

35TH ANNUAL **AHA RURAL** | LEADERSHIP  
**HEALTH CARE** | CONFERENCE

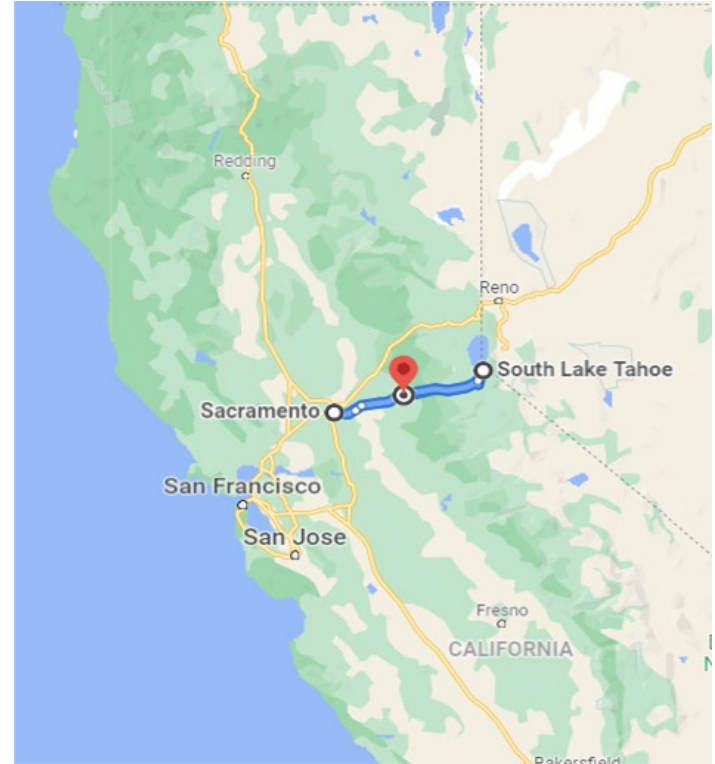
# Lessons in Crisis Planning from a Rural California Hospital

**Martin Entwistle, MD- Chief Medical Officer**

**Pete Barba, MD - Foundation Medical Director**

# Who Are We?

- Marshall Medical Center
- California Foothills
- 111 bed hospital
- 15 clinics, 15 specialties
- Very elderly community



# Martin Entwistle, MD

## Trauma Surgeon

- Chief Medical Officer
- 30 years experience in Population Health
- Focus on delivery of care to large communities
- Military service with combat experience

# **Pete Barba, MD**

## **Family Medicine/Geriatrics Physician**

- Foundation Medical Director
- Reluctant Leader
- Spouse and Father of 2 young kids
- The “Disruptor”

