

Adapting Hospital Pharmacy Practice During a Pandemic

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Disclosures

Douglas Doucette

- I have no current or past relationships with commercial entities to disclose and
- I have received no fee for this educational activity

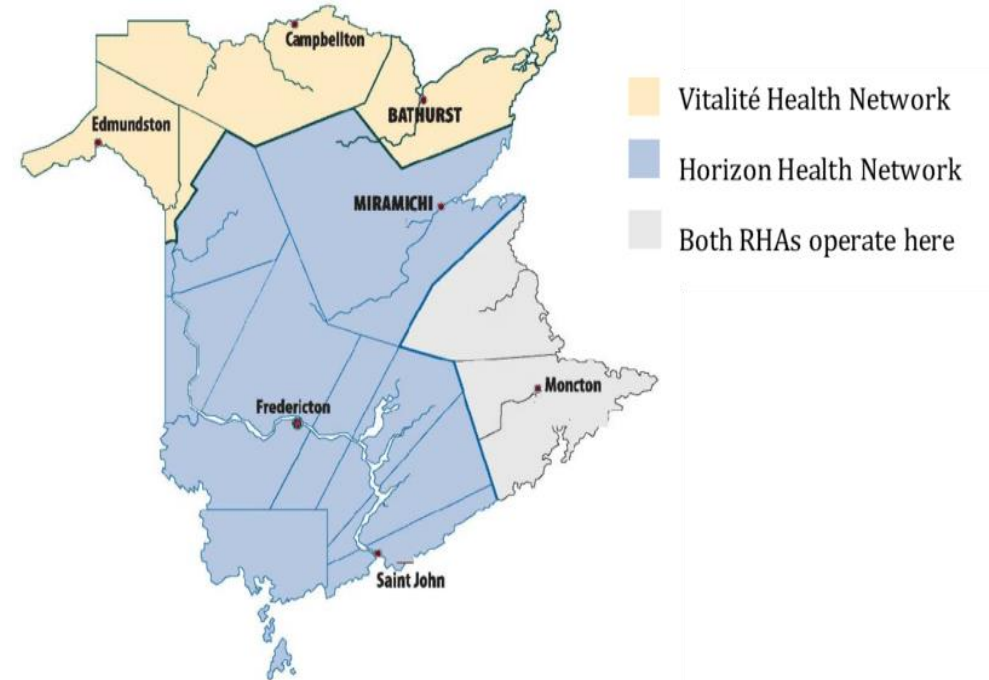
Learning Objectives

At the end of this presentation, participants will be able to:

- 1) Understand the importance of **collaboration and communication** during a pandemic
- 2) Describe efforts around **adaptation and conservation** of existing resources
- 3) Appreciate how **innovation** is required to support collaboration, communication, adaptation and conservation.

Horizon Health Network

- One of two regional health authorities in New Brunswick
- 12 hospitals & 100+ facilities provide range of acute, specialized & community-based services
- 13 000 employees, 1 100 physicians, 4 400 volunteers



Horizon Health Network



Regional Pharmacy Services

- Approx 250 personnel based in 11 hospitals & other facilities
- Operational, clinical & support services to inpatients, outpatients in ambulatory clinics & others in community-based primary care
- Actively support student learners incl accredited residency program (4 residents)

Collaboration and Communication

- *Information overload!!*
- Regional Emergency Operations Centre (EOC)
- VP & Directors' group meet daily
- Pharmacy leaders' huddle daily → to pharmacy staff
 - Mantra: Show Calm, Show Trust, Show Care
 - Weekly email update to staff
- No road map – find our way together!



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Collaboration and Communication

- Local EOCs & task teams - pharmacists attend in some areas
- Reassignments – to ID/IPC teams, Clinical Order Set groups, etc.
- Ad hoc comms with:
 - Internal - Finance, HR, etc. etc.
 - Dept of Health & Vitalité Health Network
 - NB College of Pharmacists, NB Pharmacists' Association, CSHP-NB
 - Academic partners (Dalhousie, NBCC) – students, residents
 - Hospital pharmacy directors in Atlantic area

Collaboration and Communication

Emergency Notification of Personnel

- Verified contact info on fan out lists
- Exercised fan out
- Migrated to common template
- Regional SOP - emergency fan out notification
 - Texting as optional comms mode

