Mobilization Team

In its initial iteration, the Command Center Mobilization Team was a roving team of clinical and administrative leaders that served as a calming presence to support staff and the infection control team in the management of care for patients under investigation (PUI) or with COVID-19. This often involved troubleshooting operational needs such as supply challenges, patient movement/transport, room management or clinical support – including coaching employees and observing for compliance with personal protective equipment (PPE). Rounding in clinics and inpatient units during downtime was encouraged.

The team has since evolved and now includes a more comprehensive set of responsibilities, some of which appear below:

- Every four hours, consult the Epic Isolation Access screen in the command center to stay current withthe locations of current PUI isolated and COVID-19 positive patients.
- Every four hours, update COVID-19 Inpatient Placement Awareness Team (e.g., Pharmacy, CE, EVS, Dietary, Transport, Supply Chain, Nursing, Hospitalists) with the location of current patients who areunder investigation or have tested positive for COVID-19. This group site can be used for communication ofissues to the Mobilizer Team that requires support.).
- Remain in constant contact with the Hospital Operations Administrators (HOAs)/COVID Bed Placement Team by carrying the Mobilizer phone to be aware of available COVID-19 beds and to determine the need to begin planning for the additional opening of units designated for COVID-19.
- Ensure that the Roaming PPE Training Team is available to train unit personnel caring for either COVID-19 positive patients or PUIs.
- Collaborate with the ED, the HOA and Patient Placement to identify where the patient will be admitted. • The goal will continue to be to identify appropriate PUIs and/or positive COVID patients expediently and then place patients on the designated COVID-19 areas.
- Work with Guest Relations/HOAs to mitigate visitor/family issues related to either visitor restrictions and/or discharge education/disposition.

Additional activities to continue:

- Round with the goal of keeping staff calm, ensuring that unit staff have the PPE and other resources needed to provide excellent patient care
- Serve as runners for the Incident Command taking specimens to the lab or delivering PPE supplies to units
- Ensure that PPE donning and doffing is being performed appropriately if asked to observe/assist • in the ER or on the units
- Set up Webex connectivity to the command structure to allow for remote conversations
- Set up a duplicate command center with other leaders to avoid the possibility that an infected leader • could contaminate key personnel
- As guidelines evolve based on CDC recommendations, institute a rule of no more than 10 leaders in a • room

Activities that should not be assumed by the mobilizer:

- Serving as the team handling the 7-SAFE calls ٠
- Donning PPE and going into rooms where patients are being worked up or isolated for COVID-19 ٠

Chapter 2 **Communications** Strategy

Communications Strategy Overview

At the first mention of the COVID-19 outbreak, Rush's Department of Marketing and Communications began monitoring its spread and preparing in a variety of ways to handle the impact the virus would inevitably have on the entire Rush community.

Focused on a mission to help Rush stakeholders get early and adequate information while expanding Rush's leadership position, Rush's Associate Vice President of Strategic Communications developed and led a strategic communications plan with support from outside counsel. It was created with input and guidance from Hospital Incident Command leadership and guided the communications team's participation in the HICS process and daily response.

Communications Goals

- Position Rush as the trusted expert on COVID-19 by showcasing leadership in infectious disease readiness nationally and locally
- Ensure that our community of employees, students, patients and visitors feel that Rush is safe place for care and that staff feel protected and prepared
- Inform all staff daily of current status, changing policies, how appreciated they are and why they are safe at work
- Share critical treatment and prevention information to Rush's community, including the most vulnerable groups
- Educate in- and outpatients that Rush is prepared and they are safe and protected from infection
- Combat the spread of misinformation with reassuring, factual, evidence-based expert information through as many channels as possible



13 Rush University System for Health Retweeter Rush University System for Health 🤣 @RushMedical · Mar 13 We cannot stress this enough. #COVID19 #con Handwashing is the best defense against the spread of viruses. **@RUSH** Keep calm. Wash your hands.

Key Messages

- The health and safety of our patients is Rush's first and foremost priority. No matter what illness weare treating at Rush, we have all the necessary precautions in place to ensure patients' safety whether patients are coming for an office visit, hospitalization or to see someone else on campus.
- Rush cares deeply about the health and well-being of the community.
- Rush is leveraging our expertise in the use of technology to safely deliver care through e-visits, video • visits and the MyRush App.
- Rush's excellence is most apparent when responding to a major public health concern such as the spread of COVID-19.
- The Rush Tower is an ideal Chicago location for these patients to receive care, should cases be confirmed. Why?
- It was built with exactly this type of situation in mind.
- As one of only 35 hospitals recognized by the Centers for Disease Control as a leaderin disease treatment, Rush University Medical Center is uniquely equipped to meet patient needs, as well as others who may contract this novel coronavirus.
- With 40 negative pressure rooms and the ability to scale up further, our facilities are extremely well equipped should the presence of the virus in Chicago escalate.
- Negative pressure rooms are designed to let air into the room, but not escape the room.
- Rush worked closely with government agencies to protect public health.
- There is one simple way to protect yourself from coronavirus: Wash your hands.
- At this time, our best medical advice is simple: Keep calm and wash your hands.



