

INSTITUTE FOR PERFORMANCE EXCELLENCE



BALDRIGE | PERFORMANCE EXCELLENCE | QUALITY | LEADERSHIP

A NATIONAL WEBINAR

COVID-19 CRISIS MANAGEMENT:

SWIFT COORDINATED ACTION, DATA, & COMMUNICATIONS

A PANEL DISCUSSION REGARDING THE COORDINATED HOSPITAL & COUNTY RESPONSES

Institute Trustee Members



Partner



The Baldrige Family
Midge, Molly, & Megan



www.baldrigefoundation.org

THE

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Listen

IF YOU

IF YOU

IF SOMEONE
at home

IF YOU

IF YOU
risk (for
stay home



on, please visit
VIRUS.GOV

Opening Remarks/Agenda

Introduction

Al Faber, President & CEO, Baldrige Foundation

Guest Panel



**Russ Branzell: CEO,
College of Healthcare Information
Management Executives (CHIME)**



Scott McIntyre: CEO, Guidehouse



Jennifer Strahan: COO, SOAR Vision Group



**Dr. Roger Spoelman: Community Leader,
Muskegon County Covid-19 Response Team**



**Dr. Rulon Stacey: Director, Graduate Programs in
Healthcare, University of Colorado & Partner, Guidehouse**



Charles A. Peck, MD, FACP: Partner, Guidehouse

Questions



Audience

Ben Sawyer & Al Faber Moderate

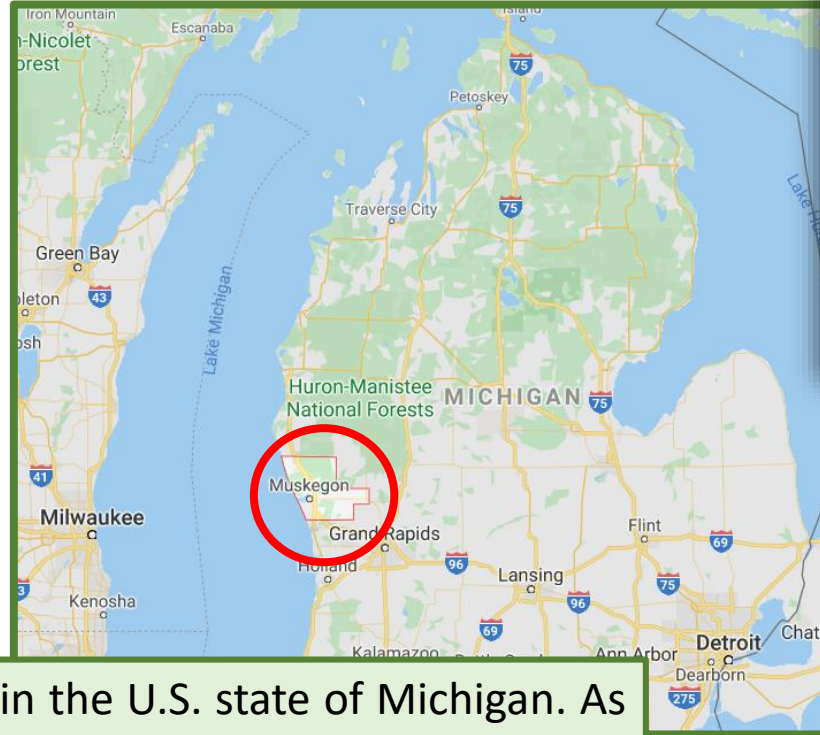


Partner



www.baldrigefoundation.org

Dr. Roger Spoelman: Community Leader, Muskegon County Covid-19 Response Team and Former Hospital & Hospital System Executive



Public Health
Prevent. Promote. Protect.
Muskegon County



 **MERCY HEALTH**



Muskegon County is a county in the U.S. state of Michigan. As of 2018, the population was 173,588. The county seat is Muskegon. Muskegon County comprises the Muskegon, MI Metropolitan Statistical Area, which is part of the larger Grand Rapids-Wyoming-Muskegon, MI Combined Statistical Area.



Partner

On a scale of 1 – 10, how would you rate your organization's response to COVID-19?



