

### **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 with the 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 are under investigation or have tested positive for COVID-19. This group site can be used for communication of issues 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
- Donning PPE and going into rooms where patients are being worked up or isolated for COVID-19

## 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



[Watch video](#)



## Key Messages

- The health and safety of our patients is Rush's first and foremost priority. No matter what illness we are 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 leader in 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.



[Visit page](#)

## 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
- Managers
- Boards of trustees
- Clinicians
- Students
- Faculty
- All staff at all levels

## 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

- Rush Leader News newsletter regularly distributed with guidelines for managers, resources and talking points for leaders to use in huddles and meetings
- Division-specific communications sent out regularly to employees from division leader
- 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 regularly updated

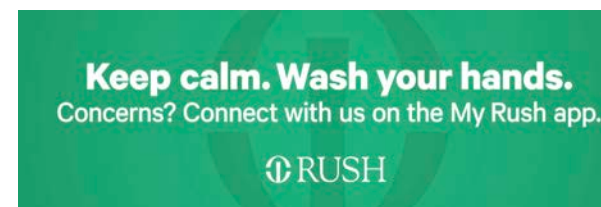
## External Communications

Communications reassurance and expert advice was critically necessary to deliver to external audiences. Leveraging local and 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
- 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 billboard on major expressways



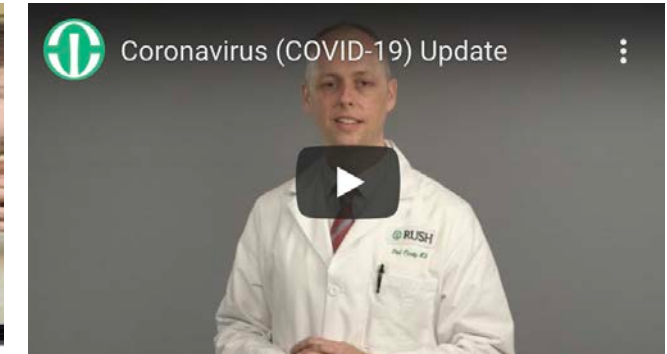
- Videos including:
  - ▶ [Children demonstrating how to wash their hands with pediatrician advice](#) on how to help kids with their anxiety about coronavirus
  - ▶ Advice and expert opinion video featuring chief medical officer
  - ▶ [Updated advice and expert opinion video featuring chief medical officer](#) giving up-to-the-moment updates on spread and what to do if exposed or fearful of being exposed



Teaching Children About Handwashing

Rush University Medical Center

[Watch video](#)



[Watch video](#)

- [Podcasts](#) including:
  - ▶ Q&A with infectious disease physician and regulatory and clinical effectiveness nurse
  - ▶ 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-dive on information/website (photo?)
- On-hold messaging related to readiness and visitor policies

The Rush Cast  
<https://feed.podbean.com/therushcast/feed.xml>

**The Rush Cast**  
2,375 Downloads | 12 Episodes

**Coronavirus update**  
February 27, 2020

An update with Michael Lin, MD, MPH, Rush Infectious Disease Specialist and hospital epidemiologist and Alexander Tomich, DNP, RN, Associate Vice President of Regulatory and Clinical Effectiveness at Rush. As this new coronavirus spreads, the two separate the misinformation from the facts.

0:00 / -0:00

[Listen to the latest Rush Cast](#)

## Inpatient communications

- Flyers/posters posted throughout the Medical Center in public spaces and waiting areas
- Messaging on TVs in patient rooms



## Outpatient communications

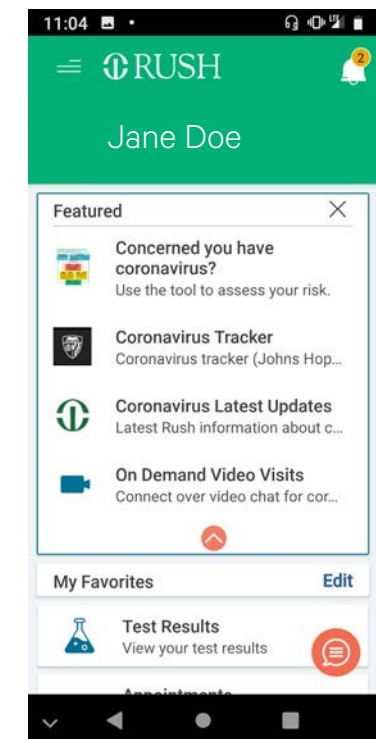
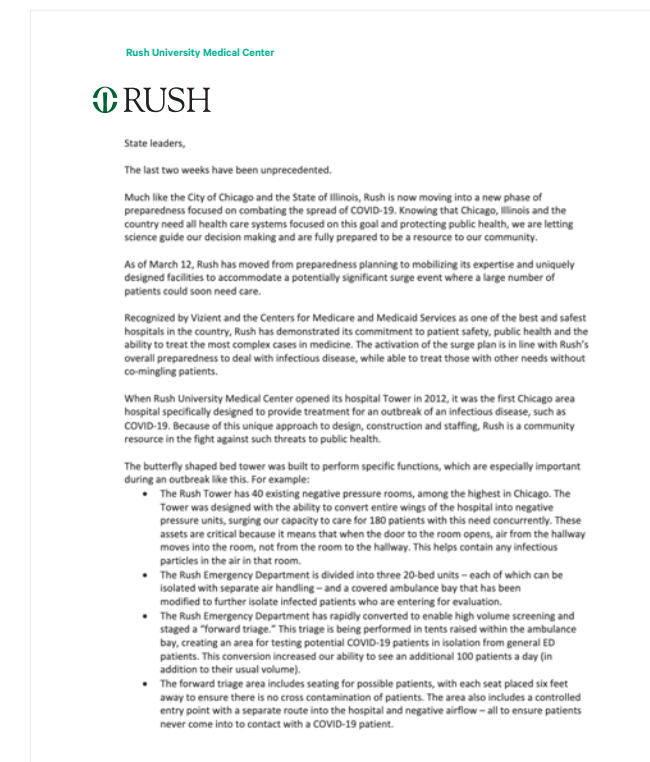
- Call Center scripts provided for all who regularly answer phones and interact with patients – with answers to basic questions – updated routinely based on input from Call center and important news
- MyChart messages distributed to all users
- Sent emails to 130,000 patients who have been to Rush within 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 encouraging 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 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



