



WEEK #3 SMI HUDDLE CALL NOTES – April 9, 2020

Stories from the Trenches with Northwell Health and Ochsner Health System *Donna Drummond, SVP, Chief Expense Officer and Logistics Section Chief for COVID-19, Northwell Health; Régine Honoré Villain, System VP and Chief Supply Chain Officer, Ochsner Health System; Joe Walsh, Founder of Supply*

This week's huddle call focused on leading through crisis, calling on the experience of two provider supply chain leaders, Donna Drummond from Northwell Health and Régine Honoré Villain from Ochsner Health System. Joe Walsh, Founder of Supply Chain Sherpas, opened with a brief discussion of his methodologies regarding Leading in Times of Crisis, which was the topic of this week's SMI blog. Joe outlined four ways we can lead:

- We Inform
- We Connect
- We Guide the Work
- We Unite

Joe explained that lack of control over the circumstances of our external environment can lead to feelings of being overwhelmed, fearful, and helpless. The four steps above can help us to realize our full potential.

Donna opened the discussion by saying leadership in this crisis is less of being a "leader" and more of knowing how to handle immediate needs. This includes encouraging flexibility, delegating to those who can provide needed talents and then getting out of the way. Donna explained that a key role for her is being an enthusiastic cheerleader. Régine added that leadership is being the calm in the storm, while over-communicating to senior leadership and to clinical and supply chain teams. This transfer of information is empowering to the teams.

Maintaining morale is also critical. Régine and her team are pushing self-care, while soliciting input from clinicians, to maintaining an interactive conversation. Both Ochsner Health and Northwell are offering childcare to those who need it and have committed to maintaining bonus payments, which are reassuring to all staff. Northwell Health is providing hotel rooms to clinicians who are concerned about infecting their families. Donna and Régine both agreed that conferencing software, such as Microsoft Teams and Zoom, has been critical in maintaining team communications, both for onsite and work-from-home employees, although cell phones are the quickest way to resolve immediate needs. Régine explained that the supply chain teams are using a tap in/tap out system to provide needed backups, so no one feels overwhelmed.

Donna and Régine stated that many suppliers have been assisting by providing alternative supplies as well informing leadership as to what other hospitals are doing, building a sense of "we" rather than "us" with both suppliers and other clinical hospitals. Traditional suppliers are working in untraditional ways; Donna explained this has included providing help with FDA approvals, especially with drugs. Suppliers who were not awarded contracts are also providing much needed critical products as a way to help. Régine discussed how non-traditional / non-medical suppliers such as EVS vendors have been good contacts and have encouraged out-of-the-box thinking.

Supply Chain staffing during the COVID-19 crisis has been exceptional; neither Donna nor Régine have had call outs, unlike some clinical areas. Donna explained that non-patient care nurses and specialty physicians are being redeployed to the front lines. Régine has some administrative staff, such as the VP of Business Development, redeployed to supply chain. Because of the shared sense of urgency, stakeholder conversations have adapted, shifting the dynamic and enabling flexing of roles to address immediate needs.

Celebrating wins has been difficult with so many different locations and some team members required to work remotely. Donna has also written thank you notes as a means of maintaining morale. Both Donna and Régine both agreed that touching base with their top leaders as much as possible and maintaining open communication is the best way of celebrating success.



Next week's Huddle Call: Stories From the Trenches with Jane Pleasants from Duke Health, Steve Gundersen from BD, and Jeremy Strong from Rush University Medical Center.