Leading, Learning and Laying the Course Through COVID-19

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Mission
To nurture, advance and protect the health and well-being of children.

Vision
To be the leading destination for children’s health by providing exceptional and innovative care.
CHOC at a Glance

2 HOSPITALS

334 BEDS
CHOC Hospital in Orange

54 BEDS
CHOC at Mission Hospital

5 CENTERS OF EXCELLENCE

Heart
Research
Orthopedic
Neurology / Neurosurgery
Oncology

ACCOLADES

LEADING-EDGE PROGRAMS
A PEDIATRIC MENTAL HEALTH SYSTEM of care poised to serve as a national model
THE THOMPSON AUTISM CENTER brings the latest treatments and resources to help families thrive
ONE OF THE NATIONS ONLY dedicated cancer programs for teens and young adults

ACADEMIC AFFILIATION
UNIVERSITY OF CALIFORNIA, IRVINE

DESIGNATIONS

TWO pediatric trauma centers:
Level 1
Level II
GOLD LEVEL extracorporeal life support (ECLS) center
LEVEL 4 NICU
LEVEL 4 pediatric epilepsy center
MAGNET RECOGNITION from the American Nurses Credentialing Center

PROVIDERS

30 More than 30 specialty areas treated, from allergy to urology
700 More than 700 providers on the medical staff
500 More than 500 residents, fellows and medical students who undergo pediatric training at CHOC every year
4,700 250k Associates
250k Children cared for every year
Leading

Preparedness/Mitigation

- Pediatric Infectious Disease Preparedness Committee (January 2020)
- COVID-19 Contingency Planning Team meetings initiated (February) included key stakeholders for surge and recovery plans
- Hospital Preparedness Program (HPP) Mutual Agreement Reviewed
- Southern California Pediatric Coalition Initiated (January 2020)
- Orange County Hospital Coalition Weekly Meetings initiated (March)
- CNO outreach to local adult organizations for plan to consolidate Pediatrics at CHOC at Orange
- Purchased Emergency Management Truck
Pre-Response

- A physical walk through and site evaluation conducted by EM, ED and Security to determine optimal external flu/covid-19 screening location(s)
- Included Chief of Police, Orange Fire Department, and City of Orange Manager

COVID-19 planning team meeting minutes used to track activities prior to physical activation of HCC

First resource request to Orange County EMS on 3/10/20 for masks and additional PPE through the Hospital Preparedness Program supply cache. (42 requests have been submitted to date)

Activated a virtual Hospital Command Center (HCC) through VEOCI to track Incident Action Plan objectives the Hospital Incident Command System (HICS) forms (3/4/20)

On-Site Disaster supply shortages were validated through physical inventories.

Response

- Physical Command Center – Established 3/16/20
- All HICS (Hospital Incident Command Center) activities documented
- COVID-19 specific activities established to track all associated expenditures
- Management by objective approach
- Possible supply chain disruption and possible community transmission is the cause to curtail services (elective surgeries and admits)
- Visitor Restrictions Instituted
- Resuscitation during COVID-19
- Mandatory Masking
- Social Distancing in public CHOC areas
- **PTO max to ~80 hours to support time-off**
- Daily Source of Truth/Dept. Head Memo
- Established Labor Pool
- Mass Fatality Planning
Response (cont.)

- Initiated Work From Home protocol
- Health Screening of all associates prior to entry
- Day care/LifeCare established and provided for all associates while at work
- Telehealth visits (trained more than 200 physicians)
- Developed RN Call Panel 24/7 with Telehealth 1-800-GET-CHOC
- Established Outdoor Evaluation Center for the management of outpatient patients
- Pharmacy home delivery service
- Community donations to CHOC (masks, food, supplies)
- Associate support- CHOC Market, Order meals for home/work, mental health support groups, tea for the soul, virtual yoga, Town Halls

Virtual Command Center
**Operational Period Objectives**

1. **Internal Support**
   - Child Care
   - Staff Support / Labor Pool

2. **External Support**
   - Local, City, State
   - UCI Collaboration
   - Marketing
   - Outdoor Evaluation Center
   - Telehealth