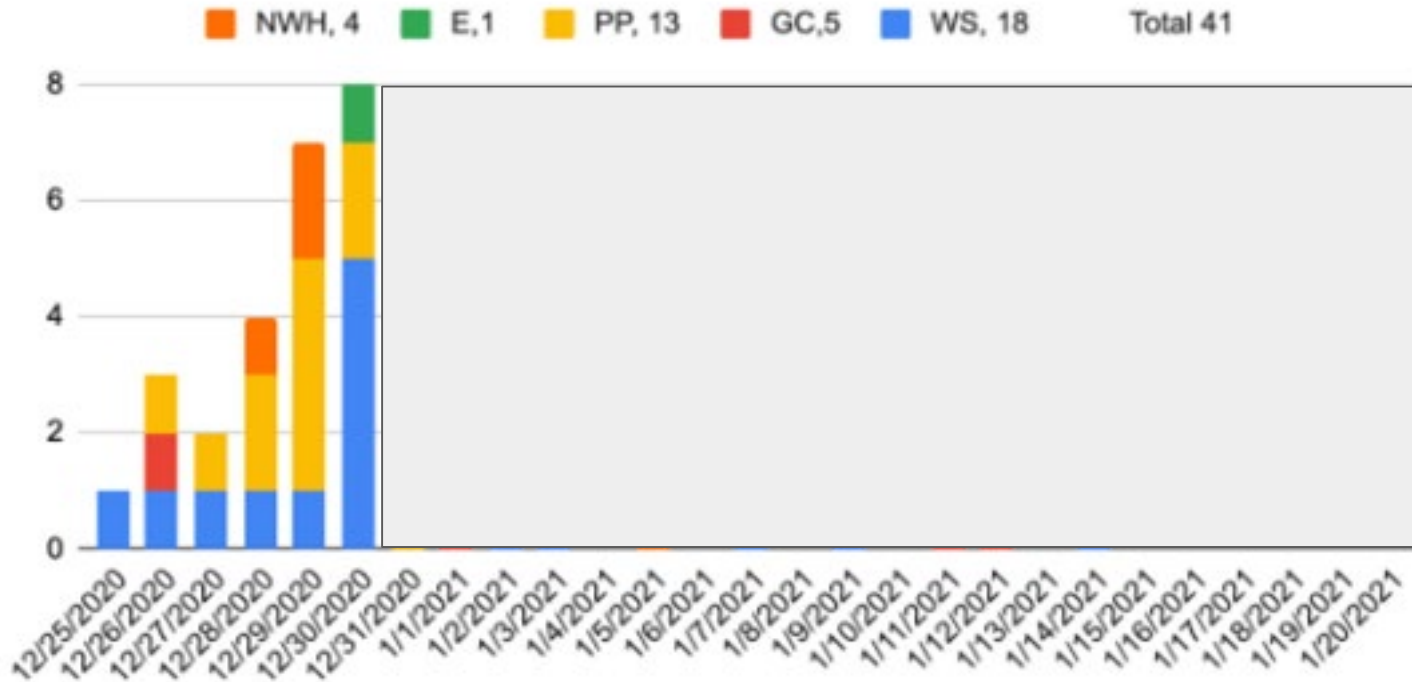
**December 28, 2020**

# **The Cliff Hanger...**

- Hospital ICU and entire 1st floor dedicated to COVID - only 2 beds open
- Triage Line - 123 calls - 35 high risk
- Before 8am, 6 ambulances with patients from a single assisted living facility arrive at the ED
- Our surge had arrived and our story begins...

# December 28th, 2020

MMC Senior Aggregate Community Admissions



# Rewind to Winter 2019/2020

- New illness we knew nothing about
- No testing, no treatments
- Panic and fear
- Opened Hospital Incident Command
- Created surge plans for hospital, clinic and the community
- Developed new leadership structure

# Leadership Lessons

## Create a “real” team

- 1-2 Inspirational leaders
- 1-2 Realists
- 1-2 Outside the box thinkers
- 3-4 Doers

## Check your Provider Leadership

- Atypical provider leaders
- Not necessarily your service line Chiefs
- “Roll up your sleeves” types



**March 2020**

# **COVID (non) Surge**

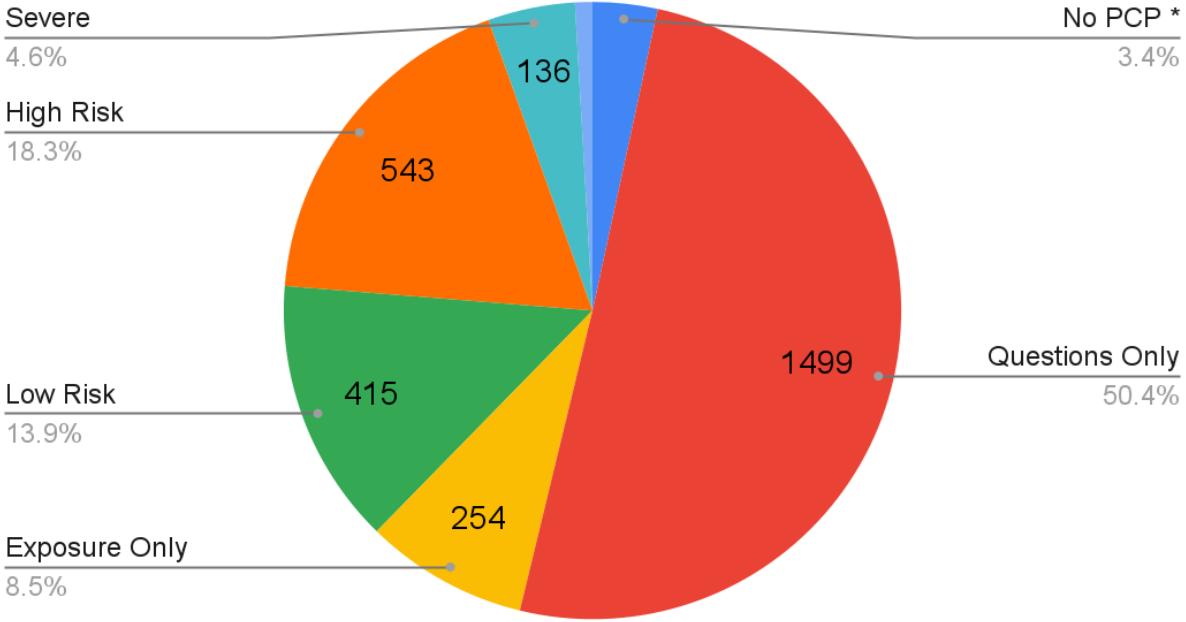
- ER and Clinics swamped with patients fearful of COVID
- Little actual COVID cases
- Little to no testing
- Opened COVID Triage Line

