

“Leading on a Burning Platform With No Fire Hydrant”

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CAROL EMMOTT FELLOWSHIP CLASS OF 2017

Learning Objectives

- Describe four principles when leading in a difficult situation.
- Identify the most important thing to do in a crisis.
- Identify the “players” on the team in a collaborative decision making process in a hospital setting.
- Recognize the importance of benchmarking
- Recognize the value of temperament during a crisis.

Leadership When It's Tough

- 1) Be a student of leadership
- 2) Get out of your comfort zone
- 3) Surround yourself with supporters
- 4) Keep your eyes on values

Learning Environment

“The learning environment plays such a key role in student formation. Medical education is dependent upon an inclusive curriculum and an environment designed to promote student learning and maturation.”

March 17, 2020

~~Learning Environment~~

The platform began to burn and we didn't have a fire hydrant.



The platform

M3s:

Just finished week 4 of 6 week clerkships and started week 5 of Rotation 6.

M4s:

- First week of the two week curriculum called “Transition to Residency I” or “TTR-1”
- Match was that Friday
- EPAs were being completed and assessed
- Research day was coming up

No fire hydrant

Need to educate

What do we do?

What's our guidance?

Who can we ask?



Keep your eyes on values

Our compass was:

1) Quality of education must be maintained

Followed by...

2) There must be a workforce to care for patients July 1, 2020.

.....and.....

Must meet the learning objectives either by inpatient care, simulation, online cases, readings.

Communication

- 1)Address vulnerabilities due to lack of in-person communication
- 2)Attend to emergency communication weaknesses.
- 3)Never assume an emergency communication is received.
- 4)Prepare for before, during, and after the emergency.
- 5)Don't overlook the value of staff support.



Communication

“We need to have transparency and communication in these times,” he said. “Throughout the pandemic, Verizon has hosted a daily live webcast for employees to ask questions and stay connected.”

Hans Vestberg, CEO, Verizon

Back to the platform.....

Had to get M3s through each clerkship. And key component is must meet learning objectives.

Clerkship Directors were asked to quickly put a plan together and resources used included:

- Specialty specific recommendations
- Grand Rounds
- online cases
- Carilion virtual lectures
- online simulations-ex-FM and distributing pig's feet

How did students react?

Patient

Kind

Resilient

Tentative

Scared

Understanding

What do we do?

- M3s-Complete Rotation 6 and take exams virtually then start Rotation 7 in a 4 + 2 model.
- What about any clinical work?
- How are we going to make this up?

Clerkship Directors

EM-Dr Paul Stromberg

FM-Dr Mark Watts

IM-Dr Allen Blackwood

Neurology-Dr Jim Schmidley

OB-GYN-Dr Natalie Karp

Pediatrics-Dr Harsha Bhagtani/Dr Vydia Permashwar

Psychiatry-Dr Eric Vance

Radiology-Dr Dan Karolyi

Surgery-Dr Farrell Adkins

Plans varied by clerkship

- Neurology students took an elective
- Radiology was virtual
- Core clerkships online for four weeks, then what if no telemedicine?

Role of telemedicine

Rotation 7-Psych and OB



Rapid development of electives

- Mostly virtual, some not
- 11 electives developed.
- Excellent quality
- Faculty was phenomenal!

Examples

- Basic Dermatology
- COVID-19 pandemic
- History of Medicine
- Hospital Infection Control Pandemic Response
- Wilderness Medicine Education
- Advanced Anatomy Prosection-Pre-Surgical Education
- Could also do Research or start Step 2 study as IST

Mistake #1

Placed all students in one elective; that did not go over well.

Missed the boat on communication then we got better in that area.

COVID-19 Task Force

- Representatives from each class
- Chaired by Dr. Vari
- Met and still meet on a regular basis

Circling back to the M4s

- EPAs-Moved to a virtual format for some, some were already virtual, cancelled EPA #12 of doing an IV.

