

Leading on a Knife's Edge

Help the Helpers in a Crisis

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Presenter



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Andrea (Andi) Tenner is a board-certified physician in both emergency medicine and internal medicine. She also holds a Certificate of Knowledge in Clinical Tropical Medicine and Travelers' Health from the American Society for Tropical Health and Hygiene. She is currently serving as the Director for Public Health Emergency Preparedness and Response for the City and County of San Francisco. She is also an Associate Professor in the Department of Emergency Medicine at the University of California, San Francisco (UCSF) and is UCSF Global Health Sciences Affiliate Faculty.



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Disclosure of Relevant Financial Relationships

Andi Tenner, MD, MPH, FACEP reports no relevant financial relationships or relationships she has with ineligible companies of any amount during the past 24 months.



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Why you
and why me?

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Why a knife?



Image credit: Balancing on a knife edge | hobbes266 | Flickr

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Finding your balance in a crisis

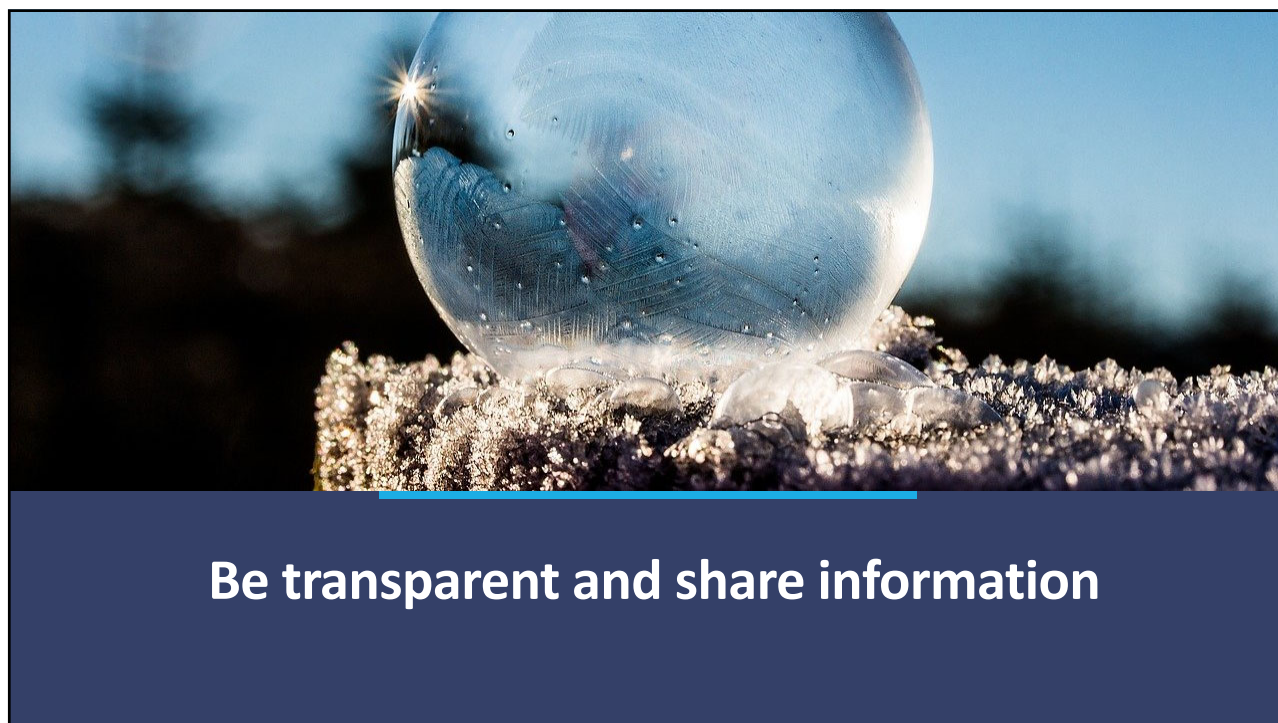


- Be clear
- Be supportive
- Be decisive...and flexible
- Be prepared

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COVID Question and Answers									
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	A	B	C	D	E	F	G	H	I
1		To which healthcare providers does your question or comment APPLY to?	Person responsible for seeking answer	Follow up steps taken	Action taken by	Date	Information discovered	Resolved?	Comments
44	Interpersonal Communication								
45	How are we going to address the concern that some consultants refuse to see patients that are being ruled out for COVID?	MD	Andi Tenner	Discussed with ED leadership	Andi Tenner	3/18/20	This was discussed with the ED leadership. This is not acceptable and has been messaged to other attendings. If this behavior happens again, have the admitting team or ED team contact that consultant's attending or ED physician leadership.	Yes	
46	Can we place a white board with phone numbers in respiratory triage (shower)	All Healthcare Providers	Andi Tenner	Will ask ED leadership	Andi Tenner	3/15/20		Yes	
47				John Fazio addressed in the leadership meeting	John Fazio	3/16/20	We will put a flip chart in the respiratory triage (faster to get than a whiteboard). Please put the provider's name and number and the RN's name and number on the paper for the shift so that they can be called if a patient is put in the room.	Yes	
