The Papal Visit
A Health System Experience

Mary Del Guidice, MSN, BS, RN, CENP
Chief Nursing Officer
Assistant Dean for Clinical Practice
University of Pennsylvania School of Nursing

John Wierzbowski, MSc, MPH, CHEP
Director, Safety & Emergency Management
Chair, SEPA Healthcare Coalition

Outline

• Mission and Vision
• Leadership and Preparation Framework
• Impact
• Caring for our Patients
• Caring for our Staff
• Outcomes and Lessons Learned

Papal Visit Planning Team:
Patients FIRST at the Nation’s FIRST!

Vision:
Provide a seamless patient care experience and support the Pennsylvania Hospital team throughout the unprecedented event of the papal visit.

Goal:
Create a comprehensive plan which considers and addresses all aspects of care, operations, logistics and communication throughout the papal visit.
Penn Medicine Papal Preparation Executive Team

Executive Sponsor: Sara Bullock, Chief Operating Officer, UPHS & Executive Director, HUP
Leader: Donna Zene, Director, Safety & Emergency Management, Penn Medicine
Penn Presbyterian Hospital: Father Larry, Chief Operating Officer, MS, RN, CENP, Chief Nursing Officer, Clinical Practices of the University of Pennsylvania
Hospital of the University of Pennsylvania: John Moses, Chief Operating Officer, Safety & Emergency Management

Penn Presbyterian Hospital: Mary Russell, MS, RN, CENP, Chief Nursing Officer, Clinical Practices of the University of Pennsylvania
Hospital of the University of Pennsylvania: John Hennessey, CHSP-FSM, CHEP, SASHE, Interim Safety Manager
Penn Presbyterian Hospital: Bob Russell, MS, FACHE, NHA, Associate Executive Director, Physician Support

Chester County Hospital: John Felicetti, Director, Safety & Security

Home Care & Hospice Services: Sandra Jost, RN, MSN, PhDc, Chief Nursing Officer & Associate Executive Director, Clinical Practices of the University of Pennsylvania

Ichthyology: Joseph Cooney, Assistant Executive Director, Clinical Practices of the University of Pennsylvania

Physician Support: P.J. Brennan, MD, Chief Medical Officer & Vice President, Penn Medicine

Human Resources: Patricia Wren, Vice President, Human Resources, Penn Medicine

Materials Management: Wayne Smith, Vice President, Corporate Materials Management

Communication/Public Affairs: Susan Phillips, Senior Vice President for Public Affairs & Senior Advisor to the Dean

Information Technology: Theresa Hiltunen, Interim Information Officer, PAH

Penn Police: Michael Fink, Deputy Chief, Penn Police

Impact:

Pennsylvania Hospital Papal Visit Planning Team

Executive: Sponsor: Theresa Larivee MBA, Chief Executive Officer
PAH Lead: Mary Del Guidice, MSN, BS, RN, CENP, Chief Nursing Officer
Co-Lead: John Wierzbowski, Manager, Safety & Emergency Management