Match

Congrats class of 2020 on your 100% Match! In lieu of our normal festivities, please enjoy these virtual Match Day remarks from Dean Learman and Aubrey Knight.



Collaboration at its finest

Three faculty members stepped up and I participated from home.



Graduation requirements

- We had an issue with one requirement. Remember-have to show you are meeting learning objectives and have met graduation requirements
- We had several who had not yet completed an ICU rotation. However, they had spent significant educational time in ICUs on other rotations and wrote a paper.

Graduation

- Virtual
- Speakers
- Students had a truly positive attitude!



State of mind

Its quarantine day... again



Principles and Consideration for Students

- 1) Capacity for Clinical Education
- 2) Adequacy of PPE
- 3) Screening and Testing of Students
- 4) Evaluating the Clinical Learning Environment

Capacity for Clinical Education

- Meet learning objectives and required clinical experiences
- Ensure adequacy and availability of supervision
- Determine if/when students are permitted to provide care to COVID-19 positive patients or PUIs.
- Determine alternative experiences such as virtual rounds
- Develop plans for ill students or quarantined students
- Consider staggered re-introduction
- Determine protocol for working with standardized patients
- Implement a system to monitor student movement (aways, travel)

Provide a mechanism for students to report safety concerns

Supporting documents

Re-entry into the clinical setting

- Collaboration at its finest
- Chairs, ID team, Carilion Clinic c-suite, Deans, AAMC
- Benchmarking from Virginia allopathic schools

Collaborating with other Schools



Big decision!

M3 year would be: 4 + 2 model but not necessarily consecutive weeks

Week 1 = On Site

Week 2 = On Site

Week 3 = On Site

Week 4 = On Site

Week 5 = Online

Week 6 = Online

You can't imagine

- PPE
- Standard Operating Procedures
- Boarding passes
- Quarantine, testing
- M3 Orientation

Collaboration, Collaboration,....Then More

Infectious Diseases

Deans

Materials Management

Clerkship Directors

students

Roanoke City Health Department

VT physician/Schiffert Student Center

Sim Center

Employee Health

Infection Prevention

State of mind



It's not what you look at that matters, it's what you see.

Henry David Thoreau

 QuoteFancy

M3 Orientation

- Some virtual, some in person
- M4 students supportive
- US Procedures Workshop at the Sim Center
- Had not met Clerkship Director in person prior to first day of clerkship

