



COVID-19 Update

Date: April 2, 2020
To: Everyone at HHS
From: Dr. Wes Stephen, EVP and COO
Subject: **Capacity Planning**

We are hoping for the best and planning for the worst. That sums up our stance at Hamilton Health Sciences (HHS) as we continue to respond to the COVID-19 pandemic.

With our regional partners, we are scenario planning using local demographics to estimate, with reasonable accuracy, how many people will get the virus, how many will need hospitalization, and how many will require intubation and ventilators.

This scenario planning is guiding our decisions around changing service volumes, bed mapping, and human resource planning, as well as decanting (i.e. relocating) patients and identifying places in the community to help with that effort.

While there are still many uncertainties, it is clear that we will need to expand our bed map significantly to meet the projected patient needs. This may include putting patients in areas where we have never had them before. Over the next days to weeks, you will hear news about the opening of new bed capacity across our sites.

We have identified five “waves” of escalation for this work; right now we are in wave one and managing patient needs with our currently available bed count. As the number of COVID-19-positive patients at HHS increases, we will follow the escalation procedures below, in order:

1. Use all possible existing beds at all our sites;
2. Add new beds in patient care areas where activity has been temporarily halted;
3. Relocate certain patient populations that can be placed into a community setting
4. Convert unconventional spaces for inpatient care;
5. And, as a last resort, open beds in community settings, including a field hospital.



None of this work is easy. We are being challenged like never before. The many unknowns in this situation are causing stress for everyone at HHS. I cannot thank you all enough for continuing to live our hospital's values of caring, respect, innovation and accountability. Thank you for showing your professionalism at this very trying time. I believe we have the people, talent and commitment needed to weather this storm in a way that will make us all proud.

We will continue share operational plans with you as decisions are made. I would like to stress that all of this planning involves our regional and provincial partners, and that these conversations are happening around the clock. We have the support of a strong, unified healthcare system. We are not in this alone.

Wes