- Brian Swanson, HWH-MS, Chief Financial Officer
- Michael Mimick, MS, Executive Coordinator, Nursing Education
- Brian Anthony, MS, Clifford, Director, Ambulatory Services
- John Brennan, RN, CHC, Clinical Director, Nursing Department
- Kathryn Demaske, BSN, MSN(CPM), Clinical Director, Quality and Safety
- Bernard Zane, Director, Safety & Emergency Management
- Joshua Hae, MNH, Senior Resource Specialist, Penn Presbyterian Medical Center
- Donna Larivee, MSN, RN, CENP, Chief Nursing Officer, Clinical Practices of the University of Pennsylvania
- Tonya Johnson, DNP, RN, CCRN-K, NE-BC, Clinical Director, Nursing
- Sarah Johnson, Chief Human Resource Officer
- Mary Beth Lahey, MSN, RN, NEBC, Nurse Manager, 4/5/6 Preston, Nursing
- Kay Marshall, MSN, RN, CEN, Clinical Director, Nursing
- Angel Calbillo, BSN, MS, RN, Clinical Director, Nursing
- Safety Team, MS, Medical Director, Emergency Medicine
- Jeff Cheek, BS, ACHA, Director, Engineering Department
- Chad Pain, MPH, RN, MSN, Director, Nursing Education
- Sandy Lenti, PAH, MS, Director, Human Resources, Clinical Practices of the University of Pennsylvania
- Pamela Furno, FPA, ACHA, Director, Nursing Education
- Penny Bowers, MS, Director, Materials Management
- Robert Brown, DPM, Director, Emergency Department
- Meave Rogers, PhD, RN, DNP, PAH, Penn Presbyterian Medical Center
- Euro Sales, VHA, BS, NEBC, Nurse Manager, TCC Pharmacy
- Linda Soto, DPA, Interim Systems Director
- Jennifer Sipperly, MS, RN, Vice President, Human Resources
- Rhonda Soldan, BSN, LP, PAH, PA, Director, Perioperative Services
- Aracelis Taddeo, RN, MSN, Director, Social Work & Behavioral Health Services
- Lisa Uppright, RS, MSN, Director, Emergency Department
- David Wilson, MS, RN, FABC, VP Allied Health & Ambulatory Services
- Lisa Verseput, MSN, RN, CEN, Nurse Manager, Emergency Department
- Angela Calbillo, BSN, MSHA, RN, Clinical Director, Nursing
What did this all mean?

<table>
<thead>
<tr>
<th>Greatest Period of Impact: September 24-28</th>
<th>Impact Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue</strong></td>
<td><strong>Healthcare-Community Impact</strong></td>
</tr>
<tr>
<td>Limited or no access</td>
<td>Vehicle Perimeter, Security Perimeters, limited access to pedestrian areas</td>
</tr>
<tr>
<td>City Population Surge</td>
<td>Increased patient volume, increased demand on services, limited access to hospitals in impacted area</td>
</tr>
</tbody>
</table>

The Planning Process

- Utilized Smartsheet® Software
  - Operations, Logistics, Finance Sections
    - Work Assignments
    - Medical Care Branch, Infrastructure Branch, Security Branches
    - 167 Tasks assigned!!!!!

- Planning Meetings
  - Bi-Weekly in June-August
  - 2-3X per week September
  - UPHS Leadership Bi-Weekly June-September
  - Ad hoc meetings (too many to count!)
The Planning Process - Staffing Matrix

The Planning Process - Consequence Management

- Pre-Positioned Regional Assets
  - CHEMPACK EMS Container with nerve Agent Autoinjectors
  - (10) Newport HT-50 Adult Ventilators
  - Regional Burn Dressing Carts

The Planning Process - Patient Discharges/Transfers

- Contracted Ambulance Company
  - 2 ALS Ambulances
  - 1 Paratransit Van
The Planning Process - Estimated Patient Encounters

- **Used FEMA Estimates for Previous Events**
  - In general, 0.3% to 1.3% will seek medical assistance
- Planning assumption was 1-2 Million Population

- **Other Planning Assumptions**
  - Field Tents would absorb 80% of lower acuity patients
  - Attendees will walk to hospitals and numbers will vary based on distance and events held
  - Limited distance to 2 miles

<table>
<thead>
<tr>
<th>Facility</th>
<th>HUP</th>
<th>SJH</th>
<th>Jeff</th>
<th>HUPF</th>
<th>Presby</th>
<th>Pennsy</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of attendees seeking medical assistance</td>
<td>21%</td>
<td>16%</td>
<td>12%</td>
<td>5%</td>
<td>5%</td>
<td>8%</td>
</tr>
</tbody>
</table>

- Assumes attendees seek medical care by proximity based on inverse square of distance

