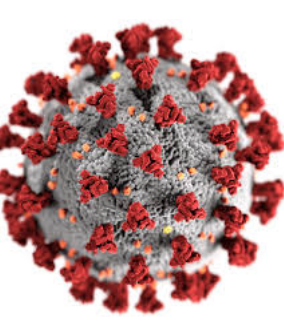


Developing, Operationalizing, and Implementing a Leadership response to the COVID-19 Pandemic



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Background

- Since January 2020, our world has changed. The COVID-19 pandemic has challenged our lives and our health systems' operational capacity, fiscal viability and human capital
- As of August 23rd, 2020 more than 23 million cases of SARS-CoV2 infections have been confirmed worldwide exceeding 5.6 million cases in the United States
- More than 600,000 infections and 10,000 deaths have been in Florida
- One-third (29%) of Florida's cases have been in Miami-Dade County, the second highest county and "hot spot" in the US
- Pandemic preparedness, infection diseases operations across Jackson Health System in coordination with the University of Miami Health System and Miami Dade County became the institutional priority

Purpose

- Develop a coordinated, effective and safe response to the COVID-19 pandemic across a complex multi-campus academic and safety-net health system serving a diverse and multiethnic community
- Ensure the safety of all our workforce, prevent infections, optimize patient outcomes and survival
- Lead the community education efforts to promote media and public understanding of the pandemic as well as public-health behaviors around masking and social distancing