# COVID Triage Line

- Staffed by RNs
- Standard algorithm
  - Based on best evidence
  - Maximized paucity of testing based on need
- Standard education
- Goal: keep patients out of clinics/ ER
- Fielded over 7,700 calls

# COVID Triage Line

Total # of Each Type of Call



# Leadership Lessons

- Offload indirect work to those who do it best
- Standard work is essential
- Give visibility to key metrics
- Genba, circle back, assure plan follow through

**December 2020**

# **COVID Surge # 1**

- Primarily seniors and senior living facilities
- Nurse Triage Line reopened
- Drive Through Surge Clinic began
- Fast-track to monoclonal antibody treatment

# Drive Through Surge Clinic

- 10 days from “Crazy Pete Idea” to reality
- Reduced patient to staff transmission
- Offered in car evaluation and treatment
- Standard algorithms
- Core team of “Expert” providers

# Drive Through Surge Clinic

- Average number of patients served per day: 25-30
- Highest number of patients served in a day: 46
- Total patients served since opening: 2000+

# Leadership Lessons

- *Good* and *perfect* are the *enemies of great*
- Use a specialized team
- PDSA (Plan, Do, Study, Act)
- Utilize “high levels” - aka NPs/PAs



**December 2020**

# **A Not So Merry Christmas**

- Outbreaks in senior nursing facilities
- Decreasing number of available beds in the hospital
- 2 beds + 6 ambulances from x1 SNF = very bad

## New Year's Eve 2020

# Strike Team

- New Year's Eve Emergency All Staff Meeting
- 18 hours later
  - New Year's Day SNF Rounding
  - 500+ patients in 6 facilities
  - 20 providers from PCP's to Oncology to CMO