No Pain

Discomforting

Distressing

Intense

Utterly Horrible

Unimaginable, Unspeakable





COUNTY

TEAM

TIME

FAMILY

SAFETY

FUNDING

COMMUNITY

SUPPLIES

PATIENTS

CAPACITY



In summary:

Managing Chaos Is HARD

A Typical Response for Hospitals

PREPARE

- Assign a COVID-19 Executive Leader and create a task force

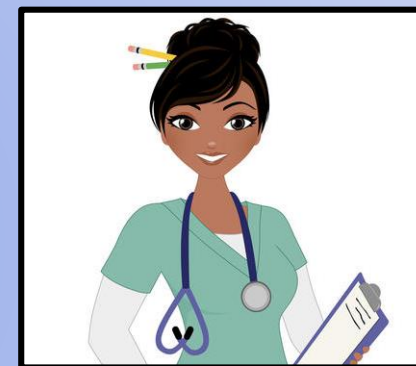
IDENTIFY

- Develop remote symptom support
- Stand up testing tents and/or temperature checks

MANAGE & REPORT

- Host a Huddle multiple times per day (e.g., 10 am and 5 pm)
- Create an Incident Command Center for central reporting
- Coordinating with Suppliers to anticipate or address shortages
- Limit or eliminate patient visitors

Scenario



Mary Jane (MJ) Watson

ICU Director

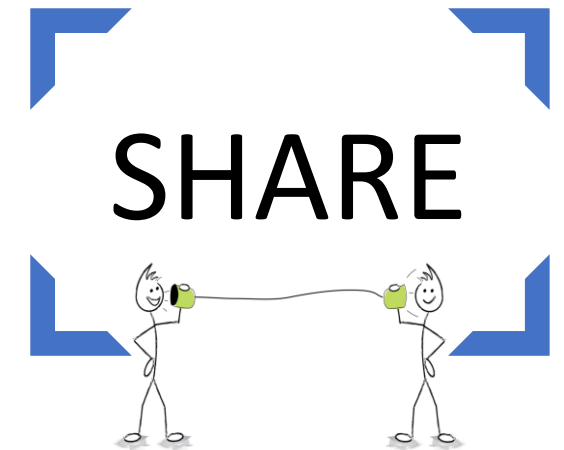
PuLSE Leader



Carol Danvers

Chief Operating Officer

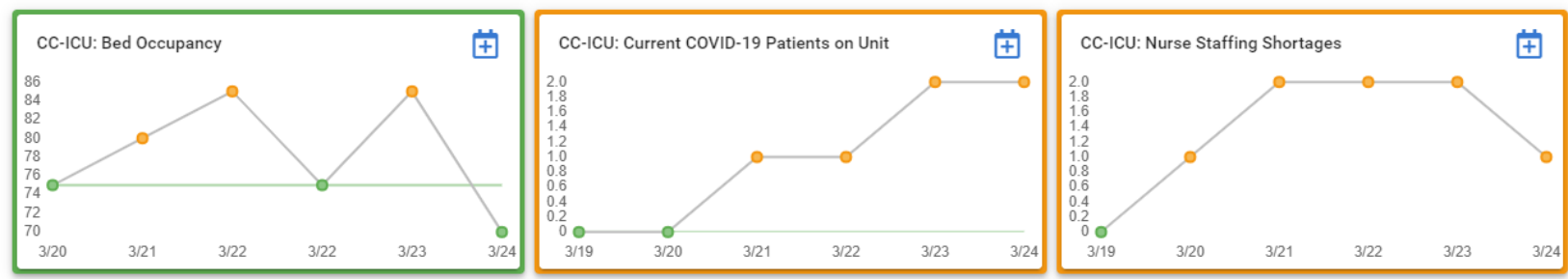
PuLSE Leader



- FOCUS
 - Hierarchy
 - Hoshin
 - HOT Priority
 - COVID-19
 - Throughput
- ACTION
 - Teams
 - A3s
- FEEDBACK
 - Organization
 - Scorecard
 - Admin
 - Sign Out

1

Team Measures



3

Strategy Items

CC: Optimize capacity for ICU and COVID-19 patient flow m...