Watch video

Internal Communications

In an effort to keep our managers, employees, clinicians, students and faculty informed and empowered to perform their jobs safely and effectively during this crisis, the communications team mobilized an internal communications strategy to create a source of truth for all Rush employees. Using a variety of tactics to educate, inform and reassure internal audiences about how the virus is spread and contained, consistent communications were distributed on a regular, daily basis and in-person leadership communications were emphasized with the following internal audiences:

Leadership •

• Students

- Managers
- Boards of trustees

- Faculty
- All staff at all levels

Clinicians

Internal Tactics

- Daily 4 pm all-Rush email organized consistently into three main areas:
 - Patient update (providing daily COVID-19 case numbers at Rush each day)
 - Resources for you (useful links, guides, references, etc.)
 - Guidelines to follow (important guidelines that need to be followed by all employees)
- Face-to-face leadership rounding done in the following ways:
 - Managers were provided with a "Leadership Rounding Tool" encouraging daily rounding in their areas to share messages, solicit feedback and answer questions. Managers were asked to complete a daily survey to convey concerns and report out on issues identified during daily rounds.
 - Every senior leader was encouraged to spend at least 30 minutes a day being "present" in different locations throughout the system to talk with employees, hear their concerns or answer questions conference rooms, cafeteria, lobby, break rooms, university hallways, departments, etc.
- Weekly town hall meetings (via Webex only) structured as a panel of Rush's most senior leaders and disease experts with Q&A
- Rush intranet site "COVID-19 Updates" refreshed daily with new information, including digest of what • went out each day
- Twice weekly leadership meetings (via Webex) to address manager concerns and answer questions
- Visual tools like posters and fliers regularly produced and updated with useful reference information, contact information and messaging
- Videos
 - CEO video reassuring staff of their safety during the crisis and how to keep self and family safe from virus transmission
 - Training video on properly donning and doffing personal protection equipment
 - Two coronavirus videos featuring Chief Medical Officer dispelling myths and providing expert information on prevention
 - Mental health and well-being video featuring Rush's Chief Wellness Officer and Chief Medical Officer to address employee anxiety and concerns

- points for leaders to use in huddles and meetings
- Division-specific communications sent out regularly to employees from division leader
- regularly updated

1

side Rush	Search Coronavirus (COVID-1	9) Updates 60	
oronavirus (COVID-19) Updates Departments	Policies & Procedures Clinical Resources Hum	an Resources Link ♥ More at Rush ♥	
			Quick Links
Rush System for Health	Entrance restrictions and screening process FAQs		
			Managing Concerns and Anxiety Around COVID-19
Critical Shortage of Viral Transport Medium Mandatory Travel Survey Completion Required Before Returning to Work			Rush.Edu Coronavirus Webpage
			Who to Contact
System Readiness (Messages from Senior Leaders) Tiew Rush's COVID-19 system readiness by clicking	Patient and Visitor Restrictions For details on Patient and Visitor restrictions, click below.	Virtual Care: e-visits and Video Visits Details related to Rush virtual care e-visits and video visits, elick below.	Videos
Read More	Read More	Read More	Acting CMO Paul Casey, MD, addressess common questions about COVID-19.
Daily Updates ead the daily Rush News COVID-19 updates.	Clinical Resources For Clinical Resources related to COVID-19, click below.	From Rush University View Rush University's readiness communications on COVID-19.	Dr. Omar Lateef talks about staying safe, the importance of handwashing, debunks myths and more
Read More	Read More Human Resources Updates	Read More	Dr. Omar Lateef thanks Rush staff for the work that everyone has done to make the Medical Center a model for the rest of the city.
RUMG or details on updated workflows for the medical group.	For Human Resources updates related to COVID-19, click below.	PPE For details on PPE as it relates to COVID-19, click below.	Drs. Casey and Adibe discuss taking care of you medical health and wellness.

University Medical Center	© RUSH	
eader News	S	
Thursday, March 12, 2020	2	

While Rush is not mandating that employees work from home, managers are encouraged to consider arrangements for those employees identified as gualifier and equipped to do so. Decisions are left to the manager's discretion and guided by Rush's Flexible Work Arrangement policy, in addition to patient care needs, perational needs, job requirements, prior individual performance, and equity within the department where the request arises. Similarly, previously appro Flexible Work Arrangements may be discontinued at any time due to patient care and/or operational needs and/or job performance.