# New Year's Day 2021

## Strike Team

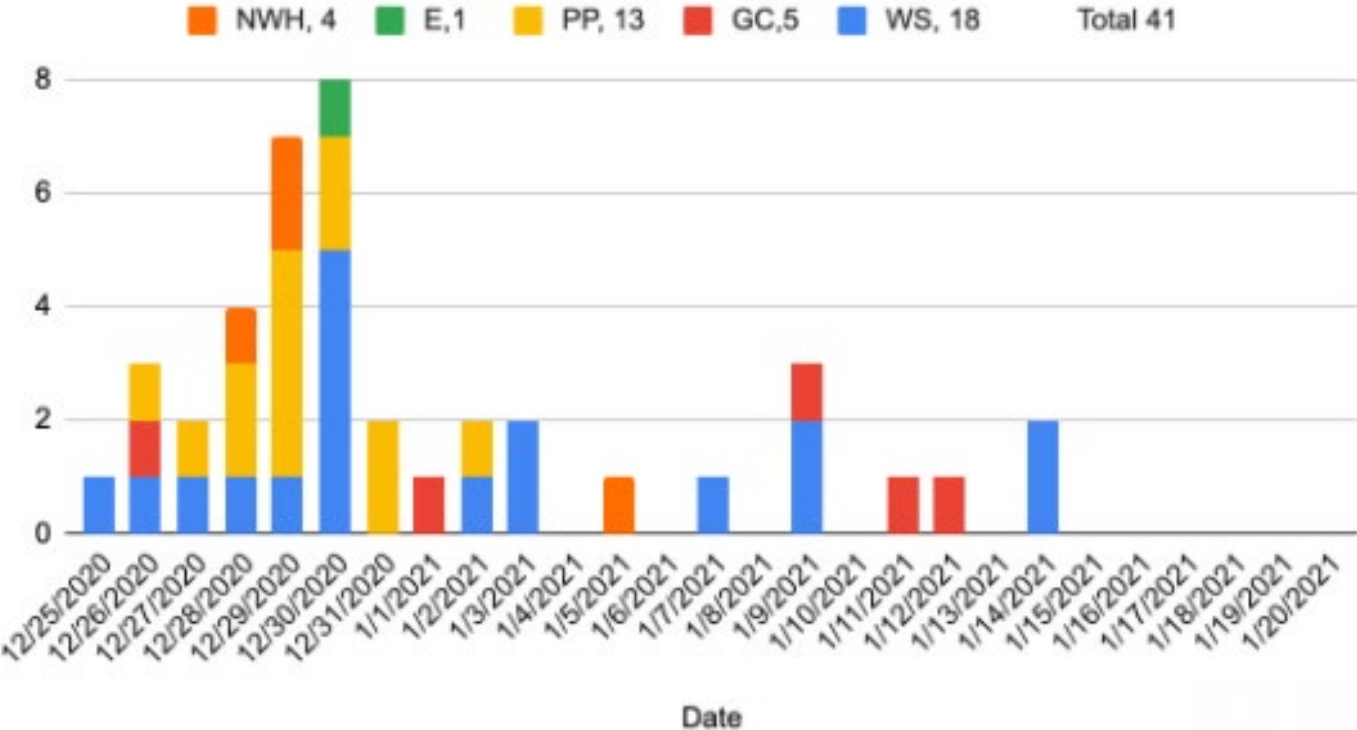
- Testing, Triage, MCAT
- Treated residence in pace
- Triaged into - No COVID, COVID +, MCAT, Hospitalization, or Hospice
- Spared hospital from 12 admissions
- Continued through end of January/ beginning of February 2021

# Strike Team



# Strike Team

MMC Senior Aggregate Community Admissions



# Leadership Lessons

- Ask for help!
- Leverage leaders - CMO, COS, Provider Leaders
- Utilize people outside of their usual/expected roles

January 2021

# A Glimmer of Hope

- Vaccines!!!
- With a limited supply of vaccines, who gets them?
- Focus on those most likely to get the biggest benefit
- How do we distribute quickly and efficiently?

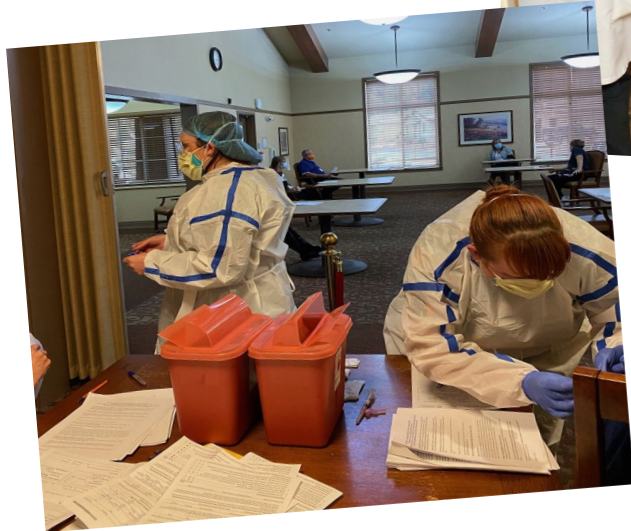
**January 8th 2021**

# **Best Day of My Career**

- 400+ vaccines given in 7 hours
- 6 care homes visited, 1 van in Marshall parking lot
- 20 nurses and physicians
- 23 hrs from green light to administering vaccines
- Saved 20-40 lives!