48	Is it possible to have a sign out front saying that visitors are not allowed?	All Healthcare Providers	Andi Tenner	Will ask ED leadership	Andi Tenner	3/15/20		Yes	
49				Hospital leadership has placed signs	Hospital Leadership	3/16/20	Signs placed	Yes	
50				Will ask ED leadership	Andi Tenner	3/16/20		Yes	
51	Is it possible to generate an easy-to-read situation report with updates for all staff	All Healthcare Providers	Andi Tenner	Malini Singh working on getting a tab in Epic with updates	Malini Singh			Yes	
52				Malini completed	Malini Singh	3/20/20	There is a tab in Epic with updates and Malini has developed an email with a standard format for easy reference to new updates etc.	Yes	
53	Is there a way we can find out how many respiratory patients we have in the ED when we come on shift?	All Healthcare Providers	Andi Tenner	Will ask ED leadership	Andi Tenner	3/15/20		Yes	
54				ED leadership addressed at meeting	ED leadership	3/16/20	Plan to convert one of the educational response boards to a COVID update board with updates on the number of patients, the hospital status, and other information.	Yes	
55				Nurse education team	Nurse education team	3/19/20	Nurse education team took over the supply board and now updates the numbers daily after the HICS meeting when the numbers are given out.	Yes	
56	A patient from Castro-Mission was sent in to the ED through diversion as a possible COVID r/o. Can this be avoided via EMS?	All Healthcare Providers	Andi Tenner	discuss with John Brown and Mary Mercer	Andi Tenner	3/17/20	Discussed with John Brown and Mary Mercer and they are working to avoid situations like this in the future	Yes	
57	Can we put a sign on the door for patients who were intubating with PAPRS to let others know if it is ok to come in with an N95 on?	All Healthcare Providers	Andi Tenner	asked ED leadership	Andi Tenner	3/17/20	This issue has been resolved as now others in the room can use N95 masks and eye protection.	Yes	
58	Can staff have a daily count of the number of POSITIVE results we get back each day?	All Healthcare Providers	Andi Tenner	asked ED leadership	Andi Tenner	3/17/20		Yes	
59				Malini and nursing working on this	Malini Singh	3/17/20	This is now up on the old supply board in the hallway between resus and Pod A	Yes	

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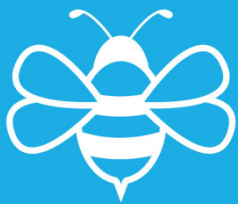
Don't speak with certainty

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Be calm and call it like it is