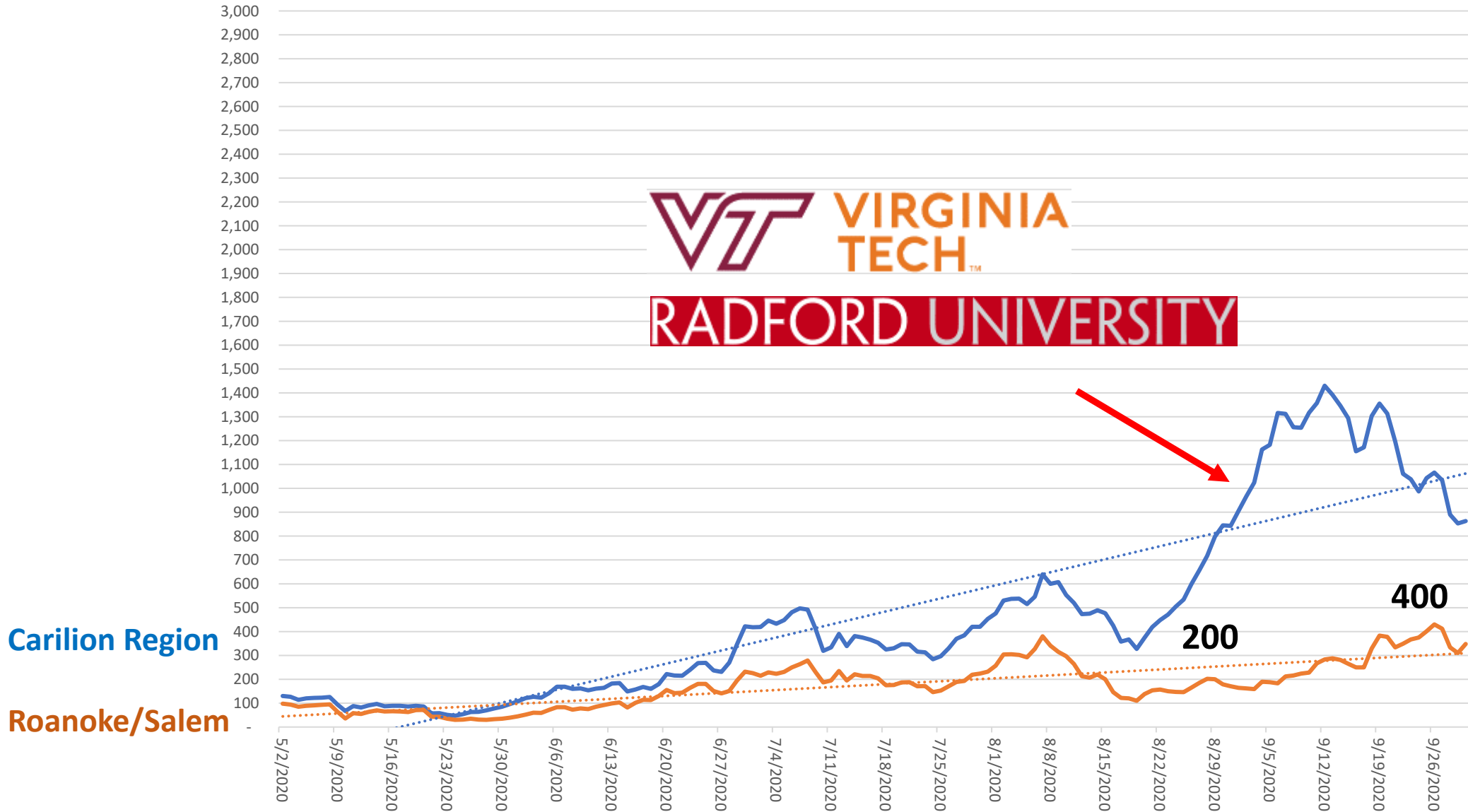
M4 effects

- No away in person electives unless elective here does not lead to a potential residency program –ex-Vascular Surgery, Pathology, Radiology
- More rotations here

Effects on Learning Environment

- Anecdotal reports of not getting to participate as much due to an M4 on the service.
- Learning environment has to be equitable to all.

COVID-19 Active Cases May 1 **to Sept 30**
(Rolling 10-Day Total of VDH Reported Positive Tests)



Leadership in a Long Term Crisis

- Structure for Rapid and Evidence Based Decision Making
- Flexibility AND Structure necessary
- Leaders must fill the gap where evidence is not available.
- Empower individuals and teams to both generate ideas and action
- Express Empathy
- Be Present

Through early December

- No participation in the care of COVID-19 patients or PUIs-except until Nov 2020 on Peds due to effect on volume
- No participation in NICU until Nov 2020
- Change of teaching attendings on IM due to expanded needs for the care of COVID-19 patients on 8 South.
- Students exposed and utilizing the Carilion Clinic COVID-19 hotline