Methods

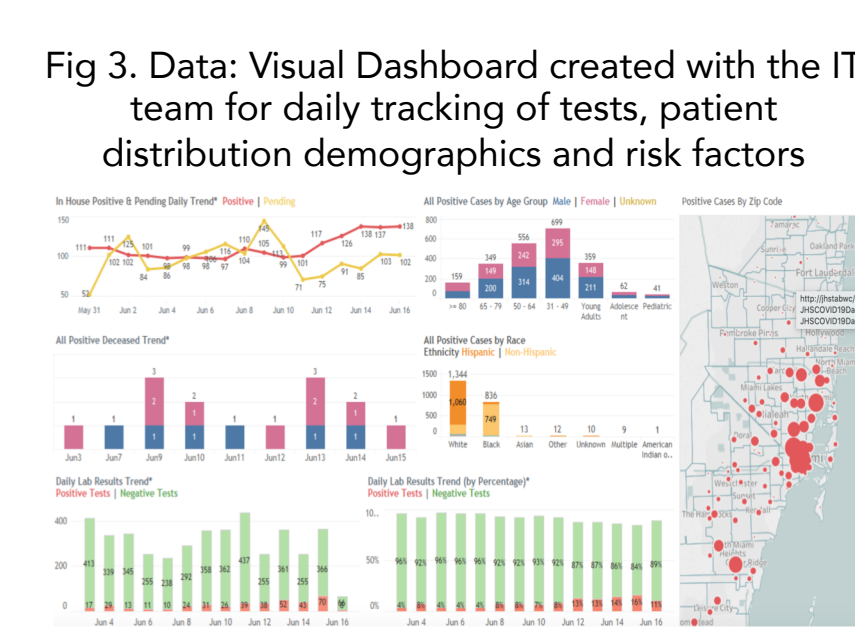
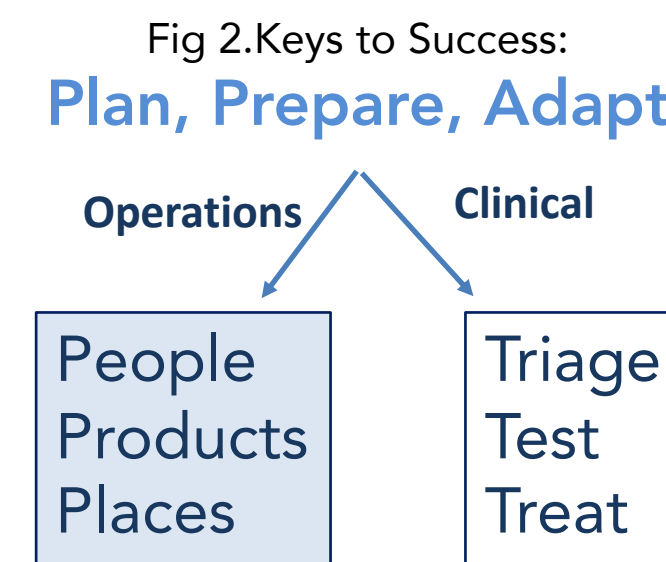
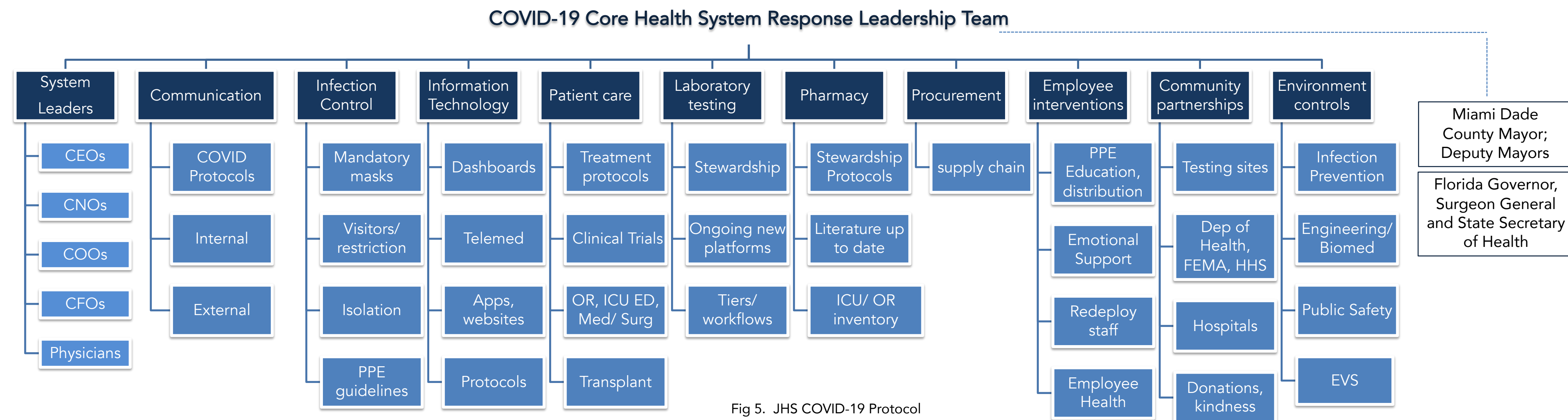
- Operationalize a multicenter collaborative interdisciplinary response with a team of leaders to manage the COVID-19 pandemic across the safety net health system in Miami Dade
- Plan, prepare and adapt clinical and organizational operations with standardized protocols, therapeutics, testing, education, supply chain across: 3 adult acute-care hospitals; pediatric, behavioral, and rehabilitation inpatient hospitals; 2 long-term care centers; 3 in-jail clinics; a network of outpatient care centers; employee health operations; one of the US' largest graduate medical education programs
- Examine the effectiveness of the clinical and operational teams using a rapid cycle design to determine process, impact and outcomes
- Analyze the impact of the interventions

Outcomes

- Implementation of a core leadership team. As the chief of infection prevention and antimicrobial stewardship I became the clinical lead, supported by the senior director of infection prevention, the chief medical officer for disaster and emergency preparedness. The administrative leadership was orchestrated by the health system COO and supported by the the chief physician executive, chief strategic officer and CEO (Fig 1)

