

Steward
Malta


COVID-19 PREPAREDNESS
GOZO GENERAL HOSPITAL

www.stewardmalta.org

1

GOZO DEMOGRAPHICS

POPULATION SIZE
40,000
INHABITANTS



GOZO GENERAL HOSPITAL STANDARD CAPACITY

Inpatient beds: 7 ITU, 104 acute, 161 LTC

2

2

EXPECTED DEMAND

3

3

PREDICTIVE MODELLING

STEWARD MALTA WORKED HAND IN HAND WITH THE MALTESE PUBLIC HEALTH AUTHORITIES TO ESTIMATE DEMAND FOR THE ISLAND OF GOZO AND THE ANTICIPATED IMPACT ON THE GOZO HOSPITAL.

BEST-CASE AND WORST CASE SCENARIOS WERE ASSESSED REGULARLY BASED ON THE FOLLOWING CONDITIONS:

- Basic Reproduction Number R0
- Number of infected cases in community
- Severe cases needing hospitalization
- Hospitalised cases needing critical care (ITU required)
- Fatalities
- Durations for incubation, hospital stay, quarantine and release post recovery etc.
- Public health-led interventions: social distancing, vulnerability measures, etc

Taking these scenarios, GOM asked Steward Malta to secure an additional bed capacity of 120 beds for COVID-19 care – **105 acute and 15 ICU**.

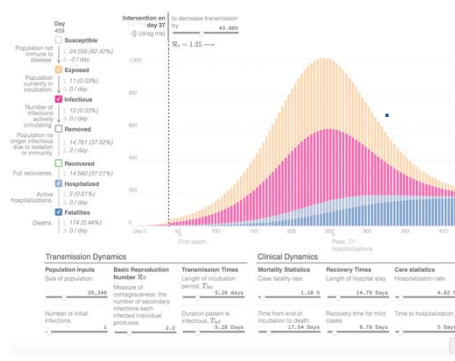
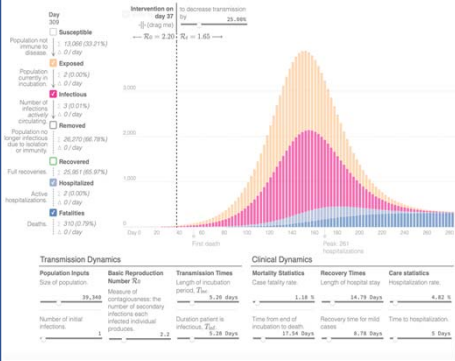
Besides the modelling with the GOM, Steward carried out its own predictive models and went one step further for worst case scenario, aiming for a maximum capacity of **123 acute and 25 ICU**.

4

4

SCENARIO ANALYSIS

EPIDEMIC CALCULATOR



EFFECTIVENESS OF INTERVENTIONS (SOCIAL DISTANCING) ON TRANSMISSION RATE, NEED FOR HOSPITALISATION AND CRITICAL CARE

PREPAREDNESS AT GGH

STEWARD HEALTH CARE APPROACH TO PREPAREDNESS

Steward Health Care, our parent company, took the innovative step to establish the United States' first "**Dedicated Care Center**" within a hospital in Boston for treating patients who test positive for COVID-19. The converted facility included the creation of negative pressure patient wards, enhanced patient isolation protocols, and the marshaling of specialty equipment needed to treat critical COVID-19 cases.

The best practices and management principles from this exercise have benefited patients across the Steward system.

We have adopted a similar "**Dedicated Care Center**" model within our **hospitals in Malta**.

In line with Steward Malta's business continuity plan, a contingency task force was set up at Gozo General Hospital from the very beginning to ensure that all preparedness measures at GGH were aligned with public health, MFH and MGOZ requirements.

7

7

PREPAREDNESS MEASURES – GOZO GENERAL HOSPITAL

ACCESS

- Visitors restricted across the hospital, and stopped in Geriatric wards as of 11th March 2020
- Devices procured to allow elderly patients to connect with relatives and family members through video call

SERVICES

- Non-urgent outpatient clinics suspended
- All elective and non-cancer related surgery suspended
- Consultants/doctors and other professionals vet referrals and appointments and support patients by telephone as much as is safely possible.

STAFF

- Staff training in infection control, PPE, ICU basic support, donning and doffing, and the various aspects of COVID preparedness on a regular basis for all staff categories as appropriate - ongoing
- Non-critical as well as vulnerable staff encouraged and supported to telework as and where possible
- Accommodation for staff who do not wish to or cannot return home

8

8

PREPAREDNESS MEASURES – GOZO GENERAL HOSPITAL

GUIDELINES/SOPS:

Guidelines based on Evidence Based Medicine for caring for patients with COVID-19 were drafted by the Hospital Taskforce, in conjunction with expert advice from Infection Control, Anesthesia & Critical Care, and Emergency Medicine, as well as WHO/ECDC guidance. These guidelines cover all aspects of COVID-19 patient care, including:

- Pre-hospital management and patient transfer
- Emergency Department, including adult and pediatric protocols
- Safe handling and transportation of lab samples
- Flow of positive patients and in-patient care
- ITU care
- Ophthalmic Care
- Operating Theatre incl obstetrics
- Imaging (CT, Chest X ray)
- Biohazard Postmortem Handling and Examination
- Renal dialysis
- Others

9

9

PREPAREDNESS MEASURES – GOZO GENERAL HOSPITAL

REFLECT ESCALATION MEASURES AS AGREED WITH MFH

PHASE 1: All confirmed cases transferred to Mater Dei Hospital, as per GOM direction, for those needing hospitalization. Patients who are confirmed positive but well or with mild symptoms asked to stay home and are monitored by Public Health/Primary Health.

