

Desperate Times Call for Different Measures: Building Crisis Standards of Care During COVID-19

Martha Meredith Masters
Clinical Assistant Professor
Stanford University School of Medicine



Desperate Times Call for Different Measures

Building Crisis Standards of Care During the COVID-19 Pandemic

M. Meredith Masters, MD
Stanford University School of Medicine



Desperate Times Call for Different Measures

Building Crisis Standards of Care During the COVID-19 Pandemic

AND BEYOND

M. Meredith Masters, MD
Stanford University School of Medicine

Disclosures	None
-------------	------

 **Stanford**
MEDICINE | Emergency Medicine

COVID-19 wasn't the beginning

5

[Features](#) > Orlando Regional Medical Center responds to Pulse nightclub shooting

Orlando Regional Medical Center responds to Pulse nightclub shooting

by MICHAEL L. CHEATHAM, MD, FACS, CHADWICK P. SMITH, MD, FACS, JOSEPH A. IBRAHIM, MD, FAC, WILLIAM S. HAVRON, MD, FACS, MATTHEW W. LUBE, MD, FACS, MARC S. LEVY, MD, FACS AND SUSAN K. ONO, BSN, RN
PUBLISHED NOVEMBER 1, 2016 • [PRINT-FRIENDLY](#)



*Bulletin of the American
College of Surgeons*

6

The Deadly Choices at Memorial

by Sheri Fink, Aug. 27, 2009, 3 p.m. EDT



Pro Publica

7

Crisis Care in the Pandemic

8



credit: Terry Hoben
University Hospital,
Newark, NJ
April 4th, 2020



Spectrum News 1
UCI Medical Center,
Irvine, CA
December 17th, 2020

9



credit: Stephanie Bonne, MD
Newark, NJ
April 22, 2020



The New York Times
May 6, 2020

10

THE CORONAVIRUS CRISIS

A COVID Surge Is Overwhelming U.S. Hospitals, Raising Fears Of Rationed Care

September 5, 2021 · 7:00 AM ET



In Idaho, a record number of people are hospitalized with COVID-19, raising the possibility of rationing medical care. Many states are grappling with the fallout of the delta variant's surge in cases.

Kyle Green/AP

NPR
September
5th, 2021

11

Hospitals in half of US states close to capacity as Omicron continues surge

In 24 states at least 80% of staffed hospital beds were occupied as the Omicron variant has triggered a record number of Covid cases



📷 A nurse checks the eyes of a Covid-19 patient at Sharp Grossmont hospital in La Mesa, California, this week. Photograph: Étienne Laurent/EPA

Hospitals in nearly half of US states are nearing capacity, according to the Department of Health and Human Services, as the **Omicron variant** has triggered a record number of cases across the country.

The Guardian
January 14th,
2022

12

Paramedics, Strained in the Hot Zone, Pull Back From CPR

Their mission is to save lives at any cost. But in New Jersey, the coronavirus has sickened so many emergency workers that some units are holding off on risky procedures like CPR.



