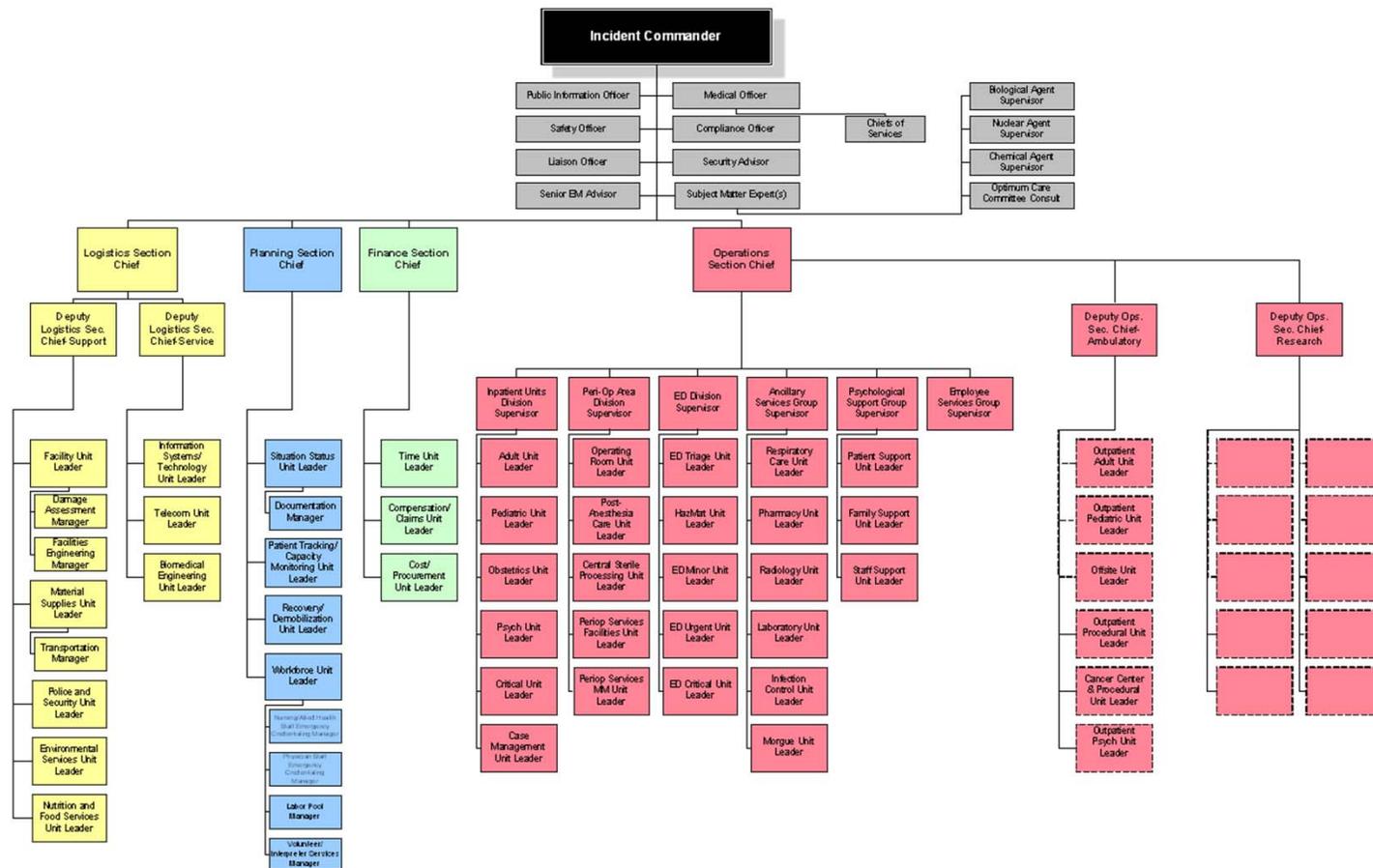
- MGH has a robust history of emergency response.
 - 1919 molasses flood, 1942 Cocoanut Grove fire, 2003 Station nightclub fire, 2013 Boston Marathon bombing, others....
- Following, 9/11, like many hospitals, MGH revamped its emergency operations plan and systems.
 - Transition to dedicated emergency management staff
 - Data-driven approach to emergency preparedness
 - Adoption of the Incident Command System
- MGH houses:
 - A dedicated Center for Disaster Medicine, which is a multidisciplinary program dedicated to:
 - Research and innovation
 - Education and training
 - Outreach and specialty consultation
 - One of two federal Regional Disaster Health System (RDHRS) pilot programs
 - One of ten federal Regional Emerging Special Pathogens Treatment Centers (RESPTCs)