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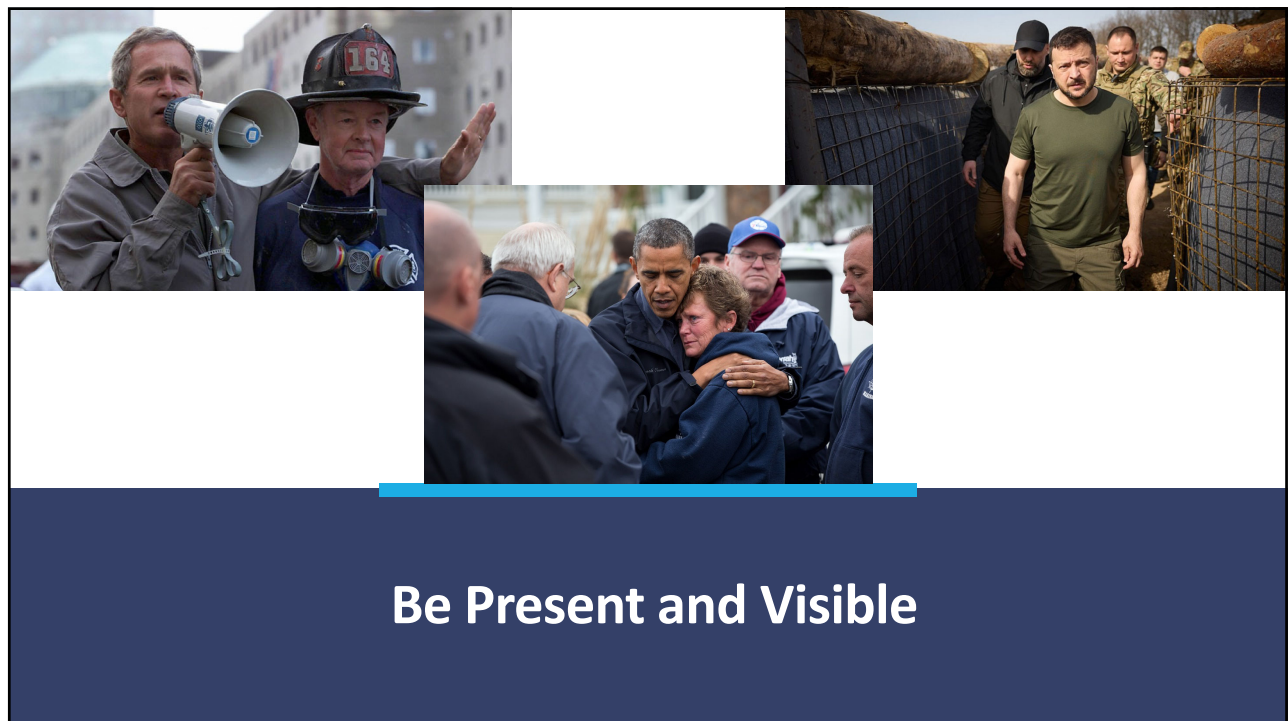


Be Supportive

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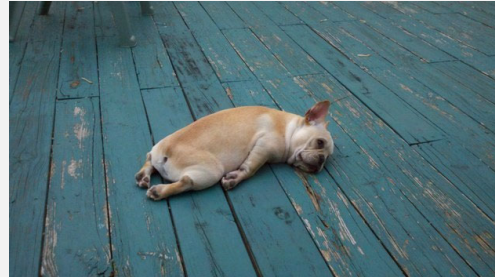


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**Take care of
your people**

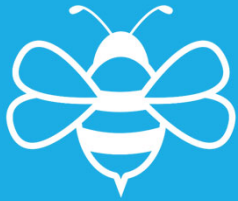


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Aside: The Pizza Dilemma

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**Be Decisive...
and Flexible**

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Do the best you can until
you know better.
Then when you know better,
do better.