✓ Initiative

2

Departmental A3s

Develop Contingency Process for COVID-19 Patient Overflow (Active)

Action Items

- Identify Essential Team Members for A3 Team
✓ Critical Care 3/18/2020
- Engineering to assess patient room and equipment readi...
✓ Bio Medical 4/3/2020

No Follow Ups

Update important measures, action items, and overall status in one location.



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Quality, Safety, and Service

Objective	COVID-19	Infection Control	!	Actpts ↑ 6	S. Rogers, Director	>
2. Process for rapidly identifying and isolating COVID-19 patients						
Initiative	COVID-19	Critical Care	!	CCocc ↓ 70%	CCRNno ↓ 1	CCcov 2
CC: Optimize capacity for ICU and COVID-19 patient flow management						
Action Item	COVID-19	IT	×		S. Rogers, Director	>
Sample plan to document HCP's entering room						
Objective	COVID-19	Infection Control	×	Actpts ↑ 6	Mort 1	S. Rogers, Director
4. Prevent the spread of respiratory diseases including COVID-19.						
Initiative	COVID-19	Central Supply	×		S. Rogers, Director	>
Ensure availability of PPE for HCP in strategic locations						
Action Item	COVID-19	Central Supply	!		S. Rogers, Director	>
SAMPLE ISSUE: Vendor delivery schedule limited (working on other vendor sources)						
Objective	COVID-19	Infection Control				>
5. Monitor and manage personnel that might be exposed to COVID-19						
Initiative	COVID-19	Infection Control				>
Implement a process to audit adherence to hand hygiene practices by HCP.						
Initiative	COVID-19	Enviro Services				>
Use of EPA registered hospital grade disinfectant						
Action Item	COVID-19	Enviro Services				>
Identify additional sources for EPA disinfectant						
Objective	COVID-19	Case Management				>
8. Monitoring and managing HCP						

Create custom Scorecards to quickly access targeted information across the organization.