*The New York
Times
May 10th, 2020*

13

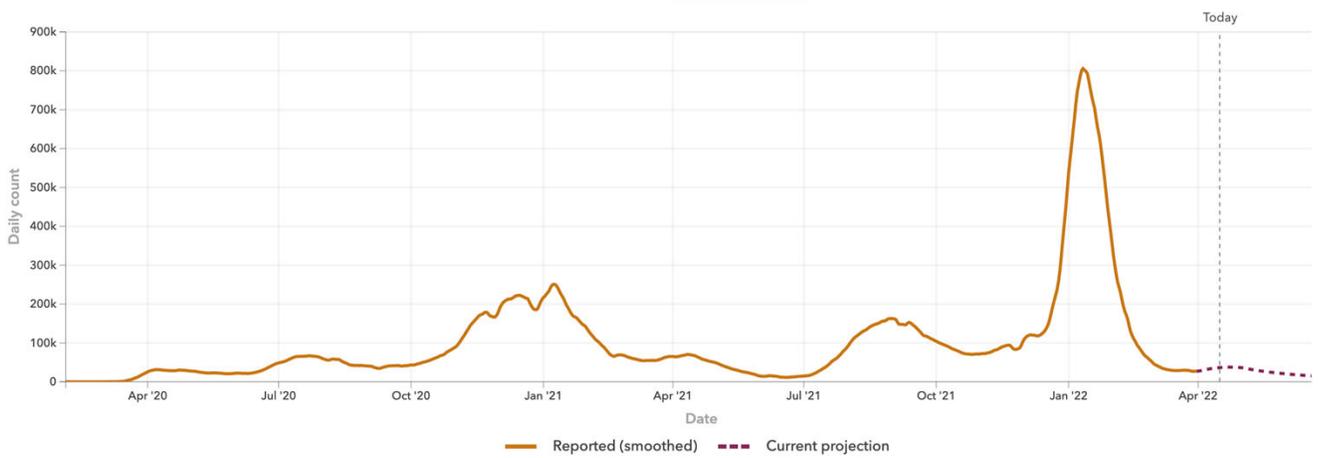
“It’s unsettling because it does go against everything we’ve been taught,” said Mr. McAleer, 51.

14

“To resuscitate and save one life, and risk five?” he asked. “It’s not balanced.”

15

Reported Cases of COVID-19 in the United States



IHME COVID-19
Projections
April 16th, 2022

16

**In Case of
Emergency**



17

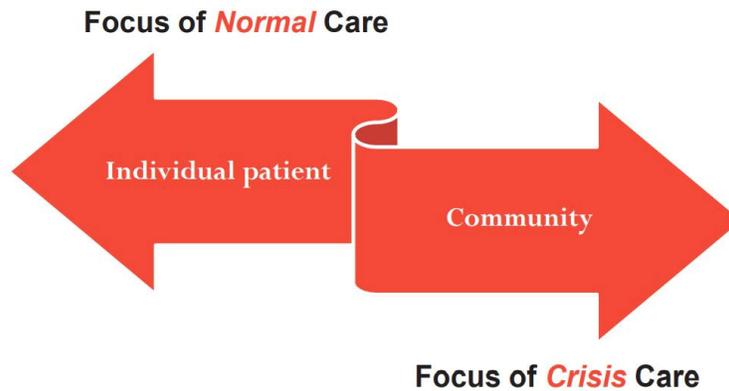
Crisis Standards of Care

a.k.a. Altered Standards of Care

Crisis standards of care guide decision-making designed to achieve the best outcome for a group of patients rather than focusing on an individual patient.

18

How Are Crisis Standards of Care Different?



National Academy of Medicine

19

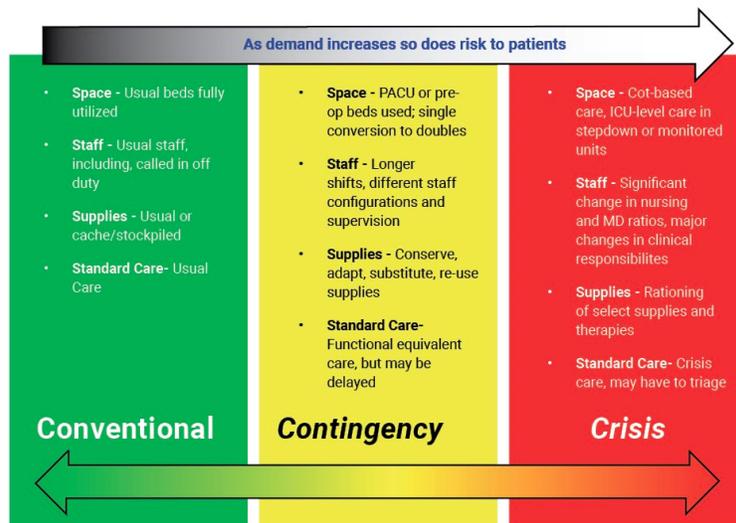
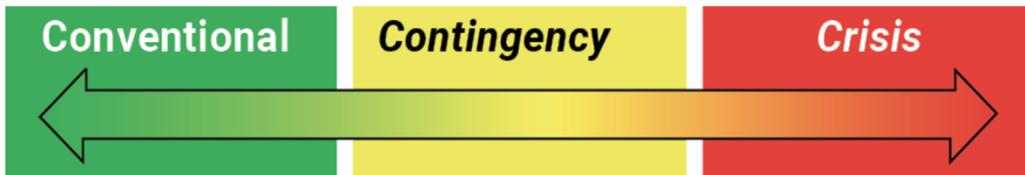