# Senior Living Vaccinations



# Leadership Lessons

- “No” is not a valid answer
- Delegate and then get out of the way

**January 18, 2021**

# **Drive Through Vaccines**

- 1,000 vaccines to very high risk seniors
- 60 cars per hour
- Patients identified via Epic

# Drive Through Vaccines



# Leadership Lessons

- Data is your friend
- Know your patients' communication style

# Vulnerable Population Outreach

- Under utilizers of healthcare - ie homeless
- Outreach for vaccination, masking and social distancing
- Support their other needs (food, shelter, etc.) to avoid migration and congregation
- Partnership with public health, Sheriff's Homeless Outreach Team (HOT)
- Project Room Key, motel for the medically vulnerable, established

# Leadership Lessons

- Look for healthcare opportunities in non-traditional locations
- Love those who no one else seems to love

**February 2021**

# **The Pivot**

- Organization Goals for Quality
  - Breast Cancer Screening
  - Colon Cancer Screening
  - Diabetes Management
- No traction for 3 years
- Unacceptably low quality
- Goal - top 10% in the country



**February 2021**

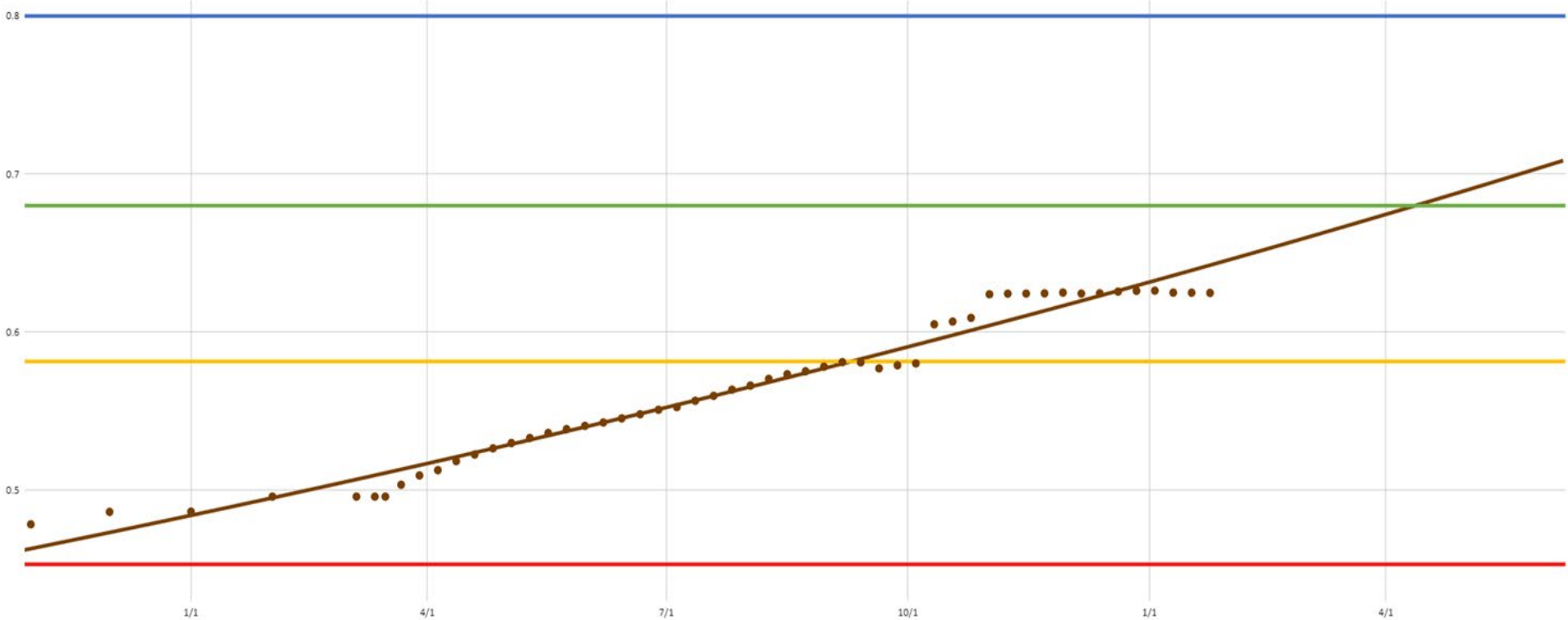
# **The Pivot**

- Panel Management
- Dashboards for Providers
- Extended preventative care
  - InReach - Every Patient, Every Touch
  - OutReach - Leverage Your Staff