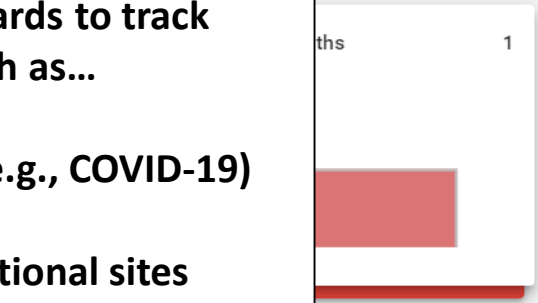
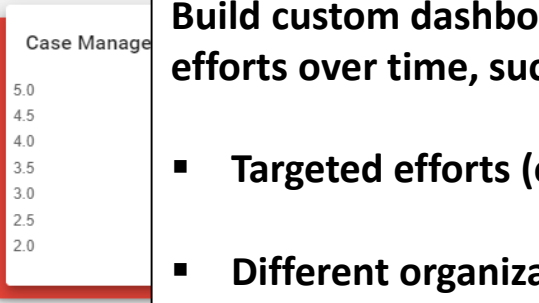
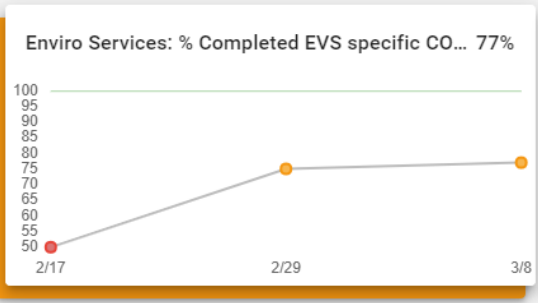
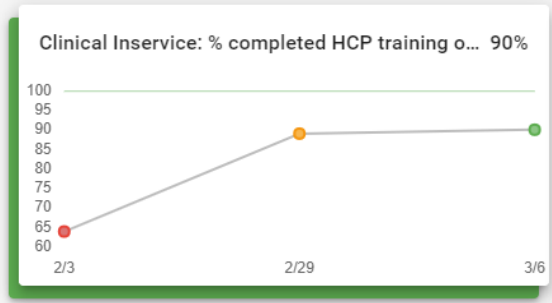
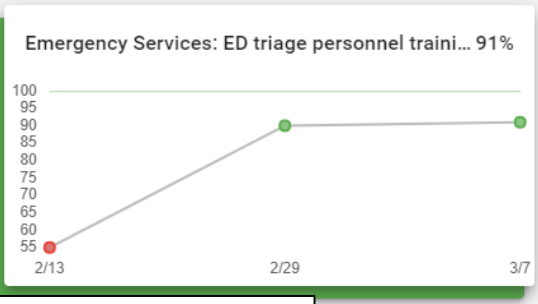
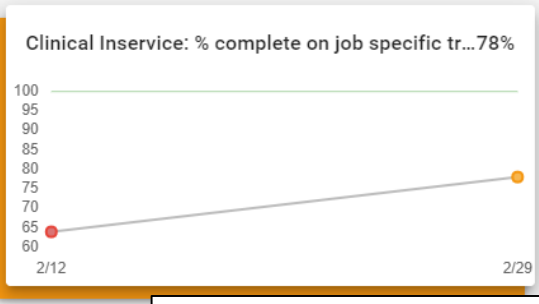
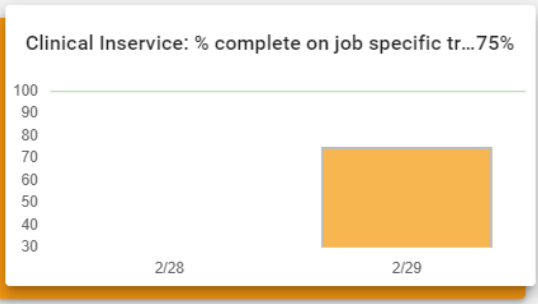
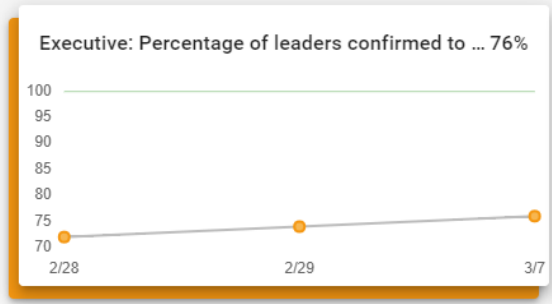
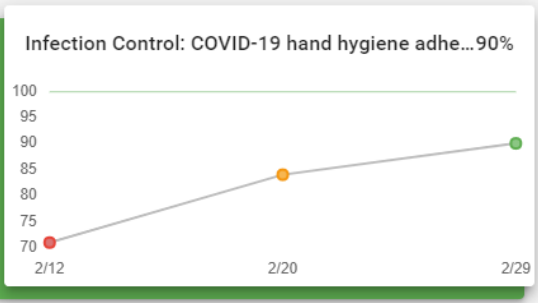
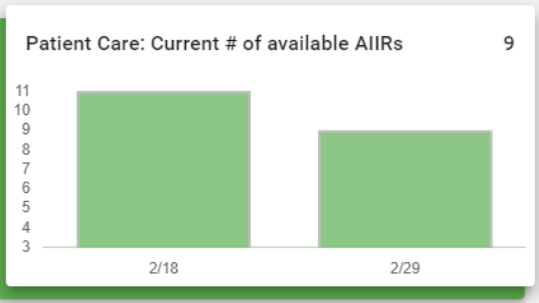
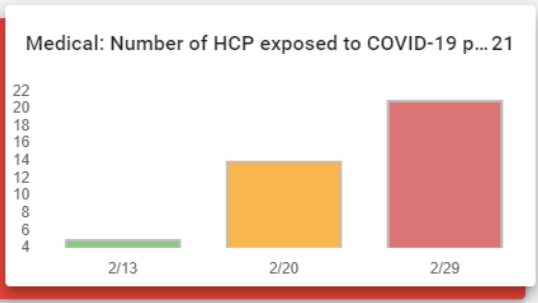
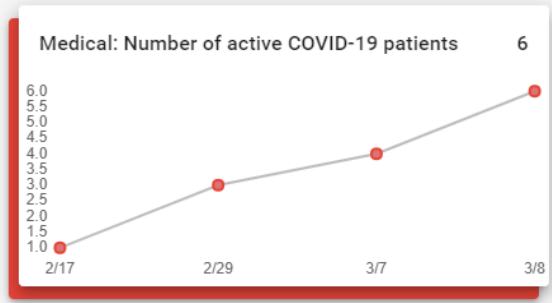