218 - 953 patient encounters over normal volume

The Planning Process - Patient Surge

- **Outpatient Ortho Practice Transforms into ED**
- **ED Minimal Care Area**
  - Ability to surge up to 16 patients using private exam room each equipped with a sink and in-room computer for EHR integration
  - Private examination area for additional patients in shared space within the department
  - Separate waiting area
  - Both orthopedic treatment rooms and waiting area can be built into Epic ASAP as surge treatment zones
  - Ability to register in waiting room area
  - Streamlined one-directional entry and exit; see below
  - Bathroom and hand washing facilities
  - Ability to perform radiologic testing inside the space

Papal Events

**September 26, 2015**
Independence Hall: 4PM
World Meeting of Families
Concert: 7PM

**September 27, 2015**
Visit to Curran-Fromhold Correctional Facility: 11AM
Celebration of Mass: 4PM
OB Patient Access: Process Map

Command Center calls Healthcare Patient calls Command Center at instruction of OB Information obtained from patient includes where they’re traveling from, make/model of car, license plate number and contact information Coordination Desk (HCD) at Philadelphia Emergency Operations Center Access point confirmed and all pertinent vehicle information and ETA relayed Medical Care Branch director notifies PETU of impending arrival via two-way radio

Command Center Patient calls Patient arrives at calls patient Command Center PAH main entrance Patient given Access point step-by-step relayed, navigation patient instructions via instructed to phone call Command Center once they’re at or N on 11th, through access Right on Pine, point Left on 8th (against normal flow of traffic)

Security greets patient, escorts to PETU in wheelchair Command center monitors security cameras to visualize patient’s arrival

Alena Scurry

“Everyone was great,” Alena, was featured on CBS3 Sunday night, said. “The command center talked me through the process, and we got here with no problems.”

Once settled on the floor at PAH, Alena turned on the TV to hear the Pope speak down on the parkway.

“It gave me encouragement,” she told CBS3. “I was inspired hearing him talk … God worked everything out and it was smooth sailing.”

Employee Support

Employee Support Purpose Statement:
To create a comprehensive plan which recognizes the hospital team that will be providing and supporting patient care during the Papal visit and World Meeting of Families in September 2015
Leadership Support and Staffing

 Goals:
 • To ensure the appropriate leadership complement to support staff, patient care operations, and the FEMA Incident Command Structure throughout the Papal visit
 • To ensure adequate staffing and skill mix to support patient care operations during normal and surge volumes

 Assessment:
 - Projected volume
 - Required staffing
 - Anticipated patient population
 - Ability to surge
 - Command Center roles required
 - Support for employee and baggage check-in, sleeping, and showering

 Plan:
 - Identify and rectify staffing gaps
 - Develop patient surge plan
 - Match resources needed pre, post and during the Papal visit
 - Identify process for flexing staff to patient census
 - Assign Command Center Roles and communication structure
 - Create employee informational packet

 Implementation:
 • Employee information sessions
   - Papal intranet resource
   - Fourteen 30 minute sessions held one month and one week prior to papal visit
   - Presented collaboratively by a human resource, clinical, and operations leader
   - Checked in 731 employees
     - Conference style
     - Linen pick-up
     - Shower and sleeping assignment cards
     - Baggage check
     - Housed 486 employees on-site
     - Deployed 437 air mattresses
     - Cleaned 51 showers several times daily
   - Handled 91 issues/patient related tasks
 • Provided aid to medical tents
 • Flexed staff to meet organizational needs

 Hospital Incident Command Structure
Sleeping / Showering

- Sleep Locations
  - Duncan Building
  - Main Hospital
  - Spruce Building

- Criteria
  - Developed per department
  - Available space (60sf each)
  - Staff Count / Shifts
  - Patient Care Areas Left Open

Shower Locations
- Male: 5 Spruce
- Female: 7 Scheldt

- Criteria
  - 7AM - 11AM and 7PM - 11PM
  - 20 minute time slots
  - Time per hour for cleaning
  - Clean and dirty towels to be staged on each floor