Vaccinations

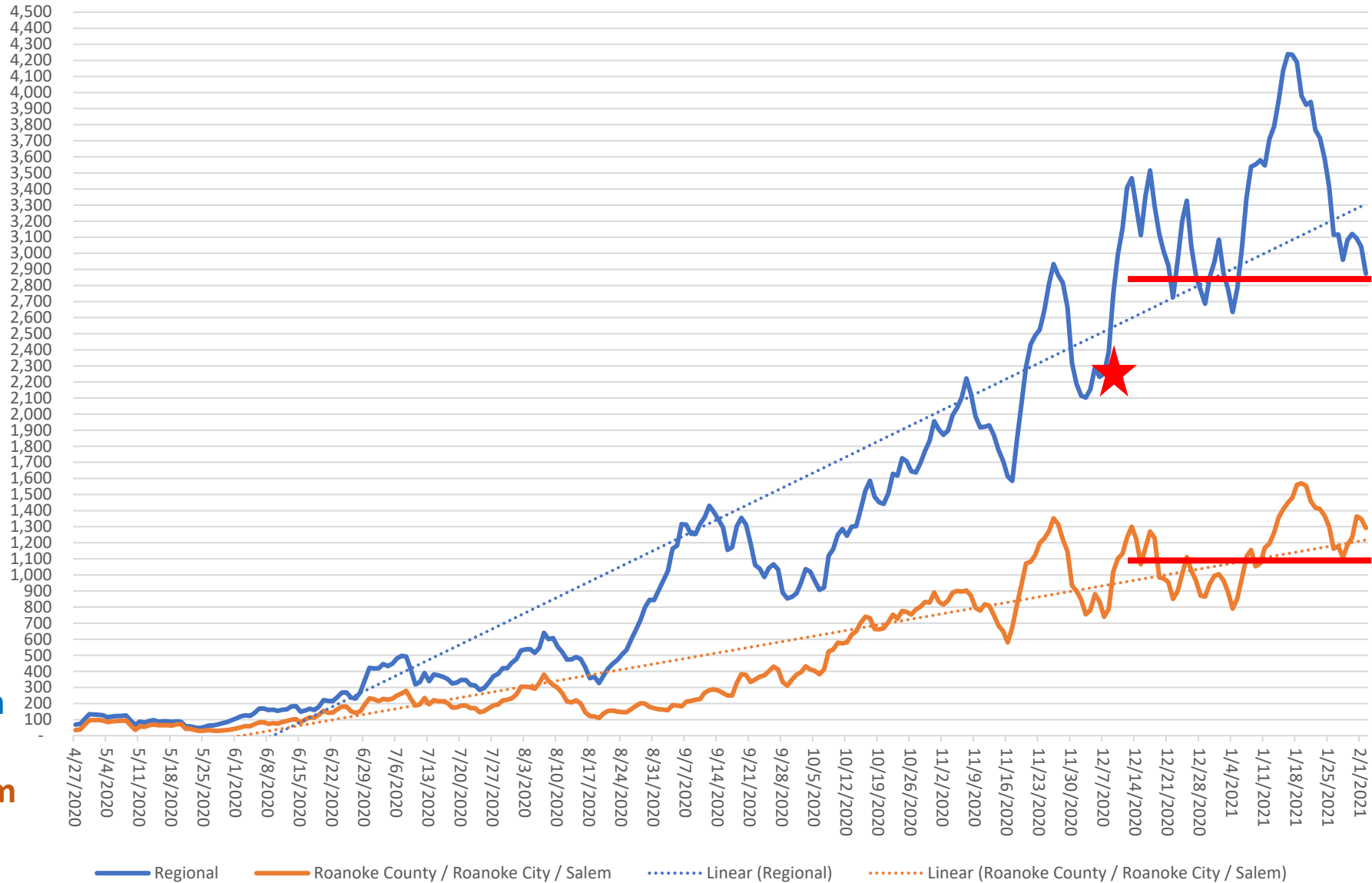
Thank you to Carilion Clinic ID team and Human Resources for including us!



COVID-19 Active Cases (Rolling 10-Day Total of VDH Reported Positive Tests)

Carilion Region

Roanoke/Salem



January.....more changes

- 8th and 9th floors now COVID-19
- As students returned-Moved students off IM and switched rotations to online electives then IM later
- Our students were wonderful!