Employees working from home will be required to sign an attestation agreement. This increased use of work from home flexibility will be regularly evaluated for appropriateness and based on **Estat** input. Please use the following links to coordinate work from home arrangement with your staff.

Flexible Work Arrangement Policy

Temporary Flexible Work Arrangement Attestatio

• Rush Leader News newsletter regularly distributed with guidelines for managers, resources and talking

Internal hotline phone number for staff questions and "Ask a Coronavirus Question" intranet page directs employees to web resources; new questions funneled to communications and HR teams so Q&A

COVID-19 Update



Dr. **Discillateef**, Rush University Medical Center chief executive officer, than Rush staff for the work that everyone has done to make the Medical Center a model for the rest of the city.

Dr. Lateef also appeared this morning on MSNBC's Morning Joe to discuss our COVID-19 preparations. You can view his appearance here.



To limit the number of staff who enter the room

Maximum capacity: 15 people

@ RUSH

External Communications

Communications reassurance and expert advice was critically necessary to deliver to external audiences. Leveraging localand national media in addition to social media channels and posters, fliers and billboards, Rush took a multidimensional approach to spreading the word about COVID-19 preparedness. With a focus on positioning Rush as a trusted resource that cares deeply about its community, the communications plan included a number of tactics to employ engagement in the following external audiences:

- Patients – inpatient, outpatient and prospective
- General public ٠
- Media •
- Elected leaders federal, state, local
- Community partners, churches and other organizations
- At-risk community members

External tactics

- Routine, daily posts on all of Rush's social media channels including: •
 - Instagram (IGTV, feed and stories)
 - Facebook (posts and live)
 - Twitter
 - LinkedIn
 - YouTube
- Large format environmental graphics and digital
 - 130'x15' high "Wash your hands" installation
 - Digital billboad on major expressways



Take care of others by staying home when you're feeling sick.

ORUSH

Keep calm. Wash your hands.

Keep calm. Wash your hands. Concerns? Connect with us on the My Rush app.

ORUSH

- Videos including:
 - their anxiety about coronavirus
 - Advice and expert opinion video featuring chief medical officer
 - updates on spread and what to do if exposed or fearful of being exposed



Teaching Children About Handwashing Watch video Rush University Medical Center

Podcasts including:

- ▶ Q&A with infectious disease physician and regulatory and clinical effectiveness nurse

- er dive on information/website (photo?)
- On-hold messaging related to readiness and visitor policies



Listen to the latest Rush Cast

Children demonstrating how to wash their hands with pediatrician advice on how to help kids with

Updated advice and expert opinion video featuring chief medical officer giving up-to-the-moment

Watch video

Updated Q&A with infectious disease physician and regulatory and clinical effectiveness nurse

• New Rush.edu page featuring updated news, advice, videos and resources for patients and visitors

Electronic digital boards in Chicago area encouraging safety and hand hygiene (include photo)

Mirror clings in bathrooms in more public locations near and in elevators – include resource for deep-

Inpatient communications

Ambulance

Traffic

• Flyers/posters posted throughout the Medical Center in public spaces and waiting areas

Hospitals have strict rules

for coronavirus (COVID-19) testing

We **ONLY** test patients

with specific symptoms

and medical histories

Messaging on TVs in patient rooms •

This entrance is closed **IMPORTANT**

Please use Brennan Pavilion entrance.

C

Outpatient communications

T

- Call Center scripts provided for all who regularly answer phones and interact with patients with • answers to basic questions - updated routinely based on input from Call center and important news
- MyChart messages distributed to all users •
- Sent emails to 130,000 patients who have been to Rush within the last three years
- Proactive messaging to outpatients as part of appointment confirmation •
- Messaging in waiting rooms
- Messages posted all along the patient "journey" from parking lot to lobby/registration to patient floor
- Video visit promotion in every channel including signs in local businesses, hotels and off-site areas en-• couraging video visits with small information card and QR code leading directly to scheduling (photo?)
- Hundreds of media stories pitched and run each week commanding the local media with great quotes ٠ about our expertise and readiness with in-house patient (include screen shots)
- Rush Experts Memorandum sent to all Chicago media, including Chicago Bureau of National • Publications
- Media team proactive with national media, securing stories with CBS National, CNN, New York Times and CNBC
- Invited and hosted local, state and federal officials to tour Rush University Medical Center, with specific emphasis on the isolation rooms and Rush readiness
- Letter to government officials from CEO highlighting Rush's capabilities and readiness to care for our community



YOUTUBE.COM

'No One Will Critique' The U.S. If We Over-Prepare, Says Doctor | Morning Joe | MSNBC

Top stories



'No one will critique' the U.S. if we over-prepare, says doctor MSNBC.com · 1 day ago



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Hospitals are overwhelmed because of the coronavirus. Here's how to help Washington Post · 2 days and

QRUSH

Rush University Medical Center

State leaders.