# Dan Ballisty CRC Prevention Program

Dan Ballisty Colorectal Cancer Prevention Program

● Current Performance ● End of 2020 ● End of 2021 ● 2022 Goal ● 2023 Goal



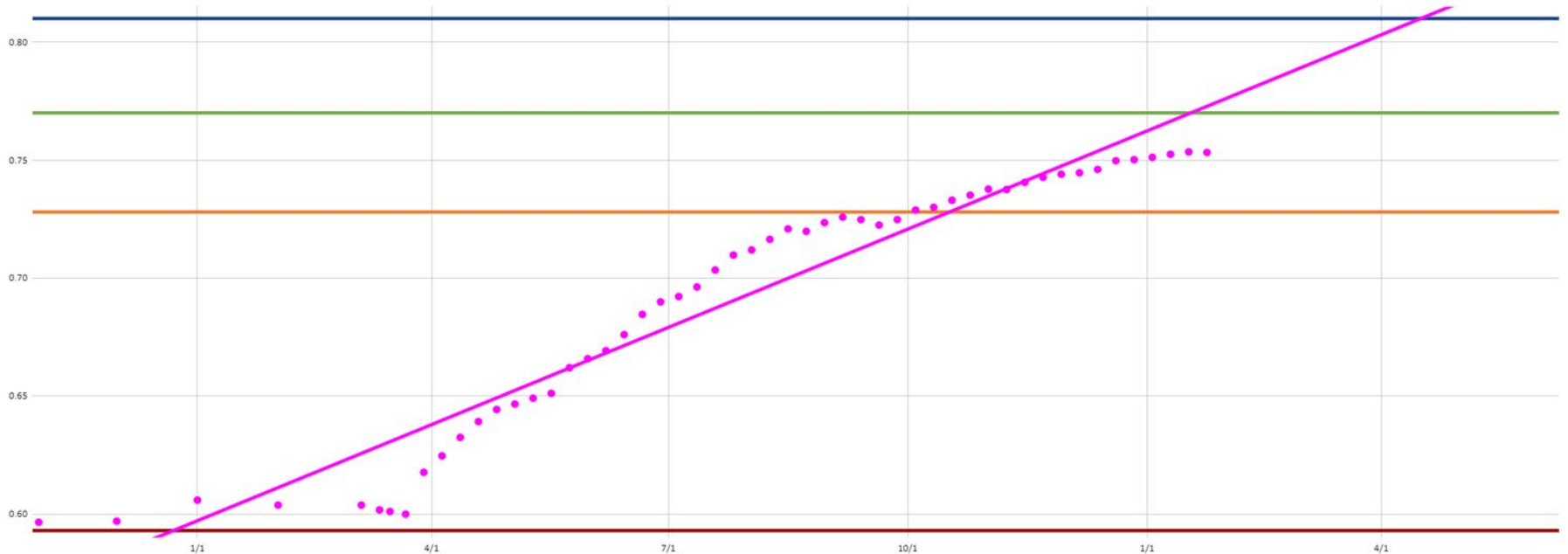
# Missy Van Der Vijver Breast Cancer Prevention Program



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● End of 2020 ● End of 2021 ● 2022 Goal ● 2023 goal ● Current Performance