Outcomes

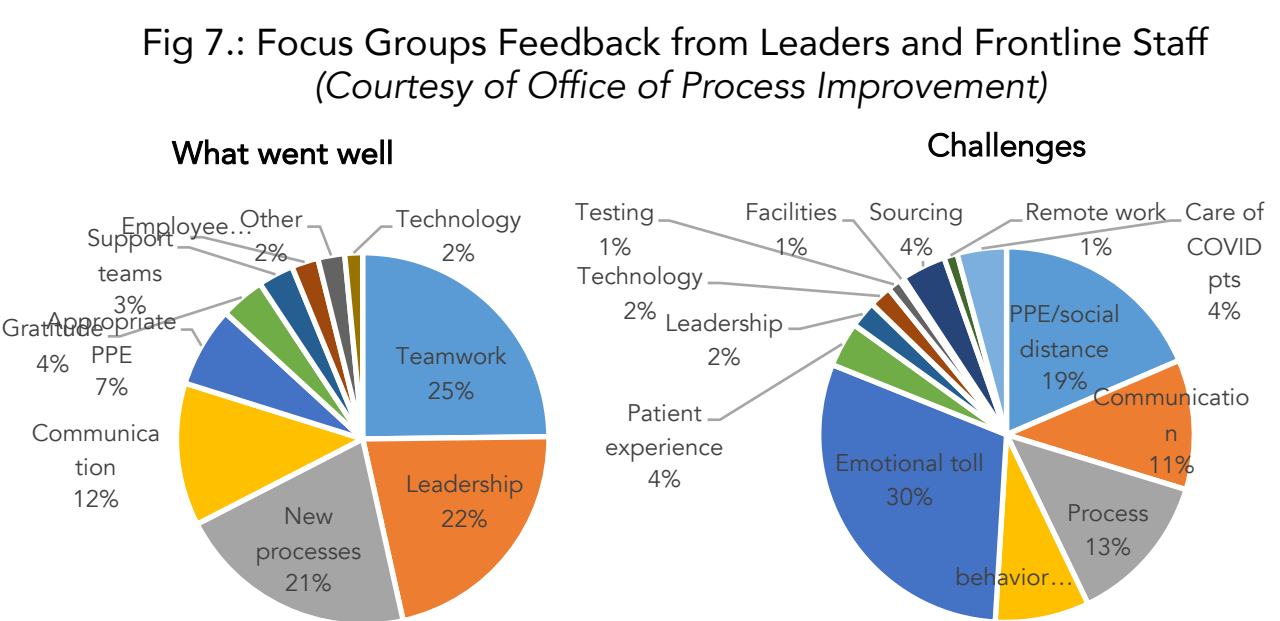
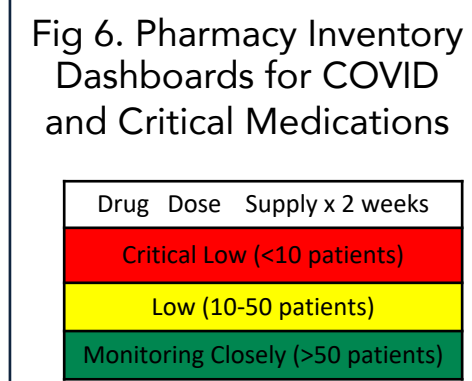
Fig 1. Organizational Chart of the integrated Core Leadership Team for Jackson Health System, the local leaders and each of the operational core teams



- Fig 4. Communications
- Frequent, transparent
 - Twice daily debrief meetings
 - Team Huddles
 - Newsletters
 - Signage
 - Virtual Townhalls
 - Emails
 - Text alerts
 - Internal App
 - Websites
 - Media Relations
 - Press Conferences