The Incident Command System

- An emergency incident management system that helps to organize and facilitate optimal response by providing:
 - A logical, predictable management structure
 - Clearly defined roles & responsibilities
 - Position-driven, not person-driven leadership
 - Prioritization of duties
 - Facilitation of communication
 - Documentation of actions taken
 - Flexibility & adaptability



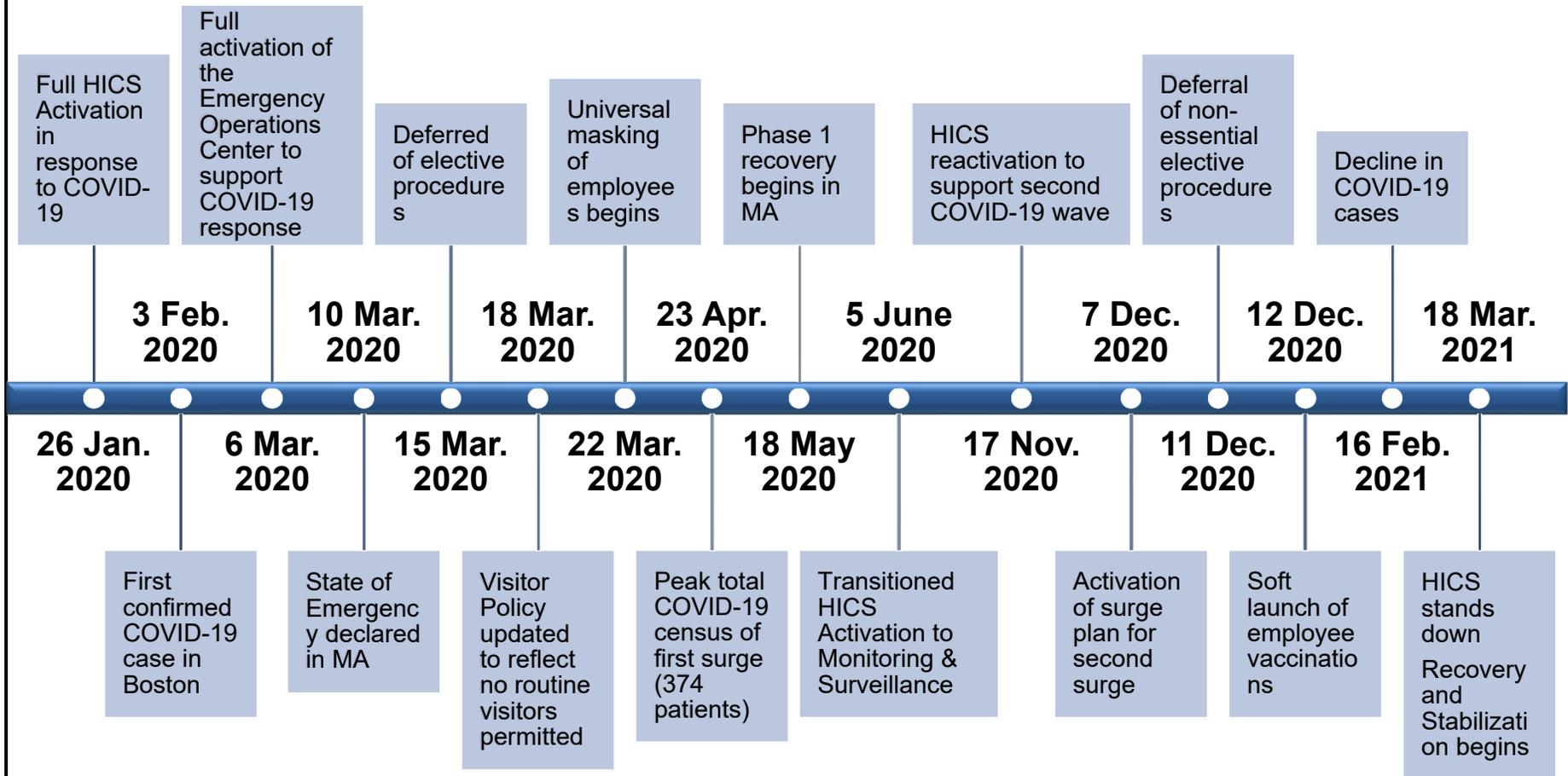
Hospital Incident Command System (HICS)