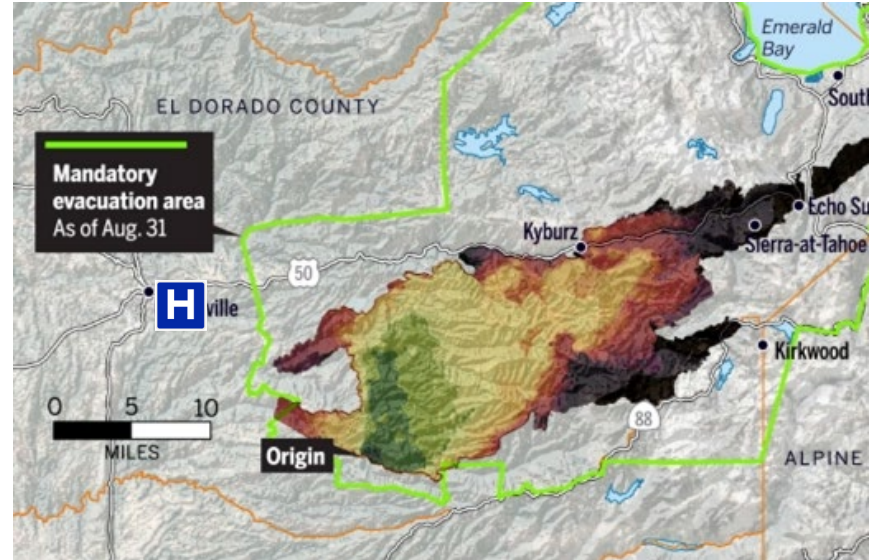


# Leadership Lessons

- Don't waste momentum
- Use every member of your team
- Tell "The Story"
- Reward improvement and success
- Leverage competition

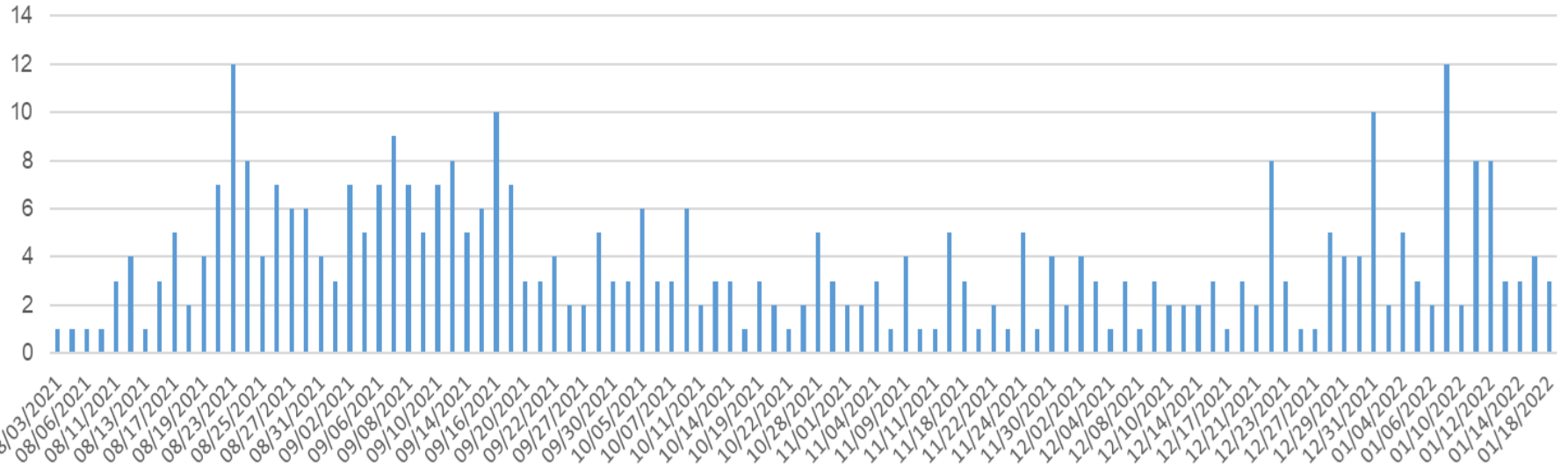
# August & September 2021 Dual Disasters

- Covid and Caldor Wildfire
  - Reopened Incident Command
  - Re-evaluated Evacuation Plans
  - Reopened Triage Line, Drive Through Clinic
  - Heavy Use of MCAT
  - Evacuation Shelter Rounding



# Monoclonal Antibody Use

Daily Quantity of MCAT Provided by Day



# Leadership Lessons

- Plan for the worst
- Make sure your plans are simple
- Care for those who need help
- Replicate what worked



## January 2022 - Dual Disasters (again)

# Omicron and Snow

- Snowmageddon - Holidays 2021 - 3-4 feet
- No Staff!!!
- Reopened COVID Triage Line, and Drive Through
- More patients, less testing, less therapies
- Regional Surge Hospital - Partnership with State and County - bed expansion up to 50%