Adaptation and Conservation

- Staffing
 - Administrative actions – vacation/leave reviewed
 - Physical distancing within dept & in patient care areas
- Essential Medications List
 - Gradual buildup to target inventory levels
 - Regional approach to inventory control
 - Frequent contact between staff, GPO, vendors & McKesson

Adaptation and Conservation

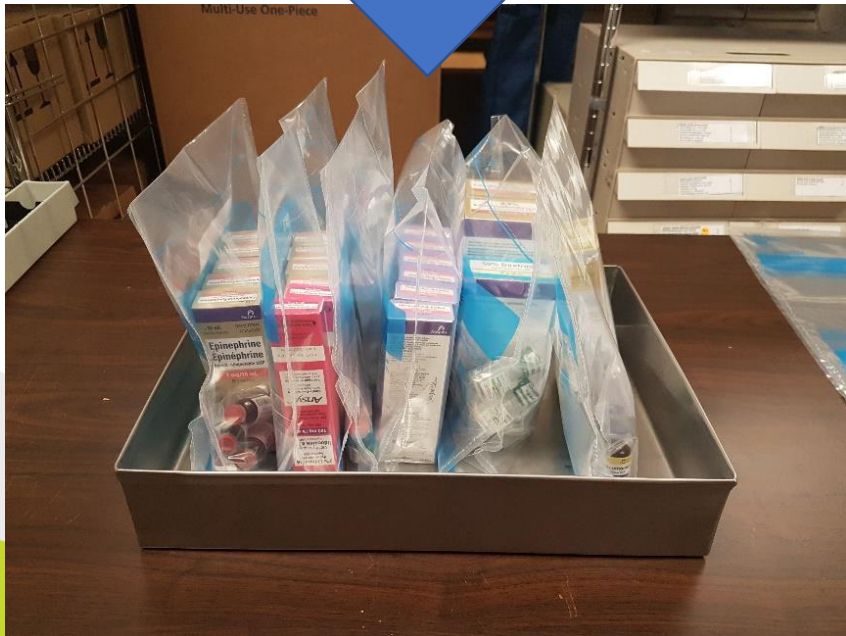
- Direct Patient Care in Pandemic
 - Document to guide delivery of patient care safely & effectively
 - Faxing Rx to community pharmacy – staff safety
- Conversion from nebulers to MDIs for inhalation therapy
 - With Resp Therapy, to minimize risk to staff of aerosol viral contamination
- Rapid sequence intubation drugs in dispensing cabinets
 - Prepare actual (grab+go vials-in-bag) or virtual (vials in same drawer)

Innovation

- Tips for Discharging Patients
 - Staff pharmacist self-initiated this list of tips to aid process for patient going from hospital to community pharmacy
- Spectrum ID app
 - Led by ID pharmacist, resulting in implementation of mobile app within 1 week for physician/staff access to COVID-19 & other ID treatment guidelines
- Schedule shifts from 5+2 to 7-day coverage
 - Site-by-site review in progress
 - Staff safety & operational effectiveness

Innovation

- Code Blue Crash Cart Revamp (Moncton site)
 - Decreased inventory of emergency drugs
 - Easier to find & select drugs during code blue
 - Less time required to maintain expiry dates



Summary

- Organized chaos
 - Adaptation, collaboration & innovation is needed for success
- Pharmacy Leaders
 - Refine mission, communicate & confirm understanding
 - Consolidate resources, collaborate within & externally
 - Direct & inspire to thrive, not only survive
- Pharmacy staff
 - Patients need our skills now more than ever before
 - Need empathy, understanding & reassurance
 - Look for stories of helping & healing