Jan 26, 2021-Changes

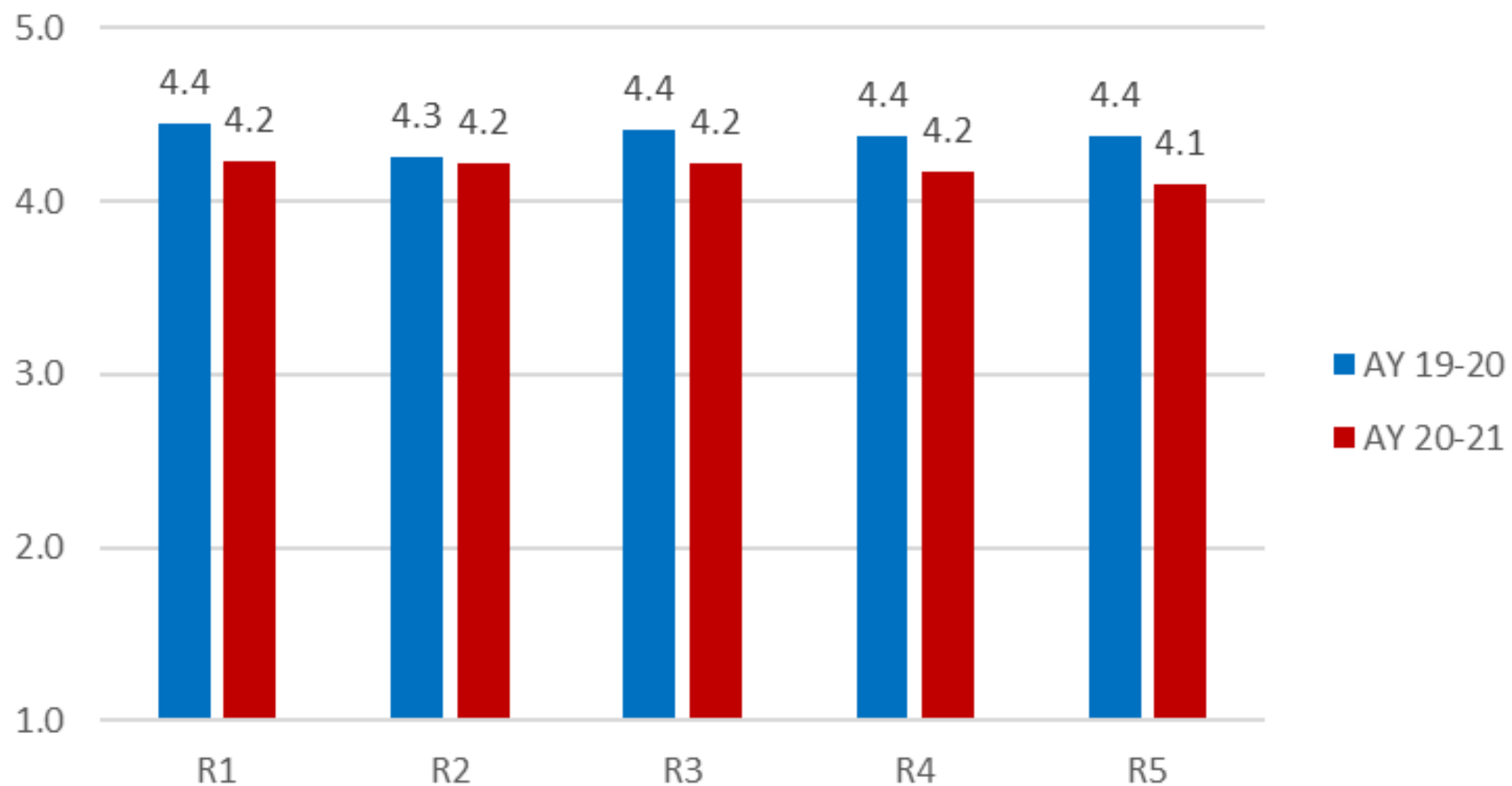
OB-GYN:

- Students can see GYN elective surgery patients > 21 days RPCs
- Students can go into stage 2 labor for >21 days RPCs if 14 days post second vaccination