Image Source: State of Illinois, Illinois Department of Public Health, "Guidelines on Emergency Preparedness for Hospitals During COVID19"

20



21

Indicator

An *indicator* is measure or predictor of change

Actionable or Predictive



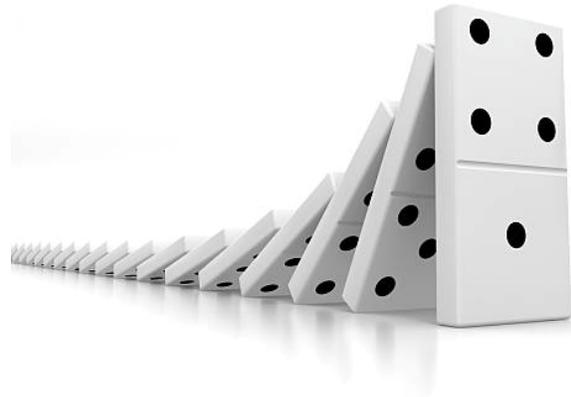
22

Threshold & Trigger

A *threshold* is the point at which a response will take place

A *trigger* is a decision point

It can be *scripted* or *non scripted*



23

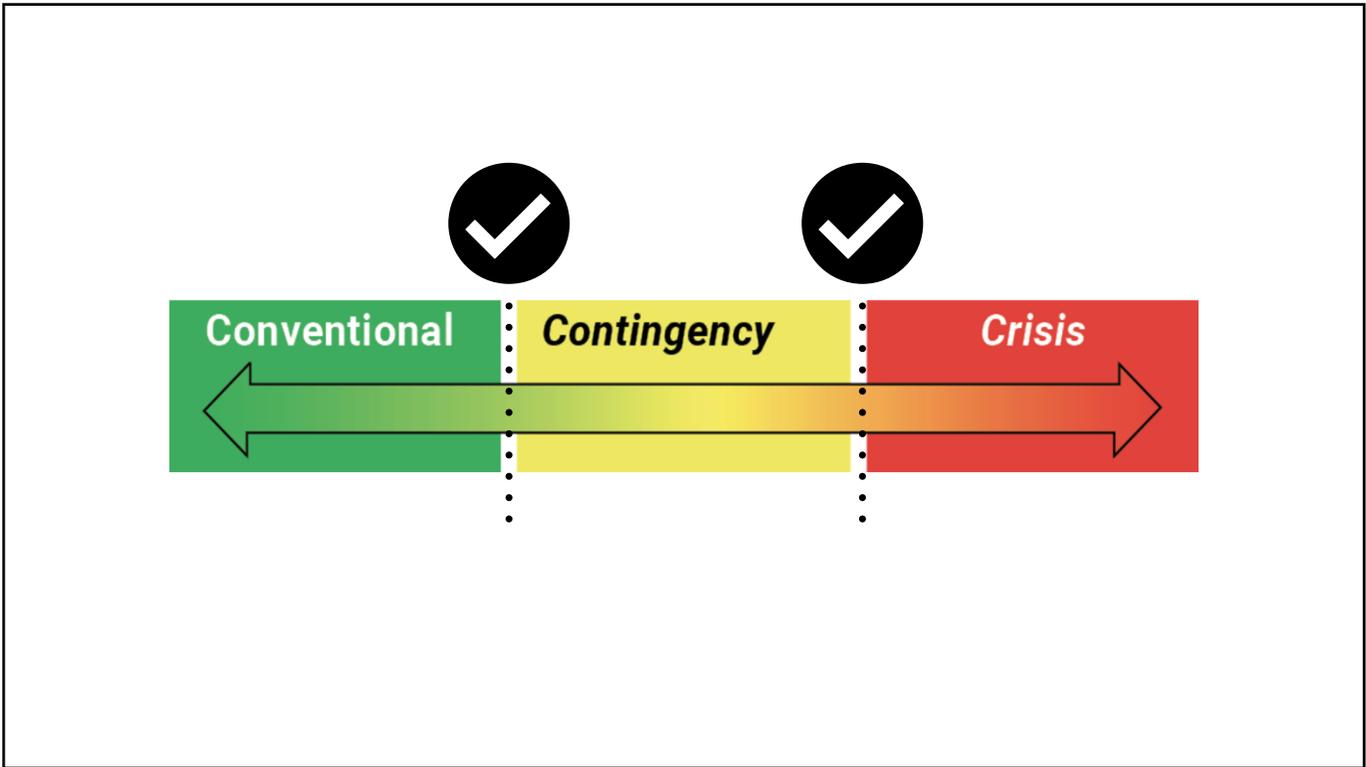
Ethical Principles

1. Fairness
2. Duty to care
3. Duty to steward resources
4. Transparency in decision making
5. Consistency
6. Proportionality
7. Accountability



Institute of Medicine (US) Committee on Guidance for Establishing Standards of Care for Use in Disaster Situations; Editors: Bruce M. Altevogt, Clare Stroud, Sarah L. Hanson, Dan Hanfling, and Lawrence O. Gostin.