[Watch video](#)

### Top stories

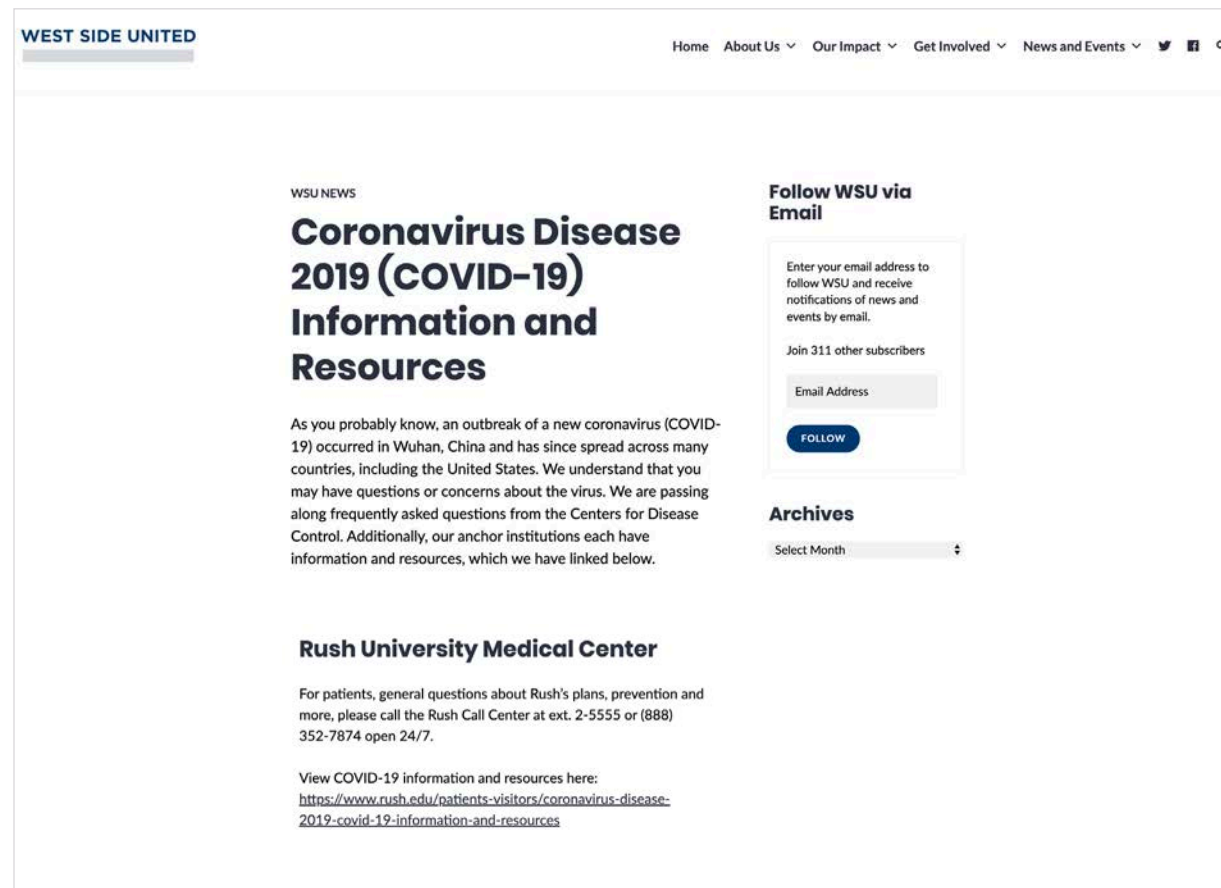
- 'No one will critique' the U.S. if we over-prepare, says doctor  
MSNBC.com · 1 day ago
- Coronavirus in Chicago: Hospitals place visitation limits as Illinois COVID-19 outbreak spreads  
Chicago Sun-Times · 2 days ago
- Hospitals are overwhelmed because of the coronavirus. Here's how to help.  
Washington Post · 2 days ago



## 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, don'ts 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



The screenshot shows the West Side United website with a navigation bar at the top containing links for Home, About Us, Our Impact, Get Involved, and News and Events, along with social media icons. The main content area features a 'WSU NEWS' section with the headline 'Coronavirus Disease 2019 (COVID-19) Information and Resources'. Below the headline is a paragraph explaining the outbreak in Wuhan, China, and the organization's role in providing information and resources. To the right of the main text is a 'Follow WSU via Email' sign-up form with a text input field and a 'FOLLOW' button. Below the form is an 'Archives' section with a 'Select Month' dropdown menu. At the bottom of the page, there is a section for 'Rush University Medical Center' with contact information and a link to COVID-19 information and resources.

## Chapter 3

# Clinical Operations