Checking In

- 1 Preston Lobby
  - Voucher Pick-Up
  - Linen Pick-Up
  - Bag Check

Employee Support
Employee Support

All staff were provided with a welcome bag that included:

- Tooth Brush
- Gum
- Life Savers (or other hard candy)
- Water bottle
- Thank you card
- Schedule of events
- Bag of pretzels
- Eye Mask

Employee Support

Friday, September 25

- 8:30am Movie in Zubrow
- 2:00-4:30pm Refresh station (fresh fruit/vegetables)
- 5:00-6:00pm Bingo (with prizes) in Cafeteria, desserts served
- 8:30pm Movie in Zubrow
- 9:00-10:00pm Bingo (with prizes) in Cafeteria, desserts served

Saturday, September 26

- 8:30am Movie in Zubrow
- 9:00-11:00am Papal Event viewing in 9th Floor Waiting Room
- 2:00-4:30pm Refresh station (fresh fruit/vegetables)
- 5:00-6:00pm Bingo (with prizes) in Cafeteria, desserts served
- 8:30pm Movie in Zubrow
- 9:00-10:00pm Bingo (with prizes) in Cafeteria, desserts served

Sunday, September 27

- 8:00am-11:00am Papal Event viewing in 9th Floor Waiting Room
- 10:00am-11:30am NFL Football viewing in Zubrow
-明细：Eagles at 1pm, Game of the Week, Sunday Night Football
- 4:00-6:00pm Refresh station (fresh fruit/vegetables)

*Dedicated quiet space available in 1st floor Spruce Waiting Room*

Employee Support

Food Services:

Meal services will be available to all staff with the intention of every staff member receiving meals daily beginning with Friday breakfast through Monday breakfast.

- All staff received a “Papal Visit” food voucher when they registered
- Provided 3,257 complimentary meals
- Dinner service extended by 1 hour
- Overnight meal service from 1:00am-2:30am to service off-shift staff
- Each voucher was redeemable for several all inclusive meal options
PAH Papal Visit: By the Numbers

<table>
<thead>
<tr>
<th>Topic</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Visitation</td>
<td>1,734,645</td>
</tr>
<tr>
<td>Hospital Employees</td>
<td>1,145</td>
</tr>
<tr>
<td>Emergency Room Visits</td>
<td>2,172</td>
</tr>
<tr>
<td>Women's Health Visits</td>
<td>3,099</td>
</tr>
<tr>
<td>Total Triage</td>
<td>1,734,645</td>
</tr>
</tbody>
</table>

PAH Papal Visit: Lessons Learned

- **Safety and Emergency Management**
  - Communications and information flow throughout the region, within the health system, and in the hospital worked well, maintaining situational awareness and a common operating picture before, during, and after the event for patient tracking, issue tracking, and reporting of bed capacity.
  - The use of external resources for coordination of patient transfers and VIP patient access to designated access points through a secure vehicle perimeter was seamless.
  - The ability to assess pre-event resources and supplies needs to match operations. This allowed for a seamless delivery of care and no patient safety issues. Vendors, contractors, public utilities, etc.
  - Have an entity- and health system-level framework for management of large mass gatherings and special events. This includes employee check-in, pre-event briefings, staffing, showers, accommodations, and surge plans that include hybrid staffing models.

Lessons Learned: Leadership

- Begin with a clear vision and mission: Hold every decision up to the mission and vision.
- Discover, amplify and bring together all the talent in the organization.
- Be clear about role clarity and expectations.
- Trust your team.
- Provide your team with love and support and they will ALWAYS amaze you!
Words Of Thanks From Our Team

Thanks

- Bingo
- Fun
- Orchestration
- Sleep
- Planning
- Cruise
- A+ Great
- Delicious
- Snacks
- Spirits
- Appreciation
- Thoughtful
- Enthusiastic
- Mattresses
- Food
- Enthusiastic
- A+ Understood

Questions