

# Challenges to Hospital Leaders During COVID-19

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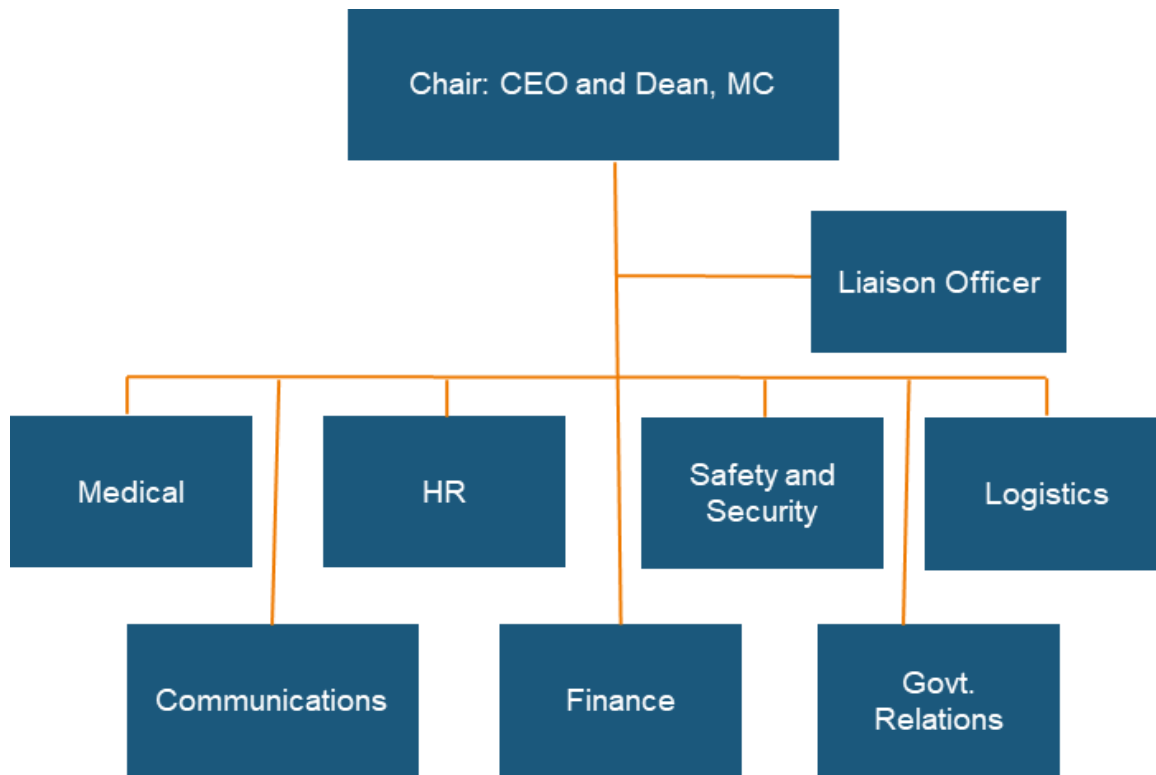
The Aga Khan University Hospital Karachi - Pakistan

**IHF** | Learning from COVID-19  
**TRANSFORMING  
HEALTH SERVICES**  
AN IHF VIRTUAL FORUM

4-5 November 2020

#IHFCOVID19Forum

# 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

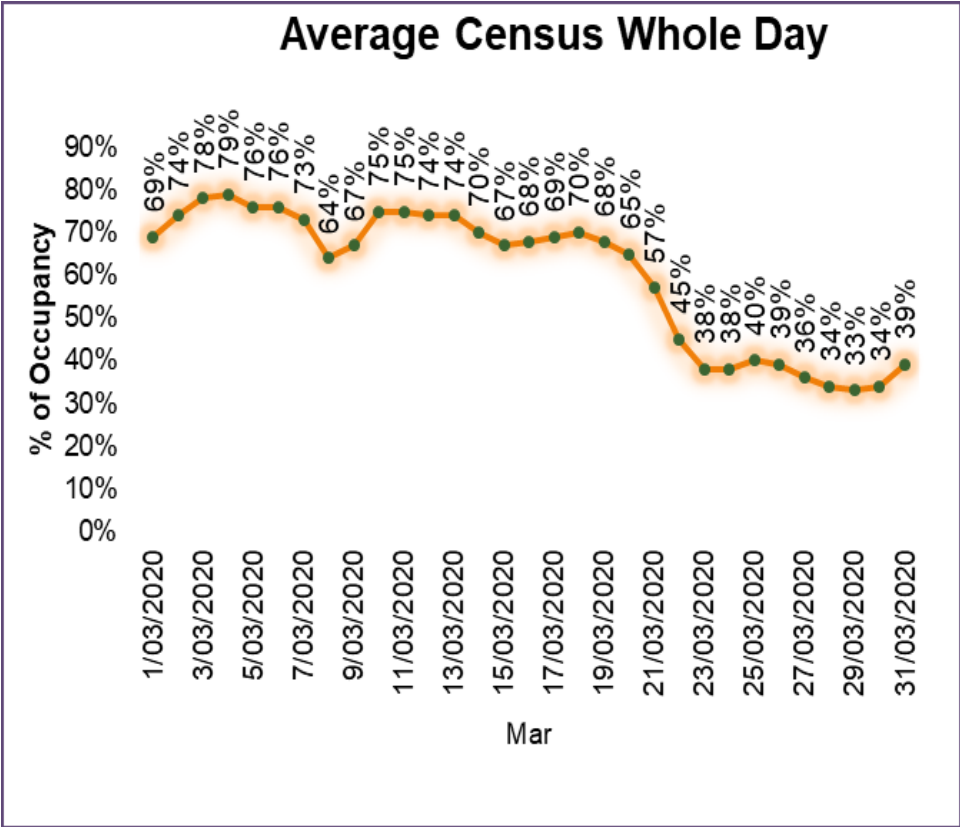


# Availability of Beds for COVID Patients



- 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 → low volumes
- Low volumes → low revenues
- Cost optimization

# 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

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