COVID-19: Notes from the Pharmacy Leadership Files

Tania Mysak

Director of Practice, Pharmacy Services

Alberta Health Services

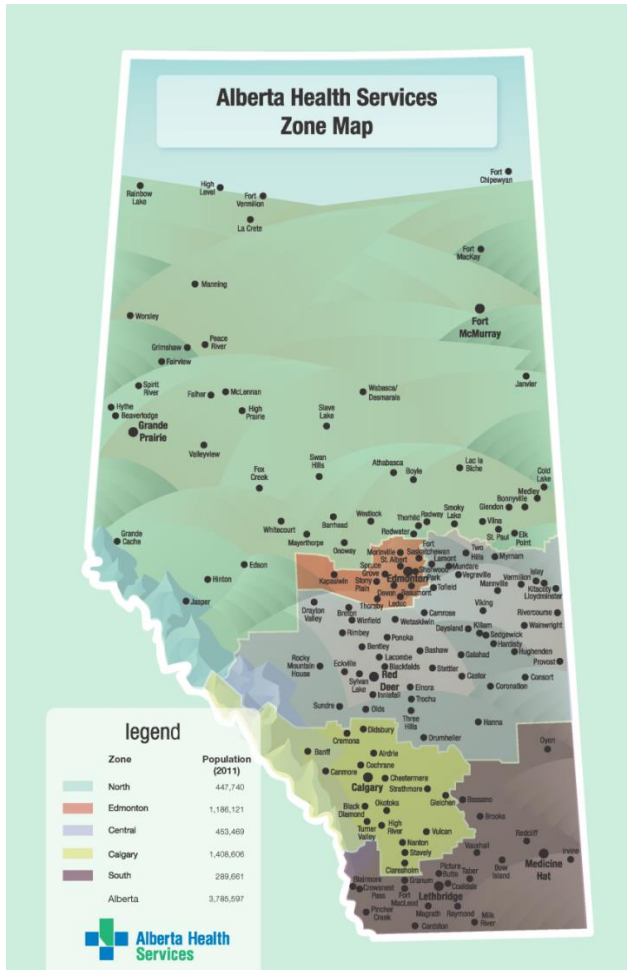
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Alberta Health Services (AHS)



- ▶ Canada's first province-wide, fully integrated health system
- ▶ Organized geographically into five "zones"
 - ▶ Each zone manages facility operations, as well as nursing and physician care
- ▶ Several province-wide programs work in conjunction with zone leadership to deliver services to the entire province
 - ▶ Pharmacy Services is one of these provincial programs

AHS Pharmacy Services

- ▶ Standardization of care levels, so patients receive the same high quality health care – regardless of their location in the province
- ▶ **2,300** pharmacy employees, including pharmacists, pharmacy technicians, assistants and leadership team
- ▶ We provide service to **108** AHS sites

How Pharmacy Services is Structured

- ▶ Zone leadership
 - ▶ 5 geographic zones
 - ▶ Cancer Control
- ▶ Provincial leadership
 - ▶ Practice
 - ▶ Procurement & Inventory
 - ▶ Drug Information & Stewardship
 - ▶ Quality
 - ▶ Program Performance
 - ▶ Central Production



Collaboration and Communication

- ▶ ECC (Executive Command Centre)
 - ▶ Senior organizational leadership (daily)
- ▶ Provincial Pharmacy Command Post
 - ▶ Senior pharmacy leadership – zone and provincial
 - ▶ Daily meetings; notes shared with manager level
- ▶ ZEOCs
 - ▶ Zone pharmacy leadership with zone site operations (generally daily as well)
- ▶ Provincial Pharmacy portfolio
 - ▶ Daily or weekly huddles
- ▶ Zone pharmacy – varied frequency
- ▶ Site pharmacy – varied frequency



Communication and Collaboration

▶ Command Post

- ▶ Share trends in zones
 - ▶ Identifies issues that will come up elsewhere
 - ▶ Sometimes you manage down, sometimes you manage up
- ▶ Share issues with stock levels
 - ▶ Provincially managed
- ▶ Share practice standards
 - ▶ Developed centrally, implemented locally
 - ▶ Clinical and technical practice
- ▶ Identify a bunch of issues that required communication and collaboration, but also adaptation & conservation....



Adaptation and Conservation

- ▶ Drug supply
 - ▶ External engagement with clinicians to conserve supply
 - ▶ Building up “business continuity” and “pandemic” stocks
 - ▶ Managing probable shortages (e.g. propofol) through conservation and repackaging
- ▶ PPE supply
 - ▶ How to conserve for compounding and repackaging, guidelines around reuse
- ▶ Staff allocation
 - ▶ Minimum staffing requirements for ICU units
- ▶ Student placements
 - ▶ Work with Faculty & Colleges to continue, suspend, or defer placements



Adaptation and Conservation

- ▶ Practice standards
 - ▶ Providing guidance around priorities for clinical pharmacists
 - ▶ Documentation standards during pandemic
 - ▶ Reinforcing our nebule to MDI therapeutic interchange



Innovation

- ▶ Working online
 - ▶ Working from home, online interactions
 - ▶ Physical distancing!
- ▶ Preparing for Peak
 - ▶ Preparing pharmacists with critical care experience to support ICU surge capacity
- ▶ Infusion pumps
 - ▶ Conservation and direction to area of highest need (decision tree to consider gravity infusions, etc.)