FOCUS

- Hierarchy
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- HOT Priority**
- COVID-19
- Throughput

ACTION

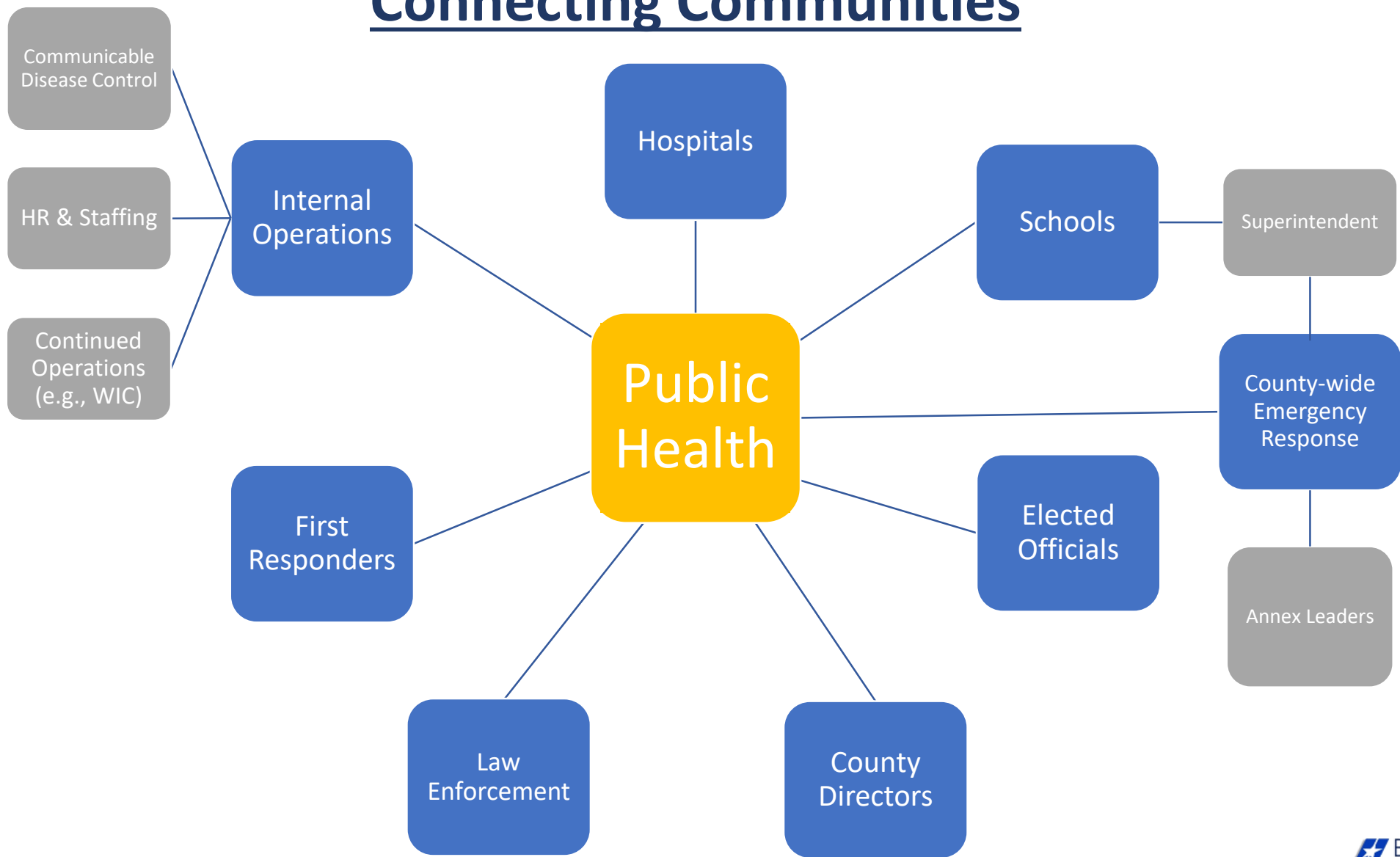
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Build custom dashboards to track efforts over time, such as...