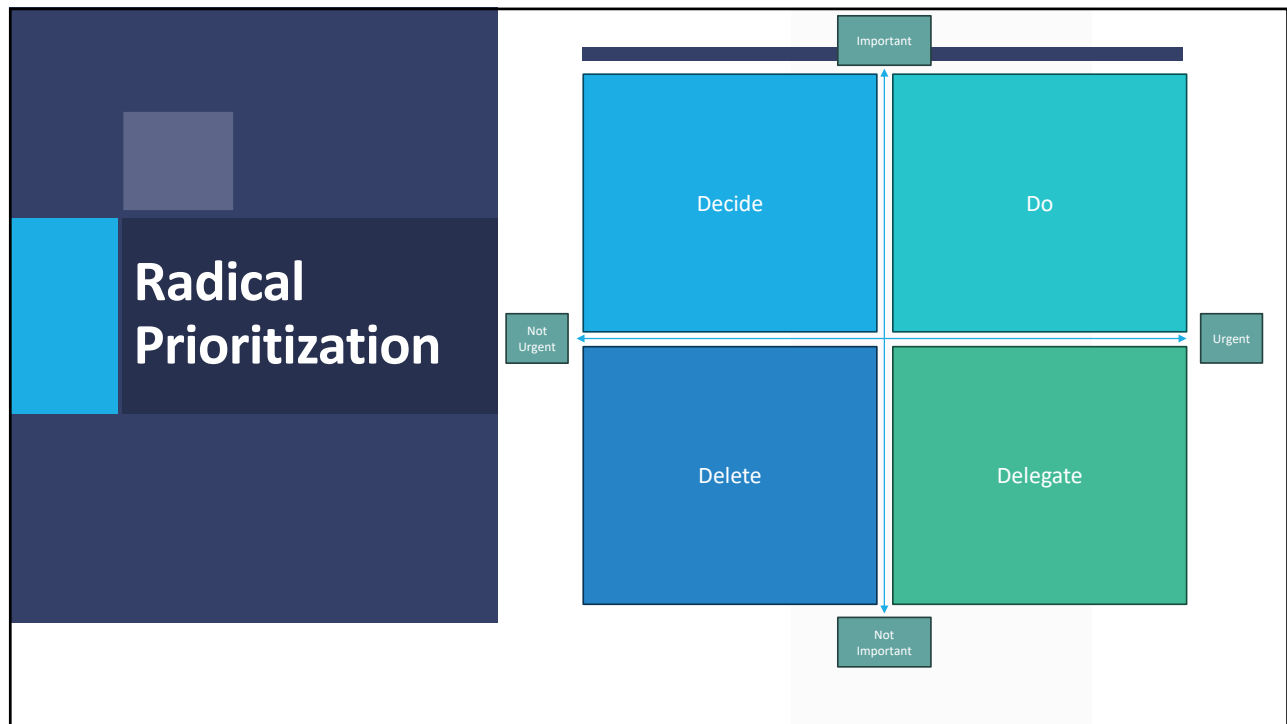
-Maya Angelou

Rapid PDSA Cycles!!

