How the COVID-19 Operations Centre helped the canton hospital of Fribourg through the peak of the crisis and beyond

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Canton of Fribourg
Population: 322,034 / 7 hospital sites (5 internal + 2 external)
The starting point was blank....
The underlying approach: **Design Thinking** helped to create an agile and stable environment to continuously improve the solutions throughout the crisis and beyond.
All critical decision-makers in one room
COVID Crisis management team
Clinical / operational functions

COVID-19 Operations Center

- Control Room
- Cockpit
- Care model
- Information flow

- Frontline-driven
- Standardized
- Targets & Thresholds
- Tiered problem solving
- Standard calendar
- Hygiene standards
- Huddles (stand-ups)
- ISBAR rounding
- Patient communication
All critical decision-makers in one room
Standardized information flow from the frontline

Collection of standardized information by patient in all sites (digital and analogue)

Transparency by site (digital)

HFR Riaz
HFR Billens
Hospital Fribourg
HFR Tafers
HFR Meyriez-Murten

COVID-19 Operations Centre
Some visualisations of the Cockpit

“We will be running out of masks in 9 days…”

“Ward H3 demands for clarification how to proceed with room differentiation for Non COVID-19 and COVID-19 patients”
Escalation strategy: what if the situation gets worse?

<table>
<thead>
<tr>
<th>Care level</th>
<th>Triage</th>
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<tbody>
<tr>
<td>Level E</td>
<td>Pandemic medicine</td>
</tr>
<tr>
<td>ICU patients: &gt; 79</td>
<td></td>
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<tr>
<td>Level D</td>
<td>Minimal medicine</td>
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<tr>
<td>ICU patients: 48 - 78</td>
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<tr>
<td>Level C</td>
<td>Focused medicine</td>
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<tr>
<td>ICU patients: 31 - 47</td>
<td></td>
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<tr>
<td>Level B</td>
<td>Focused medicine</td>
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<tr>
<td>ICU patients: 10 - 30</td>
<td></td>
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<tr>
<td>Level A</td>
<td>Normal medicine</td>
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<tr>
<td>Normal operations</td>
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How can we treat a maximum number of patients with the available staff?

Alternative scenario needed!
1 assistant physician (intensivist or anaesthesiologist)
1 certified nurse
2 nurse assistants
1 physiotherapist

Supervision by lead intensivist

Level C
Planning of implementation

Level D
Construction & O2 installation

Level E
Units 1 & 2 operational
6 patients / pod

Level F
All units operational
12 patients / pod
What are the take-aways for the new normal mode:

**Do the right thing at the right time** by standardizing operations, decentralizing problem-solving and centralizing critical decision-making based on an escalation model.

**Give the patient what he needs now** by creating robust care models along the development of the crisis and after. Foster transparency all over the system to take decisions timely.

Use the expertise and resources in your system to co-create prototypes for solutions and continuously improve at high pace. **Do not become an isolated island**

Do you have any questions?
thank you!... and very happy to take questions

Facing the crisis: COVID-19 webinar series