24



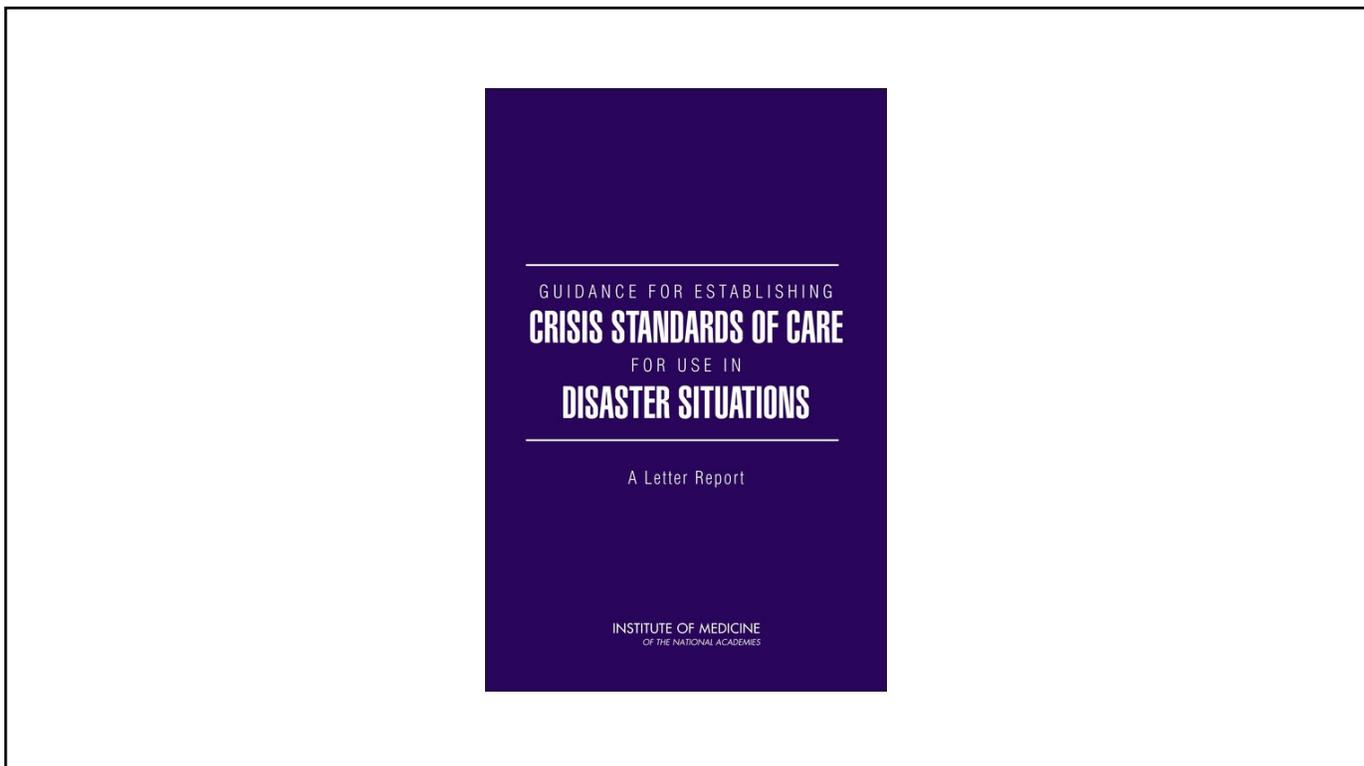
25



26



27



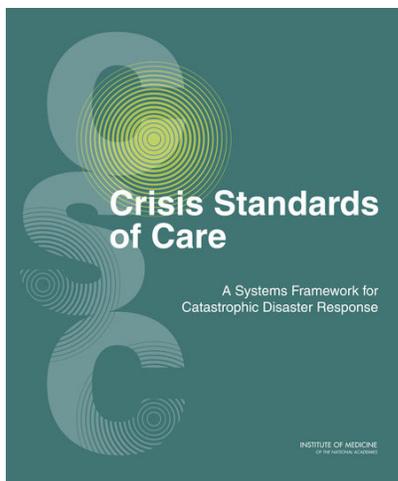
28

Ethical Considerations for Decision Making Regarding Allocation of Mechanical Ventilators during a Severe Influenza Pandemic or Other Public Health Emergency

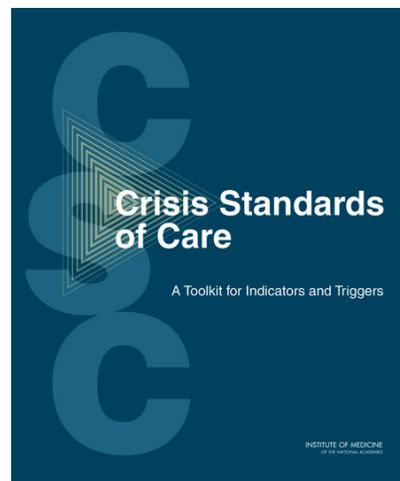
*Prepared by the Ventilator Document Workgroup,
Ethics Subcommittee of the Advisory Committee to the Director,
Centers for Disease Control and Prevention*

July 1, 2011

29



Committee on Crisis Standards of Care: A Systems Framework for Catastrophic Disaster Response; Board on Health Sciences Policy; Institute of Medicine.



Committee on Crisis Standards of Care: A Toolkit for Indicators and Triggers; Board on Health Sciences Policy; Institute of Medicine.

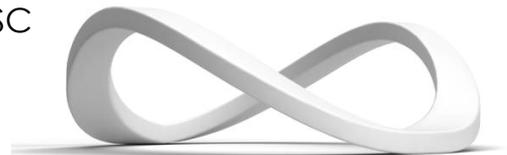
30



33

Take Away

- Determine if you have CSC in place
- Look to local and state partners
- Define thresholds and triggers that activate CSC
- Strong ethical grounding
- Engage with Hospital Legal and Ethics
- Education and communication
- Update plans regularly



34



35

Acknowledgements

Kathy Harris

Anna Lin, MD

Jennifer G. Wilson, MD, MS

Alyssa M. Burgart, MD, MA

Alison M. Kerr

36



Questions?



Thank you

mastersm@stanford.edu