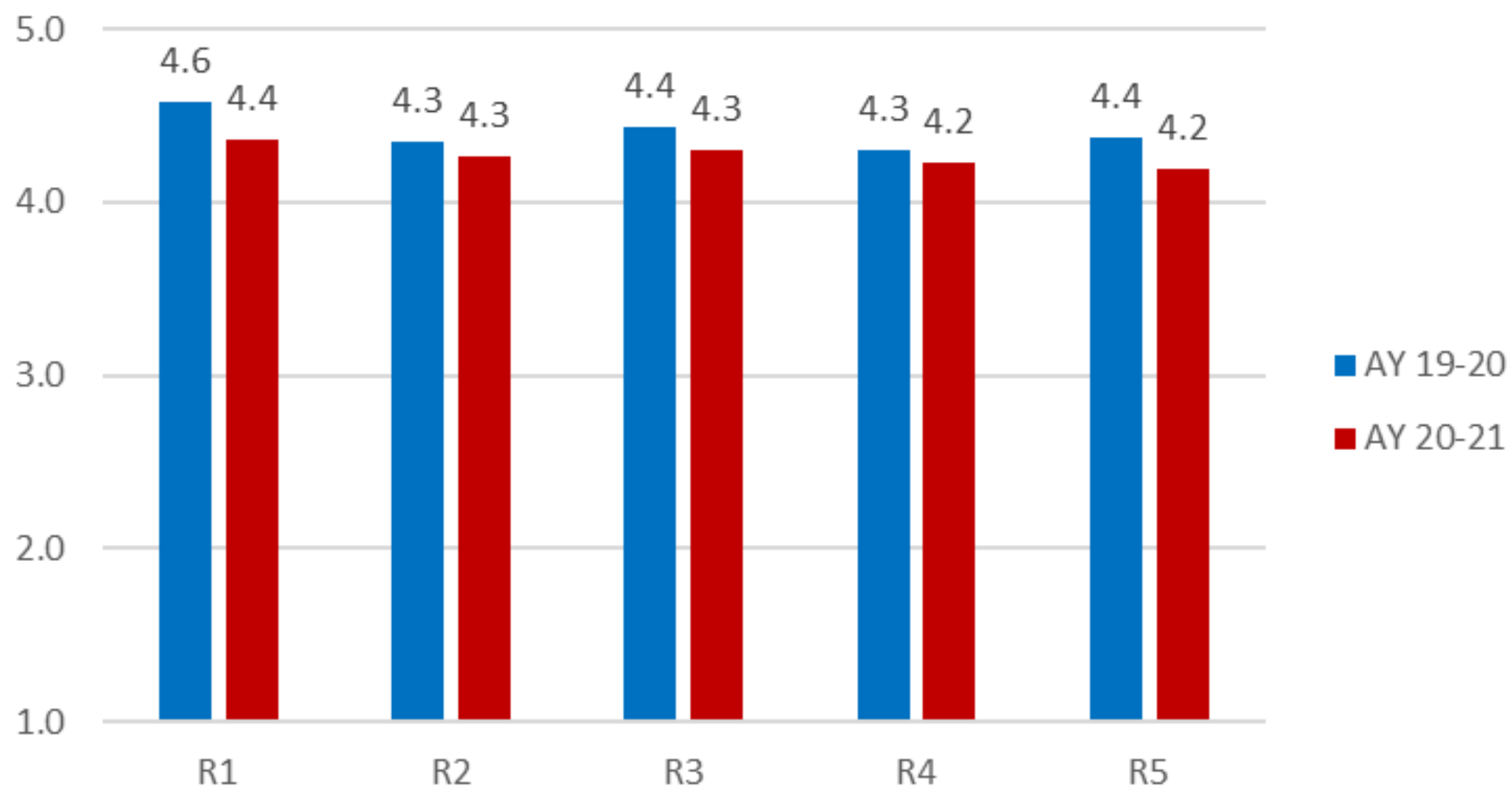
Internal Medicine:

- Students can see patients >21 days RPCs but not go to AGPs with them.