POLLING QUESTION

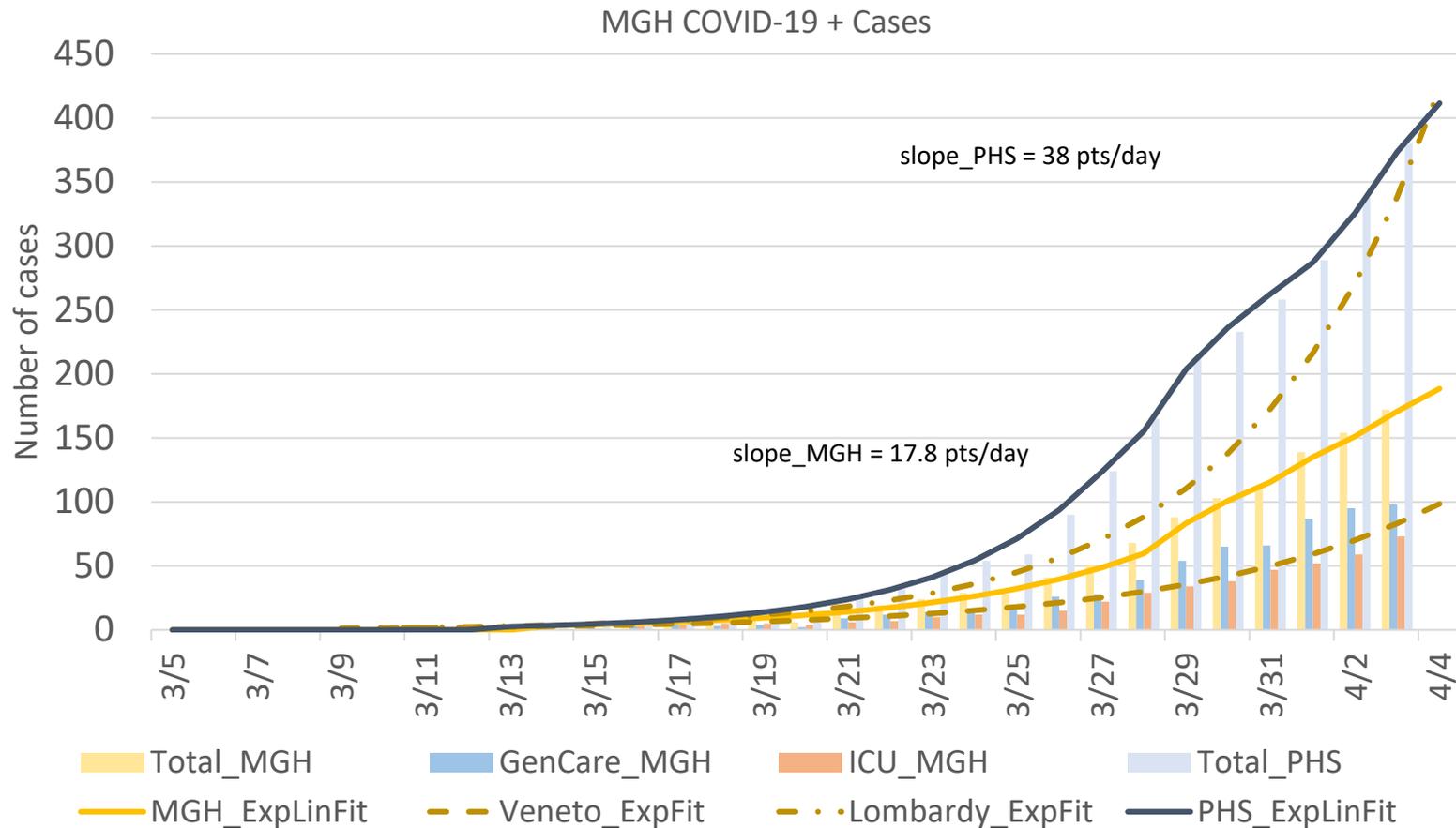
MASS GENERAL HOSPITAL COVID-19 TIMELINE

COVID-19 Timeline

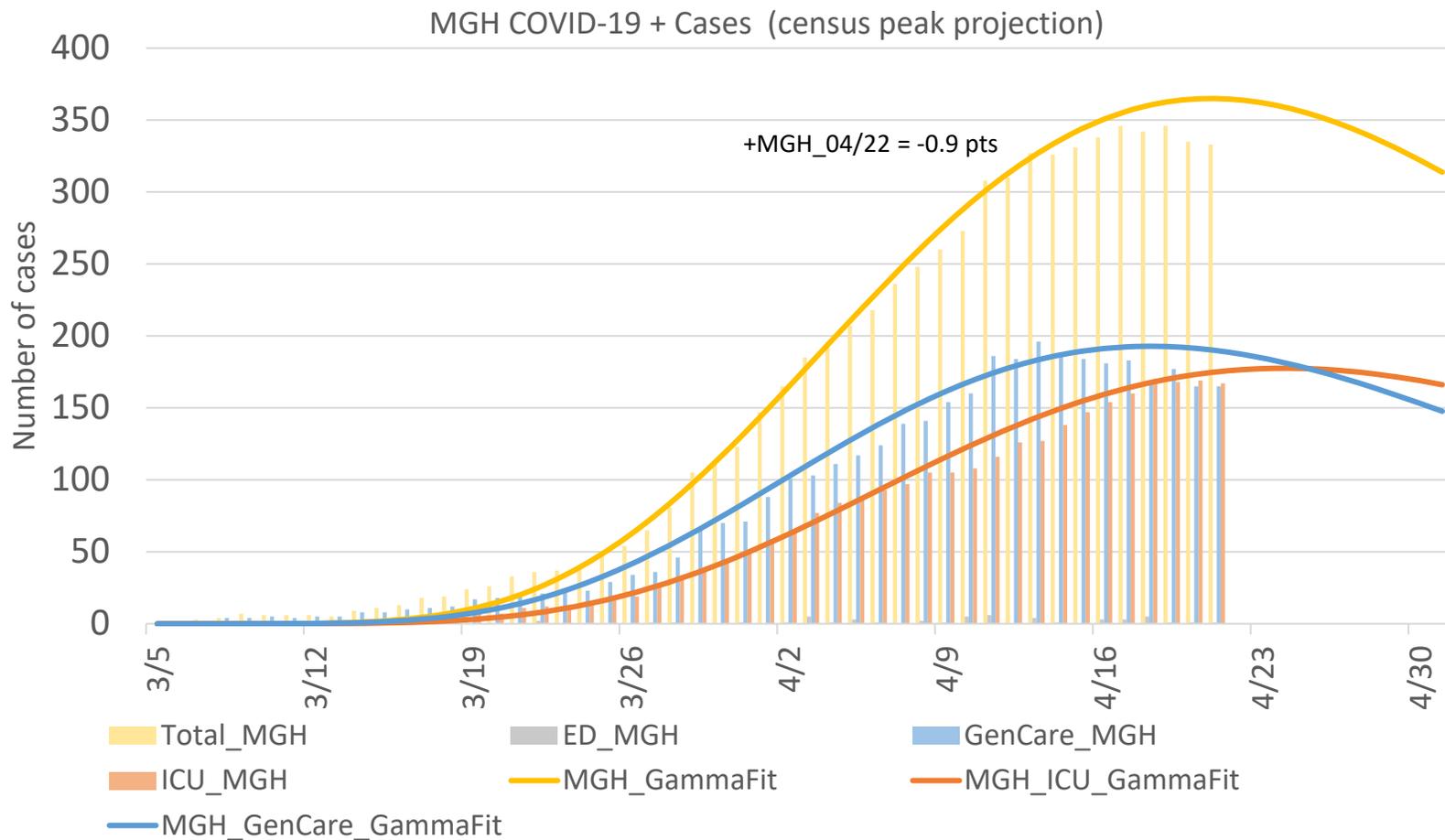


CRITICAL ISSUES & INNOVATIVE SOLUTIONS

Importance of Forecasting Models



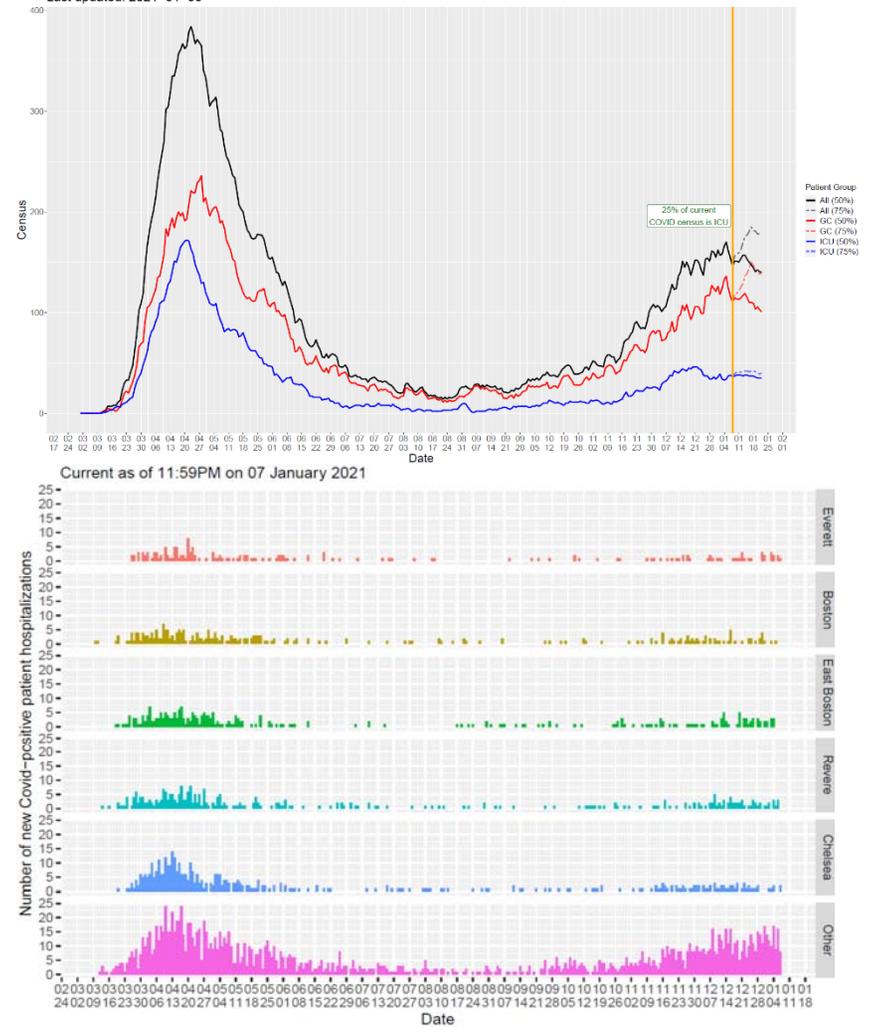
Importance of Forecasting Models



Using an Evidence-Driven Approach

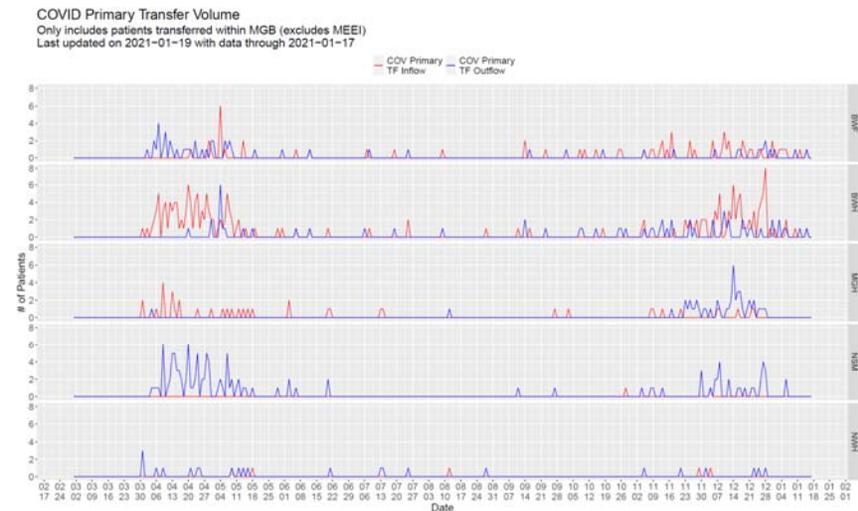
- Pulling in data from multiple streams of information allow for evidence-based decisions, anticipation of next steps and early identification issues.
 - Examples: Hospital capacity, ventilator use, PPE use, safety reports, vulnerable communities, and local & national trends

MGH: COVID Census Projections
Quantiles based on 100 simulation runs
Last updated: 2021-01-08



Planning for Patient Influx

- Engaging operational leaders early to plan for all facets of surge.
 - Unit conversions
 - Conversion of PACU to surge ICU
 - Staffing to support increase patient acuity
 - Labor pool, agency staff, etc.
 - Equipment
- Develop plans for multiple outcomes & scenarios.
- Level-loading and capacity management within the health system and across the state.