- Targeted efforts (e.g., COVID-19)
- Different organizational sites
- Other strategic priorities

Connecting Communities



Solving Problems, Managing the Chaos

*"We're assigning tasks to dispersed people and facilities; **managing the tasks** is time-consuming.*

- County Representative

*"We seem to huddle 5 times a day to hear updates. It's a **waste of time**; no action comes from them.*

- E.D. Physician

*"**Communication** is our biggest challenge. We have a daily video clip and new policies we have to send out to large, diverse groups.*

- County Representative

*"E.D. volumes are down 30%. We cancelled elective procedures. We're **spending a lot of money** adding negative pressure rooms.*

- Hospital Executive

Operational A3
 Initiative: CC: Optimize capacity for ICU and COVID-19 patient flow management / Develop Contingency Process for COVID-19 Patient Overflow
 Status: Active
 Start Date: 3/16/2020
 Target Date: 4/9/2020
 Revision: 4/2020-03-23T02:14:38
 Team: Critical Care
 Leader: Dener
 Leader: Dener

Problem Statement
 ICU capacity is currently at 85% in the system, with surges reaching up to 92% with flu patients. If the hospital receives even a low number of severe COVID-19 patients, this puts the organization at risk for missing out available resources for proper patient placement. This team will assess the current ICU and Hospital Overflow Process to assess feasibility for increased COVID-19 capacity, make recommendations to leadership, and implement actions to close gaps as needed.

Current State
 Bruce, Mary Jane, and Carol are meeting with the appropriate leaders to assess the current policy and process for ICU capacity management. Given the direct impact of other units in the hospital for timely transfers / step down and the potential to need to reposition other unit patient rooms, Engineering will be included to assess working equipment and space.

Target State
 The team will have a draft updated overflow plan by end of week.

Action Item(s)

Orchestrate Action - the RIGHT Action

Critical Care Dashboard

Item Measures

- CC-ICU: Bed Occupancy
- CC-ICU: Current COVID-19 Patients on Unit
- CC-ICU: Nurse Staffing Shortages

Strategy Items

- CC: Optimize capacity for ICU and COVID-19 patient flow m...

Departmental A3s

- Develop Contingency Process for COVID-19 Patient Overflow (Active)
- Identify Essential Team Members for A3 Team
- Engineering to assess patient room and equipment reab...

Minimize TIME away from Patients

COVID-19 Status Dashboard

- Medical: Number of active COVID-19 patients
- Medical: Number of HCP exposed to COVID-19 p...21
- Patient Care: Current # of available AIRs
- Executive: Percentage of leaders confirmed to... 76%
- Clinical Inservice: % complete on job specific tr...75%
- Clinical Inservice: % complete on job specific tr...
- Clinical Inservice: % completed HCP training o... 90%
- Enviro Services: % Completed EVS specific CC... 77%
- Case Management: COVID-19 Related Discharge

VIRTUAL Incident Command Center

CDC COVID-19 Management Scorecard

By, Safety, and Service

- get Priority
- get Priority
- get Priority
- Agency Response Measures (CDC)
- Infection prevention and control policies and training for (HCP):
- Process for rapidly identifying and isolating COVID-19 patients
- Patient Placement Strategies
- Prevent the spread of respiratory diseases including COVID-19.
- Monitor and manage personnel that might be exposed to COVID-19
- Hand Hygiene precautions and Protocols
- Environmental Cleaning
- Monitoring and managing HCP
- Visitor access and movement within the facility

Maintain a SYSTEMS Perspective

Roundtable Discussion



Jennifer Strahan
COO, SOAR Vision Group



Scott McIntyre
CEO, Guidehouse



Charles A. Peck, MD, FACP
Partner, Guidehouse



Dr. Roger Spoelman
Community Leader
Muskegon County Covid-19 Response Team



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Ben Sawyer
CEO, SOAR Vision Group
(Moderator)



Al Faber
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