Challenges to Hospital Leaders During COVID-19

Shagufta Hassan
Interim Chief Executive Officer
The Aga Khan University Hospital Karachi - Pakistan
Non-availability of a Pandemic Emergency Plan

- Used the HICS to deal with the Pandemic
- HICS started on March 11, 2020
- Regular meetings – twice daily to respond to the evolving situation and learnings
  - Accept the new reality
  - Plan operations around it
  - Continue to treat our patients along with COVID-19 patients
Safety of Teams and Continuity of Care

- Availability of PPEs
- SOP’s and protocols for PPEs
- Quarantine and isolation facilities
- Employee spread had to be contained
- Employee transport
- Employee helplines
Shortage of Required Equipment

- PPE
- Ventilators
- Testing kits
- Medical equipment
- Hospital supplies
Availability of Beds for COVID Patients

- A separate building and spaces assigned
- Mechanical changes to create negative pressure
- Donning and doffing areas
- Separation of staff spaces
- Separate screening and testing site
- Conversion of existing ORs to negative pressure
Financial Sustainability

- Lockdowns $\rightarrow$ low volumes
- Low volumes $\rightarrow$ low revenues
- Cost optimization

Average Census Whole Day

<table>
<thead>
<tr>
<th>% of Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
</tr>
<tr>
<td>90%</td>
</tr>
<tr>
<td>80%</td>
</tr>
<tr>
<td>70%</td>
</tr>
<tr>
<td>60%</td>
</tr>
<tr>
<td>50%</td>
</tr>
<tr>
<td>40%</td>
</tr>
<tr>
<td>30%</td>
</tr>
<tr>
<td>20%</td>
</tr>
<tr>
<td>10%</td>
</tr>
<tr>
<td>0%</td>
</tr>
</tbody>
</table>

Mar

- IHFCOVID19Forum
- #IHFCOVID19Forum
What Kept Us on Track

• We stayed true to the Vision and Mission of the institution
• The Leadership group stayed focused
• Continued and frequent communication with teams to:
  • Kept them updated
  • Maintained encouragement and
  • Positive reinforcement
  • Responded to their concerns
CONTACT

Shagufta Hassan
Interim Chief Executive Officer, The Aga Khan University Hospital
www.aku.edu
shagufta.Hassan@aku.edu