



**Arena Labs Fusion Cell for COVID-19 Crisis Response in Frontline Medical Teams**  
*Preliminary Findings, 6/20*

THEME	SELECT EXAMPLES OF BEST PRACTICES + INNOVATIONS
<p><b>I. Leading Through Uncertainty</b></p> <p>Bringing crisis planning into the everyday to normalize + anticipate next waves of surge. Standout hospitals quickly developed a multi-disciplinary leadership team + disciplined cadence of meetings for planning, problem-solving, + decision-making.</p>	<ul style="list-style-type: none"> <li>• <i>Twice daily leadership huddles</i>, with leaders from across the hospital system to ensure common operating pictures of daily events, to coordinate crisis operations, and for decision-making.</li> <li>• <i>Inaugurating a command and/or operations center</i>, to track the evolution of the pandemic’s impact, availability of resources, surge demand cadence, on-demand context for fast-moving and evolving challenges, and as a focal point for recovery planning.</li> <li>• <i>Developing a strategic plan for staff reassignment and surge planning</i>, in advance, to ensure adequate staffing and capacity to underpin crisis planning and reassure staff of reassignment and on-demand training for new roles and responsibilities.</li> </ul>
<p><b>II. Learning During Crises</b></p> <p>Navigating dynamic situations is predicated on learning at the speed of crisis and execution. These best practices reflect building adaptability and redundancy, which are the foundations of resiliency.</p>	<ul style="list-style-type: none"> <li>• <i>Just-in-time training</i>, to prepare healthcare providers not used to working with critically ill patients in critical care requirements, such as proning and sedative treatment.</li> <li>• <i>Creating a buddy system</i>, pairing experienced/inexperienced staff on critical needs to build redundant staff expertise, capability, and confidence.</li> <li>• <i>Maintaining daily huddles and daily rounds via video teleconferencing platform</i>, to reinforce critical foundations of care and to maintain the cadence and practices of success and normalcy.</li> <li>• <i>Implementing 5-minute multidisciplinary calls on all referrals</i>, to leverage expertise quickly and build best practices.</li> </ul>
<p><b>III. Providing for the Team Providing Care</b></p> <p>“Mission first, people always.” The central idea of this world of crisis management maxim is taking care of your people - so that your people can take care of the mission. Human focus is also central to High Performance Medicine®.</p>	<ul style="list-style-type: none"> <li>• <i>Establishing a team approach to critical care</i>, rotating staff to minimize disruption to teams, to cover each critical requirement of pandemic care, to provide recovery time, to minimize exposure among groups of physician, and to mitigate potential paralysis of team by illness. Ideally including all medical disciplines, such a cadence creates confidence and safety through established relationships and through distributed knowledge, techniques and innovation.</li> <li>• <i>Responding immediately to staff anxiety and stressors</i>, such as the stress of constantly changing PPE guidelines, ameliorated to great extent by providing PPE guidance at the beginning and</li> </ul>



	<p>ending of every shift, creating an immediate feedback loop to close knowledge gaps with evidence-based solutions, quickly developing on-demand videos on proper donning and doffing.</p> <ul style="list-style-type: none"> <li>• <i>Developing a workplace wellbeing toolkit</i> for staff on the frontlines, to include talking points for family members and how to protect family members from infection.</li> <li>• <i>Transparent tracking of hospital staff infection levels</i>, both to reassure staff of leadership focus and to prevent misinformation and disinformation from spreading.</li> </ul>
<p><b>IV. Communicating in High Stakes Environments</b></p> <p>In environments where uncertainty is dominant, it is critical to focus on developing actionable information, sharing understanding and decisions, and creating feedback loops. All of these are core elements to help to “minimize the noise,” i.e. to separate assumption from awareness (weed out disinformation and misinformation), promulgate mistakes to be avoided, and turn lessons learned into best practices.</p>	<ul style="list-style-type: none"> <li>• <i>Dedicated and protected information channels</i>, to provide a predictable, reliable, evidenced-based “one source of truth.” For example, a DropBox containing evolving critical care policy + procedures, and a daily situation report detailing testing results, PPE usage/availability, and patient trends.</li> <li>• <i>Identifying and coaching respected nurse and physician leaders</i> to reinforce informed messaging, reduce uncertainty about safety practices, and spread best-practices in a high-touch approach.</li> </ul>
<p><b>V. Developing Resilience for the Future:</b></p> <p>Resilience expert Eric Hollnagel defines the meaning of safety as “the ability to be successful in varying conditions.” This pandemic put these conditions to the test, and best practices demonstrated critical thinking and solutions beyond “just getting through it” to a focus on “building better.”</p>	<ul style="list-style-type: none"> <li>• <i>Staff-generated solutions</i>, as those closest to the problems have greater insight on how to: best match demand and resources, maintain surge capacity, and innovate for long-term sustainment.</li> <li>• <i>Creating a systems approach for the new normal</i>, such as templates, check sheets, and hand off tools, which also informed surge sustainment amidst re-opening hospital systems for elective surgery and clinics.</li> <li>• <i>Harnessing the advantage of telehealth solutions and digital evaluation</i>, such as touch screen and Face to Face Video (F2F), to include in emergency and critical care environments, to both accelerate patient treatment and protect healthcare providers.</li> <li>• <i>Planning and decision-making informed by predictive modeling</i>, from everything from PPE burn rates to infection and surge rates, to better prepare and anticipate the next wave.</li> </ul>