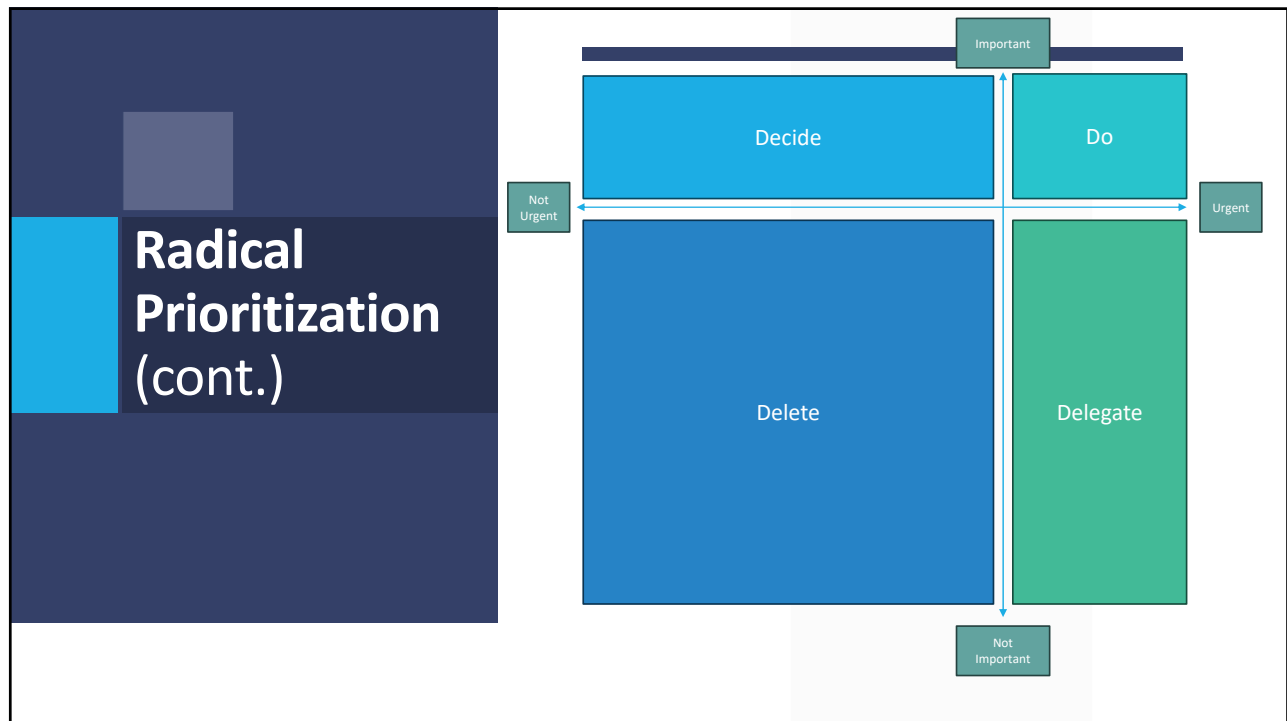


Emily's Quotes . Com

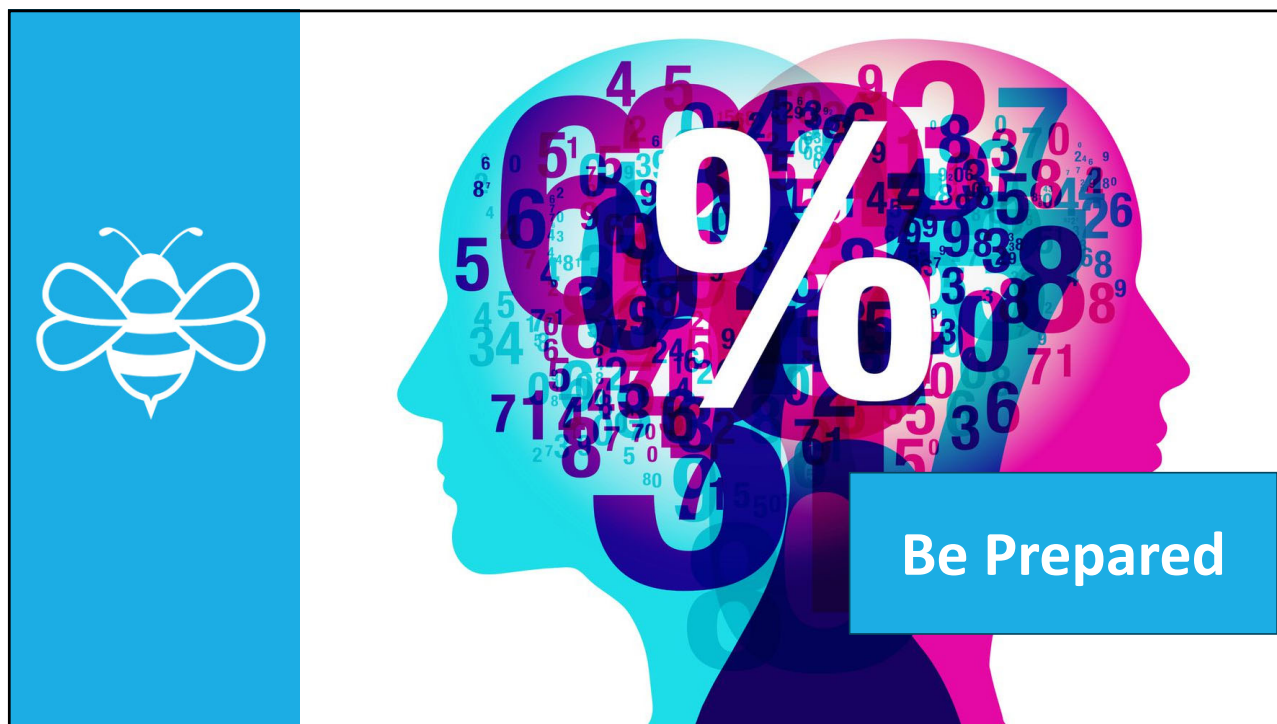
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Finding your balance in a crisis



- Be clear
 - Be transparent and share information
 - Don't speak with certainty
 - Be calm and call it like it is
- Be supportive
 - Plan for Panic
 - Be present and visible
 - Take care of your people
- Be decisive...and flexible.
 - Rapid PDSA Cycles
 - Radical prioritization
- Be prepared

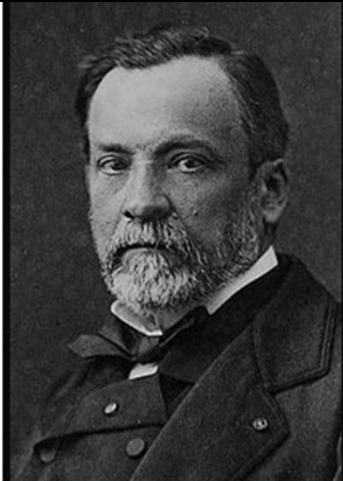
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Questions?




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Chance favors the prepared mind.
(Louis Pasteur)

Thank you!
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