# Leadership Lessons

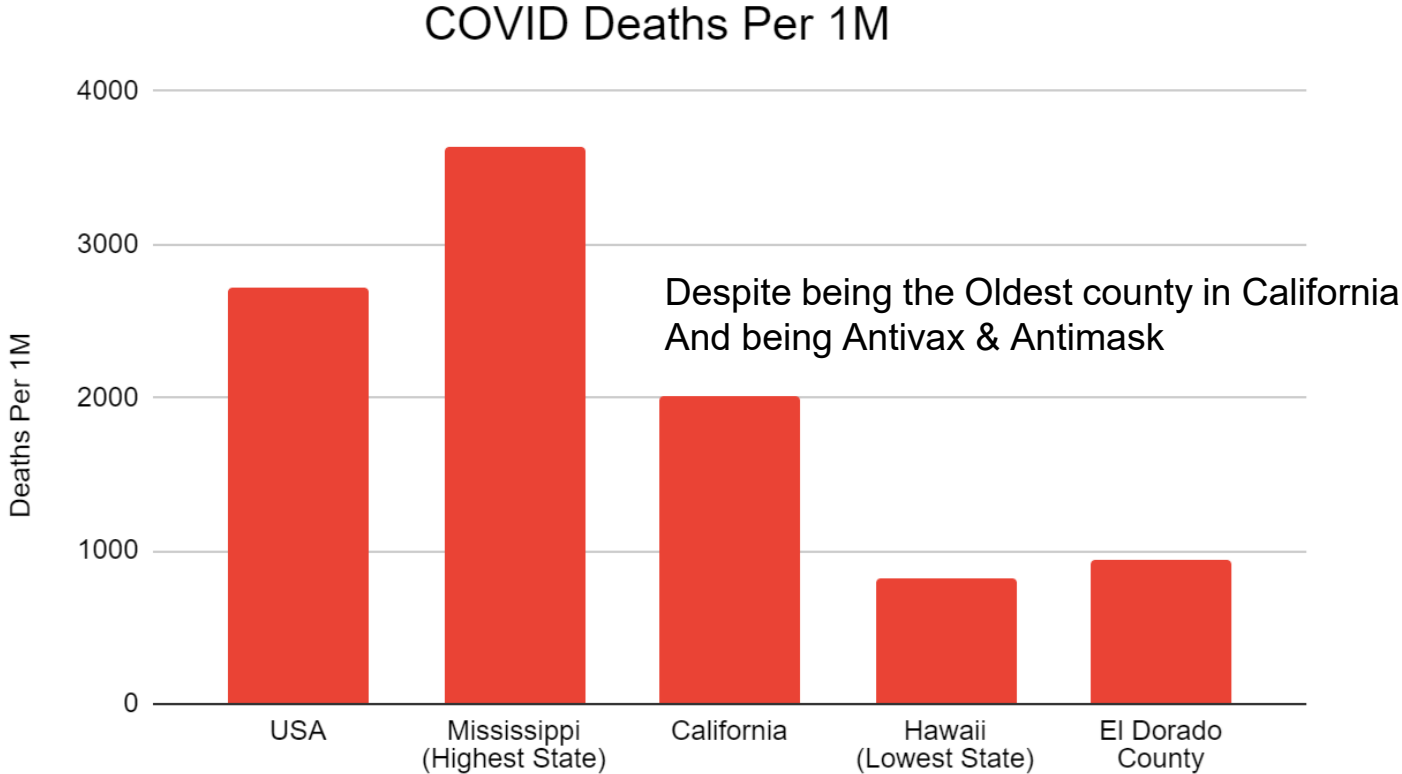
- Partner with local resources
- Don't throw away old plans
- Think simple
- When you get tired, lean on others

# In Summary

## Our Challenges

- Very elderly and underserved population
- Rural, anti-mask, vaccine resistant community
- 2 years of COVID Surges
- Caldor Fire - 221,000 burning acres on our doorstep
- Snowmageddon - Worst snow in 10 years

# COVID Deaths



# In Summary

## Our Successes

- Never overwhelmed by COVID
- Creative thinking and teamwork enabled continuity of services
- Dramatic improvement in Quality Metrics

# Main Lessons

- Good and perfect are the enemies of great - be nimble, be creative and keep moving forwards
- Utilize every member of your team to their fullest
- Keys to success - Grit, teamwork, passion, persistence and a common goal
- “Patients First”- unbridled love for our fellow man