PHASE 2: Day Care Unit and adjacent area repurposed for IDU (Infectious Diseases Unit) beds dedicated to COVID-19 patients not needing ITU (31 beds). Any urgent surgical and orthopedic cases accommodated in Acute General Wards. Orthopedic Unit converted to a 10-bedded COVID ITU over and above the existing 7-bedded normal ICU. 4 ventilated beds initially available. Additional 10 ventilators delivered by 28th April. Adaptations made to Lab, Operating Theatre, Maternity Delivery Room, Mortuary.

PHASE 3: An additional 80 beds to be made available for COVID-19 patients. (Residenza Sant Anna patients moved to a facility outside Gozo Hospital on 15 April 2020. Additional equipment and ventilators being sourced (5 +10 more ventilators to arrive). Bart's Medical School Building integrated into GGH operations.

10

10

GGH COVID-ITU

- Up to 25 ventilated beds
- Negative pressure, fan filter units
- New ventilators, monitors, 2 new ITU dialysis machines
- Audio visual support
- eITU support
- Safe donning/doffing areas
- Fully compliant with WHO and ECDC Infection Control requirements
- PPEs

11

PREPAREDNESS MEASURES – GOZO GENERAL HOSPITAL

SURGE PLAN MEASURES

PHASE 4:
Emergency Department Flows at GGH being reconfigured to increase holding bays from 7 (non-COVID) to 23 in total;(target completion mid-May)

RSA being retrofitted for COVID-19 care, including increasing number of oxygen and vacuum points, installation of negative pressure systems, air changes, remote monitoring and support, etc; (target completion 25 May)

Preparatory work for LIiquid Oxygen Installation underway (target completion end May)

PHASE 5: Transition team established to start looking at resuming elective work very gradually in close collaboration with health authorities, while remaining geared up for second and further waves of coronavirus.

12

12

Integration of Bart's Medical School

- Chemotherapy and cancer-related services
- Outpatient clinics
- Phlebotomy
- Clinicians' offices
- Administration
- Training/meeting rooms
- Storage

13

PREPAREDNESS MEASURES – GOZO GENERAL HOSPITAL

BARTS CAMPUS BUILDING:

- Storage of additional supplies/equipment - Available and functional as of 24/03/2020
- Additional storage of corpses (anatomy centre)- Available and functional as of 24/03/2020
- Cancer-related Infusions (and chemotherapy) - Unit has been set up in the Bart's simulation centre) so as to prevent immunocompromised patients from entering hospital (chemotherapy lounge at GGH now part of COVID area) Available and functional as of 24/03/2020
- Staff needs as required – training rooms, on-call space, hospital administration, etc;

AIR AMBULANCE:

- Updated helicopter (EC135 model, industry standard) in place and functional as from 19/03/2020, with 24/7 back up available (technically 2 helicopters of same standard)

OXYGEN:

- Replaced Oxygen Main Panels and increased oxygen cylinder capacity by an additional 114 cylinders – cylinder supply rapid turnaround ensured with supplier and Gozo Channel on standby as required
- Replaced main vacuum compressors to increase capacity
- Liquid oxygen tank – delivery time frame end May 2020

14



15

LOCAL HEALTH SECTOR GAPS CONSTANTLY MONITORED

BED CAPACITY

COVID ICU can flex up to 25 ventilated beds, in addition to normal ICU of 7. This is one of the largest ICU beds per capita in Europe! Non-ICU Beds can flex up to 123.

ICU EQUIPMENT

ventilators/monitors

PPES

masks, visors, coveralls/gowns

STAFFING

anesthetists/intensivists/physicians, eITU, nurses/carers

OXYGEN

rapid refilling capacity and transfer assured until bulk oxygen reserves in place

TESTING

Rapid processing and transfer to MDH lab to ensure no delays in results, constant liaison with Head of Pathology

BURIALS

Support from Bart's to use Anatomy Centre for mortuary purposes

16

16


Steward is focused on the well-being of the communities and patients we serve and will make all and every effort to help minimize the impact of COVID-19 in Gozo and Malta.

As COVID-19 began to spread, at the request of government we also worked closely with officials from the department of public health and the leadership of Mater Dei to ensure that any confirmed patient received necessary, isolated care to protect the larger population of patients and hospital staff. We continue to ensure that our hospitals are aligned with the government's COVID-19 preparedness plans, including access to the necessary shared resources to meet this challenge, together.

17

17

THANK YOU



WE'RE ALL IN THIS
together

STAY SAFE

#COVID19

www.stewardmalta.org

18