3. **Infection Prevention & Safety**
4. **PPE**
   - Donations
   - Logistics

5. **Testing**
6. **Finance**
7. **Mass Fatality Planning**
8. **Business Continuity**

**Documentation**

- All HICS (Hospital Incident Command Center) activities documented
- Management by objective approach
- Leveraged Veoci to document all COVID-related activities and decisions
- Submitted daily county and state status reports
- Daily Command Center - Executive Management debriefs
- Daily *Source of Truth* to Associates
- Medical Staff communication to Physicians and Residents
- Daily Department Head Report
- Leadership-led Virtual Town Halls
- Public Relations formulated pertinent CHOC messages to our community
- Command Center Award for outstanding COVID-related performance
SOT RN Rounds House-wide

Answers reported back to SOT and addressed in SOT Newsletter for the week

SOT RN Educates/Reviews and gathers questions

Systematic Bidirectional Communication

Questions reviewed and answered by Command Center team

SOT Hands off to Command Center Planning Chief daily 05:00

Answers reported back to SOT and addressed in SOT Newsletter for the week
Resiliency

- Level .5-1.0 elective surgeries reinstated based on priorities/PPEs available. Continue to bring in surgeries as testing becomes available.
- Brand management messaging to community regarding medical distancing.
- Collaboration with UCI on Outdoor Evaluation Center at UCI Campus.
- Collaboration with UCI on Occupational Health Hotline.
- Collaboration with UCI on Direct Admit process for Healthcare Workers if necessary.

Resiliency (cont.)

**SPACE**
- Identify minimum surge space needed
- Identify triggers to surge or downgrade response

**STAFF**
- Identify additional staff needed to expand services
- Identify triggers to increase staffing per volume
- Staff messaging to dispel external news/concerns

**STUFF**
- Identify par level of PPE to expand services
- Identify triggers to ramp up/ramp down services based on supply and equipment availability
Resiliency (cont.)

- Increased testing capacity
- Tracking of all COVID related activities/expenses
- Key triggers identified to ramp up / down hospital activities
- Identify the volume of delayed services in OR, ambulatory care, admits
- Identify resource availability and alternate pathways to supplies
- Identify grants and reimbursement (Feds/State) available for Healthcare/Pediatric facilities
- Determine Associate fatigue factor and engagement
- Staying prepared for a concurrent disaster (MCI, Fire, etc...)

Additional Notable Actions

### Preparedness/ Mitigation
- Southern California Pediatric Coalition Initiated
- COVID-19 Contingency Planning Team meetings initiated; included key stakeholders for surge and recovery plan
- Hospital Preparedness Program (HPP) Annual Agreement Renewed
- Orange County Hospital Coalition Weekly Meetings initiated
- CMO outreach to local adult organizations for plan to consolidate Pediatrics at CHOC at Orange
- Purchased Emergency Management Truck
- On-Site Disaster supply shortages were validated through physical inventories

### Response
- Updated resuscitation practices
- FTO Max to 40 hours to support time-off
- Mass Fatality Planning
- Community donation management (from PPE to Associates/Physician meals)

### Resiliency
- Space, Staff, Staff evaluation
- Key triggers identified to ramp up / down hospital activities
- Identify the volume of delayed services in OR, ambulatory care, admits
- Identify resource availability and alternate pathways to supplies
- Identify grants and reimbursement (Feds/State) available for Healthcare/Pediatric facilities
- Staying prepared for a concurrent disaster

### Recovery
- Develop Plans for surge/non-surge environment
- Full Day Clinic for well/acute care
- Expand services for canceled/postponed inpatient treatments
- CCMH to pre-COVID census and visits
- Risk Mitigation
- Compliance Continuity
COVID Command Center: Navigating the Unexpected

**Mitigation/Preparedness**
- Infection Prevention Team
- Contingency Planning
- SOCAL Pediatric Hospital Coalition
- OC Hospital Coalition

**Response**
- Virtual and Onsite Command Center
- Coordinated with the city for surge management planning
- Incident Plan Objectives
- County Resource Requests
- Telehealth Expansion
- Outdoor Evaluation Center
- Postponing surgeries and further restricting visitors to curtail supply chain disruptions
- 1-844-GET-CHOC
- Pharmacy Home Deliveries
- Community Donation Management