The last two weeks have been unprecedented

Much like the City of Chicago and the State of Illinois, Rush is now moving into a new phase of preparedness focused on combating the spread of COVID-19. Knowing that Chicago, Illinois and the country need all hashit care systems focused on this goal and protecting public hashit, we are letting science guide our decision making and are fully prepared to be a resource to our community.

As of March 12, Rush has moved from preparedness planning to mobilizing its expertise and unique designed facilities to accommodate a potentially significant surge event where a large number of patients could soon need care.

Recognized by Vizient and the Centers for Medicare and Medicaid Services as one of the best and safets hospitals in the country, Rush has demonstrated its commitment to patient safety, public health and the ability to treat the most complex cases in medicine. The activation of the surge plans in line with hash's overall preparedness to deal with infectious disease, while able to treat those with other needs without cominging patients.

When Rush University Medical Center opened its hospital Tower in 2012, it was the first Chicago area hospital specifically designed to provide treatment for an outbreak of an infectious disease, such as COVID-19. Because of this unique approach to design, construction and staffing, Rush is a community resource in the fight against such threats to public health.

- The butterfly shaped bed tower was built to perform specific functions, which are especially important during an outbreak like this. For example:
 The Rush Tower has 40 existing negative pressure rooms, among the highest in Chicago. The Tower was designed with the ability to corvert entire wings of the hospital into negative pressure units, surging our capacity to care for 180 patients with this need concurrently. These assets are critical because it means that when the door to the room opens, air from the hallway moves into the room, not from the room to the hallway. This helps contain any infectious particles in the air to too.
 The Rush Emergency Department is divided into three 20-bed units each of which can be isolated with separate air handling and a covered ambulance bay that has been modified to further isolate infected patients who are entering for evaluation.
 The Rush Emergency Department has rapidly converted to enable high volume screening and staged a "forward triage." This triage is being performed in tents raised within the ambulance bay, creating an area for testing potential COVID-15 patients in isolation from general ED patients. This conversion includes seating for possible patients, with each seat placed six feet

The forward triage area includes seating for possible patients, with each seat placed six fee away to ensure there is no cross contamination of patients. The area also includes a contro entry point with a separate route into the hospital and negative airflow – all to ensure pati never come into to contact with a COVID-19 patient.

11:04 🖪 • G 🗣 🎽 🔳 **①**RUSH Jane Doe X Featured Concerned you have coronavirus? Use the tool to assess your risk. Coronavirus Tracker 1 Coronavirus tracker (Johns Hop.. Coronavirus Latest Updates T Latest Rush information about c.. On Demand Video Visits Connect over video chat for cor. ~ Edit My Favorites **Test Results** View your test results .

Watch video

Community Communications

Rush's Community Health Equity and Engagement team mobilized to get accurate information to community partners and residents including:

- Hosting a planning webinar to get feedback and input from community leaders on how best to get information out to residents and others
- Hosting a Town Hall Webex session that addresses the do's, dont's and myths surrounding COVID-19
- Generating a resource guide in partnership with West Side United to assist community partners and residents
- Sending FAQs in several languages and an informational video by the senior vice president of Community Health Equity on COVID-19

WSU NEWS	Follow WSU via		
Coronavirus Disease	Email		
	20. X N Z		
2019 (COVID-19)	Enter your email address to follow WSU and receive		
Information and	notifications of news and events by email.		
	Join 311 other subscribers		
Resources	Email Address		
	Email Address		
As you probably know, an outbreak of a new coronavirus (COVID- 19) occurred in Wuhan, China and has since spread across many	FOLLOW		
countries, including the United States. We understand that you			
may have questions or concerns about the virus. We are passing along frequently asked questions from the Centers for Disease	Archives		
Control. Additionally, our anchor institutions each have			
information and resources, which we have linked below.	Select Month	•	
Rush University Medical Center			
For patients, general questions about Rush's plans, prevention and			
more, please call the Rush Call Center at ext. 2-5555 or (888)			
more, please call the Rush Call Center at ext. 2-5555 or (888) 352-7874 open 24/7.			
View COVID-19 information and resources here:			
https://www.rush.edu/patients-visitors/coronavirus-disease- 2019-covid-19-information-and-resources			

Chapter 3 Clinical Operations