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
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!
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 nebules 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

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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 nebul 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.)