Fig 5. JHS COVID-19 Protocol

Item	Date of Content	Author
1. Scope of Content	2/1	...
2. Objectives	2/1	...
3. Definitions	2/1	...
4. Roles and Responsibilities	2/1	...
5. Procedures	2/1	...
6. Appendices	2/1	...
7. Revision History	2/1	...
8. Approval	2/1	...
9. Distribution	2/1	...
10. Contact Information	2/1	...
11. Appendix A: COVID-19 Testing Guidelines for Asymptomatic Patients	2/1	...
12. Appendix B: COVID-19 Testing Guidelines for Symptomatic Patients	2/1	...
13. Appendix C: COVID-19 Testing Guidelines for High-Risk Patients	2/1	...
14. Appendix D: COVID-19 Testing Guidelines for Low-Risk Patients	2/1	...
15. Appendix E: COVID-19 Testing Guidelines for Asymptomatic Patients	2/1	...
16. Appendix F: COVID-19 Testing Guidelines for Symptomatic Patients	2/1	...
17. Appendix G: COVID-19 Testing Guidelines for High-Risk Patients	2/1	...
18. Appendix H: COVID-19 Testing Guidelines for Low-Risk Patients	2/1	...
19. Appendix I: COVID-19 Testing Guidelines for Asymptomatic Patients	2/1	...
20. Appendix J: COVID-19 Testing Guidelines for Symptomatic Patients	2/1	...
21. Appendix K: COVID-19 Testing Guidelines for High-Risk Patients	2/1	...
22. Appendix L: COVID-19 Testing Guidelines for Low-Risk Patients	2/1	...



Discussion

- Developing a coordinated, agile interdisciplinary leadership team allowed us to adapt to the unknown and respond to a new highly contagious disease without shortages in personnel, resources, medications or PPE
- Access to real time data analytics to guide evidence based decisions, patient placement, pharmacy dashboards and PPE burn rate allowed us avoid shortages, reduce infection transmission and coordinate care
- Adaptability to create new ICU rooms in medical areas and allocate human resources predicting and responding to case surges and staying "ahead" of peaks.
- Publishing our protocol to disseminate updates and share best practices
- Continuous multimedia bilingual (English and Spanish) public communication campaigns emphasizing the role of our behaviors (mask, social distance, hygiene) in the pandemic has been extremely important
- Formal and informal partnerships across stakeholders including regular conversations with Florida governor, Miami-Dade County mayor, other elected officials, health departments, healthcare providers, educational institutions, business groups, and others seeking academic healthcare guidance on community restrictions, public-health practices, and safe transitions to new normal
- Leadership and team work have been successful. Patient experience, emotional and physical support are areas of opportunity

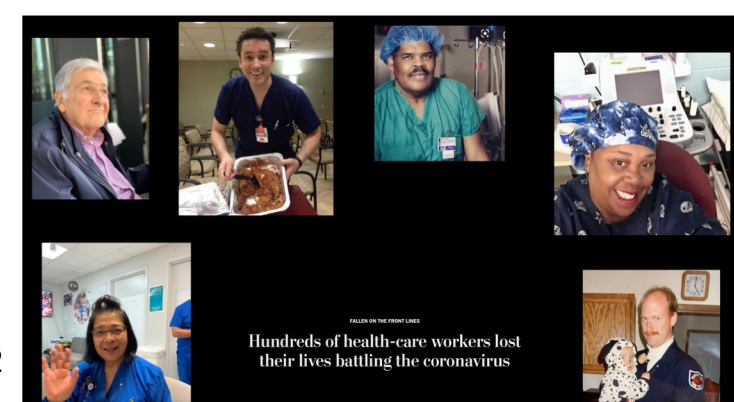
Conclusions

- We continue to face many challenges and unknowns. The leadership team successfully implemented a robust response, adapting, planning and communicating frequently to the public and internally has been extremely important
- Constant rapid exchange of information, collaboration across Florida, the US and the world; learning from experiences other areas had prior to our surge definitely helped us be better prepared for potential downfalls. There are many opportunities for improvement and we'll further analyze the processes, impact and outcome measures of the COVID-19 pandemic.

Collaborators: Carlos Migoya CEO; Don Steigman COO; Kathleen Sposato RN; JHS Marketing and Communication; Jackson Health System's Leadership Team; the Infection Prevention and Pharmacy Teams.

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