POLLING QUESTION

Combating Staff Fears

- Transparent, frequent communication is key.
 - Why are decisions made?
 - What is the evidence behind the decisions?
 - How and where can staff report questions & concerns?
- Visibility of trusted voices.
- Identify multiple avenues to reach staff.
 - Content in multiple languages
 - Email
 - Internal websites
 - Town halls & video platforms
- Resources to support staff and their families.

The screenshot shows a webpage titled "Coronavirus Information" from Apollo Home. The page features a navigation menu with "Clinical" and "General" sections. The "Clinical" section includes links for Clinicians, Infection Control, Nursing & Patient Care Services, Virtual Care, Serious Illness & Palliative Care, Ambulatory Management, Recovery, Dept. of Medicine Resources, Cancer Center, and Radiology Resources. The "General" section includes links for Vaccine Efforts, Occupational Health Resources, Employee Testing, Visitor Policy, Well-Being Resources, Equity & Accessibility, Parking/Commuter Updates, Research, and Education. The main content area is titled "Today's Takeaways" and includes an "April 20 Message" with bullet points: "Elective COVID-19 Testing: Many Options for Employees", "Updated Employee Travel Policy", "Introducing the MGH Buddy Program", and "COVID-19 Policies Remain in Effect Regardless of Vaccination Status". Below this is a button to "View the full April 20 memo". An "April 13 Message" section follows with bullet points: "Updated Johnson & Johnson Vaccine Information", "Public Health Guidance Regarding Fully Vaccinated Individuals", and "Blake 12 Poster Display Welcomes, Encourages Staff", with a button to "View the full April 13 memo". On the right side, there are tabs for "Remote Work & Meetings", "Clinical Policies", "Photo & Video Guidelines", and "Vaccine Efforts". Below these is an "April 21 Snapshot" table:

April 21 Snapshot	
MGH Inpatients with COVID-19	42
MGH Inpatients with COVID-19 in ICU	12
MGH Inpatients/ED patients COVID-19 risk	47

Below the table is a link to "Track COVID-19 in Real Time". At the bottom right, there is an "Occupational Health" section with bullet points: "After COVID Vaccination Tip Sheet for Employees" and "Employee COVID-19 Vaccination Policy".

Innovation Solutions to Solve Problems



- Disproportionate impacts on our vulnerable communities
 - Spanish Language Care Group
 - Boston Hope, Post Acute Care, Community Health Centers
- Supply chain issues & disruption
 - N95 reprocessing, PPE conservation efforts, Hexapod
- Acuity and volume of patients
 - Proning Team
 - COVID-19 Central Access Team
 - ICU Support Teams
- Increased testing demands
 - Creation of Respiratory Illness Clinics

LEADERSHIP DURING CRISIS

Motivation & Change Management

- Transitioning from routine operations to command and control.
- Actively listening and seeking input.
 - Recognizing the significance of what our teams have experienced and how we express our gratitude.
- Leadership visibility across departments and role groups.
 - Walking rounds
 - Asking staff what they need
 - Teachable moments
- Communication at every step of the process.
 - Ensuring our messages are reaching the intended audience.

Supporting Our Teams

- Despite the increased demands at the hospital majority of staff also felt the impacts at home.
- Ensuring that staff have access to the resources they need.
 - Child Care
 - Respite for food
 - Hotels
 - Parking
 - Wellness resources



- Take a moment to think about today.
- Acknowledge one thing that was difficult on your shift, then let it go.
- Be proud of the care you gave today.
- Consider three things that went well.
- Check on your colleagues before you leave: Are they OK?
- Are you OK? Your colleagues are here to listen to and support you. Never worry alone.
- Now switch your attention to home: **Rest and Recharge.**

TAKEAWAYS

Takeaways

- Never underestimate peoples' willingness to do the right thing, especially in healthcare and enjoy the surprise of who “steps up”
- Empathy and compassion are critical
- Encourage creativity
- Be willing to make the tough calls based on scientific evidence and lots of input
- Share the burden—do not worry alone
- Communicate, communicate, communicate

POLLING QUESTION

DISCUSSION & QUESTIONS