Hospital Systems Perspective

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Hackensack Meridian Health is a leading not-for-profit health care organization that is the most comprehensive and truly integrated health care network in New Jersey.

16 Acute Care Hospitals
3 Academic Medical Centers
2 Children’s Hospitals
9 Community Hospitals
4,024 Licensed Acute Beds
6,500 Physicians
33,000 Team Members

OVERVIEW

- Hackensack Meridian Health is recognized for its excellence in care.
- Four hospitals ranked in Top 10 in New Jersey.
- Healthgrades America’s 50 Best Hospitals Award for 5+ consecutive years.
- 568,431 ED Visits
- 153,185 Acute Admissions
- 19,000 Annual Home Care Visits
Background

Cutaneous anthrax infection
Perspective
US ED visit volume, 1997-2014

No. annual visits, millions

CDC, NCHS
Breaking Point is Status Quo

- US EDs overwhelmed, # down
- Context of possible respiratory pandemic
- Numbers of uninsured increasing again*
- Small % emergency preparedness dollars fund clinical preparedness**

*Sommers, NEJM, 2018

**Kellermann, NEJM, 2006
Hospitals Reactive vs. Proactive

- World Trade Center 1993, 2001
- HIV, TB, SARS, H1N1, Ebola
- Today
  - Rote annual fit testing
  - Haphazard stocking, usage in clinical environment
  - We cheat, we share
  - Patients come first
  - Facilities not maintained/flexible/easy to overwhelm
Current Practice/Focus

• Do not routinely stock elastomerics
  • Shy away from re-usables
  • No process for planned obsolescence

• Rely on N95s and PAPRs

• Supply chain challenges
  • Heightened by lack of advanced purchasing
Health System Approach

• Unfunded mandate, operating budgets
• No financial incentives for preparedness, stockpiling, expiration (e.g. CMS P4P)
• Variable levels of commitment
• “Just in Time” stocking
  • Fluctuating pricing
• Influenza
• CEOs
Comprehensive Implementation Model

We can use principles of implementation science to create comprehensive model of how hospitals and healthcare systems might adopt recommendations.
Conclusion

• Implementation of product recommendations more difficult than selection
• Health systems need clear guidance & requirements
• Need comprehensive implementation model; include patients
• Link preparation for respiratory pandemic to crowding solutions
• Incorporate into disaster planning and management
• Routinize respiratory precautions