**Resiliency**
- Reintroducing postponed procedures with COVID-19 pre-testing
- Marketing to mitigate Medical Avoidance
- UCI Collaboration
- Identifying key triggers to ramp up and down organizational activities
- Pursuing grants and reimbursement for pediatric healthcare services

**Recovery**
- Continuing to re-introduce postponed services
- Finalizing ramp up and down triggers and plans

Regular, Meaningful Communication to CHOC Leadership and Staff
A Lesson from the Three Little Pigs

Lessons Learned

**Internal Support**
- **Strengths**
  - Source of Truth
  - Daily Command Center Briefing Report
  - In-house Child Day Care
  - Telehealth
  - COVID Nurse 24/7
  - Town Halls
  - General Store
  - Leadership Rounding with staff
  - Command Center
  - Inpatient Child Daycare
  - Telehealth
  - COVID Nurse 24/7
  - Town Halls
  - General Store
  - Leadership Rounding with staff
  - Command Center
  - Bedside nurse put in place on day 1
  - Screening
  - Remote Work Task Force
  - ABC Award
  - Disaster truck
  - White board
  - Quote of the day
  - Leadership Rounding
  - Staff knowledge on Infectious Disease
  - Inservice in departments from Infection Prevention
  - Code White Planning
  - Multiple Algorithms created
  - Pharmacy Deliveries to home:
  - Isolation precautions put in place in days (droplet, contact)
  - Staff knowledge on Infection Prevention
  - From inpatient department
  - Staff knowledge on Infectious Disease
  - Inservice in departments from Infection Prevention
  - Infectious Disease specialists in Command Center on Day 1
  - Enter amount of PPE
  - PAPR Supply
  - Lacks of cache of supplies in house prior to start of COVID (2-3 months be on hand)

**Areas for Improvement**
- Data tracking daily
- Infection Prevention Objectives in all Operational Periods
- Support from local health care agency and hospital coalition
- Developing triggers to ramp up/down activities
- Uncharted territory
- Breakdown in supply chain
- Planning challenges due to inconsistent directives from Federal agencies

**External Support**
- **Strengths**
  - Government Relations & Webinars ongoing
  - UCI Collaboration on Line for Staff
  - UCIC Pediatric Disaster Coalition
  - Donations
  - Community Support
  - Social Media / Billboards
  - Cloth Mask Donations for visitors
  - Laundry system for donated cloth masks
  - 1-844-GET CHOC Hotline
  - Social Media / Billboards
  - Cloth Mask Donations for visitors
  - Laundry system for donated cloth masks
  - 1-844-GET CHOC Hotline
  - Social Media / Billboards
  - Cloth Mask Donations for visitors
  - Laundry system for donated cloth masks

**Areas for Improvement**
- Developing cost center prior to incident for easy tracking of costs related to COVID.
Laying the Course

Recovery

Develop Plans for surge/non-surge environment
- Operating Room Plan for ramp up post quarantine virus fluctuations prior to vaccine
- Full Day Clinics for well/sick care
  - Possible drive thru clinic for well school check and vaccinations in the summer
  - Identify resources for after hours clinics in Commerce, Centrum, and CHOC West for after-hour extensions (postponed 3000 well visits in the last month)
  - Approve Overtime/Bonus if needed
  - Telehealth opportunities from home to reduce the burden and increase face to face
- Expand services for canceled/postponed inpatient treatments such as EMU, sleep studies
- Transitioning CCMH associates back to South County
Ensuring a Safe Workspace

• 2350 Workstations
• 43 Breakrooms
• 158 Locations
  ✓ Primary Care
  ✓ Specialty Care
  ✓ Main Hospital
  ✓ Business Occupancies

Vaccine Administration
Where Do We Go From Here?

- Heed the lessons learned
- CDPH mandated 90 days supply of PPE
- Diversification of vendors
- Develop triggers to ramp up/down response
- Be prepared for what comes next

Questions?
LONG LIVE CHILDHOOD

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