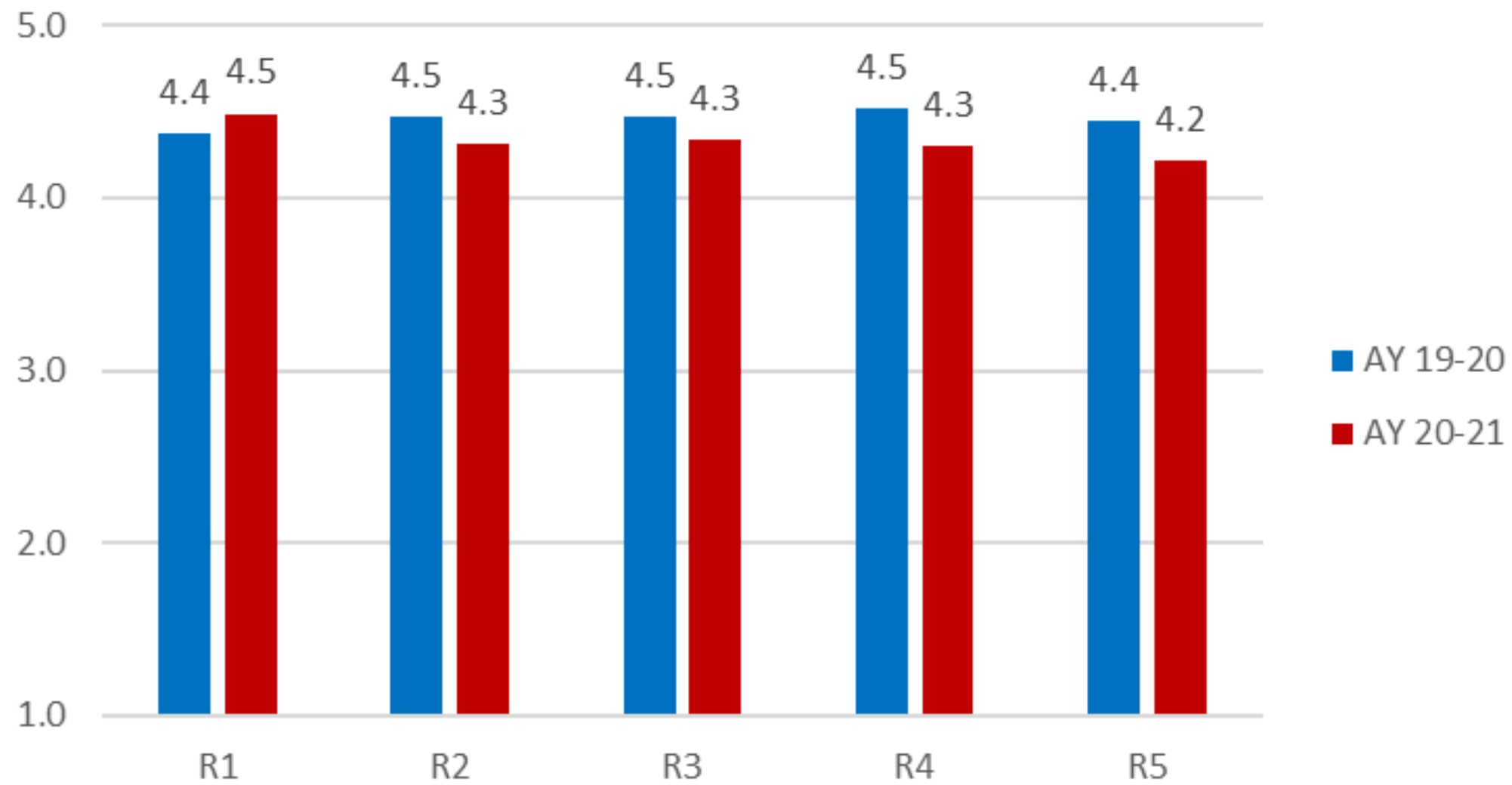
General Organization



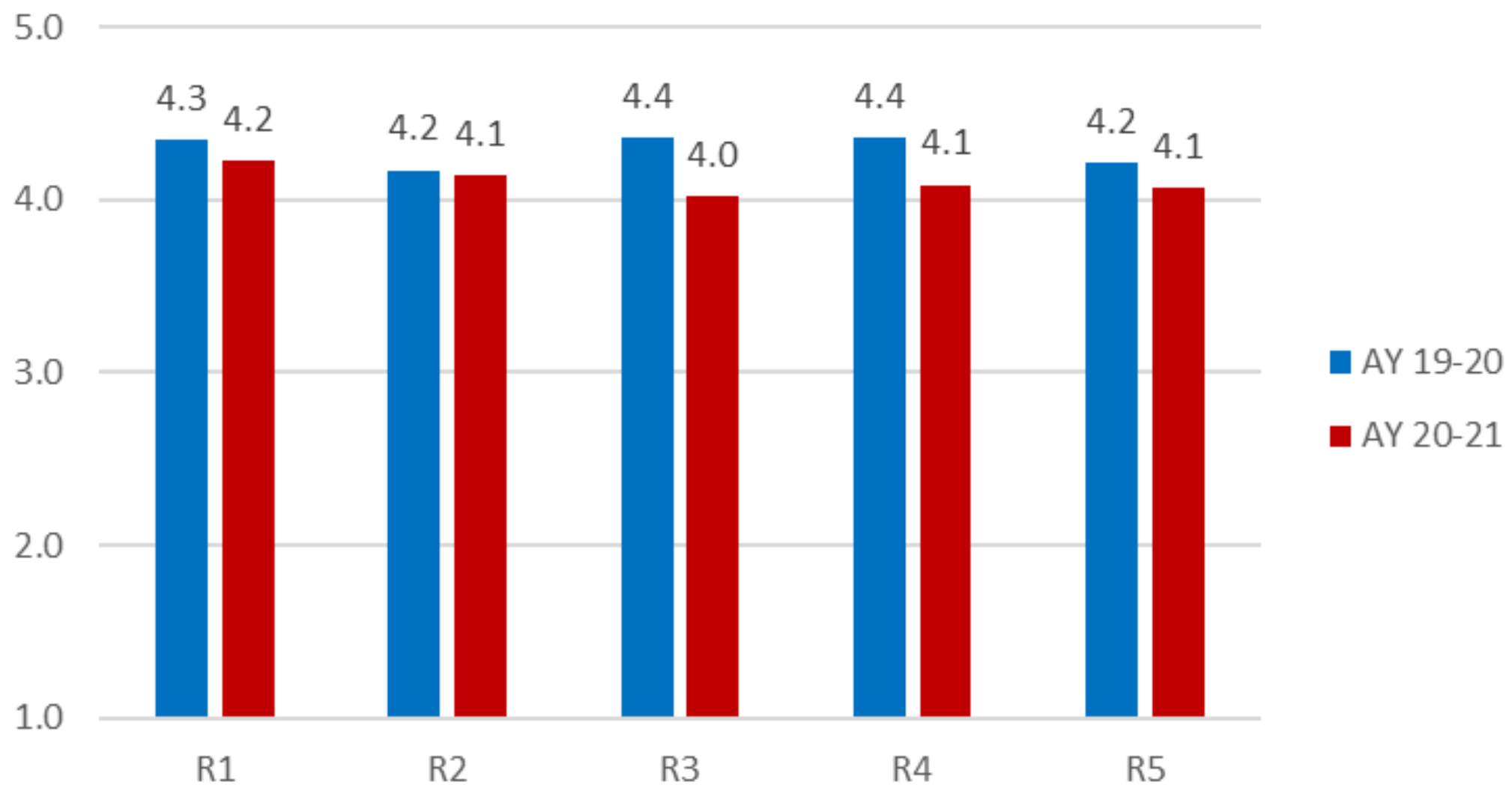
Learning Environment



Clinical Experience



Student Assessment



Platform with a fire hydrant

Better!

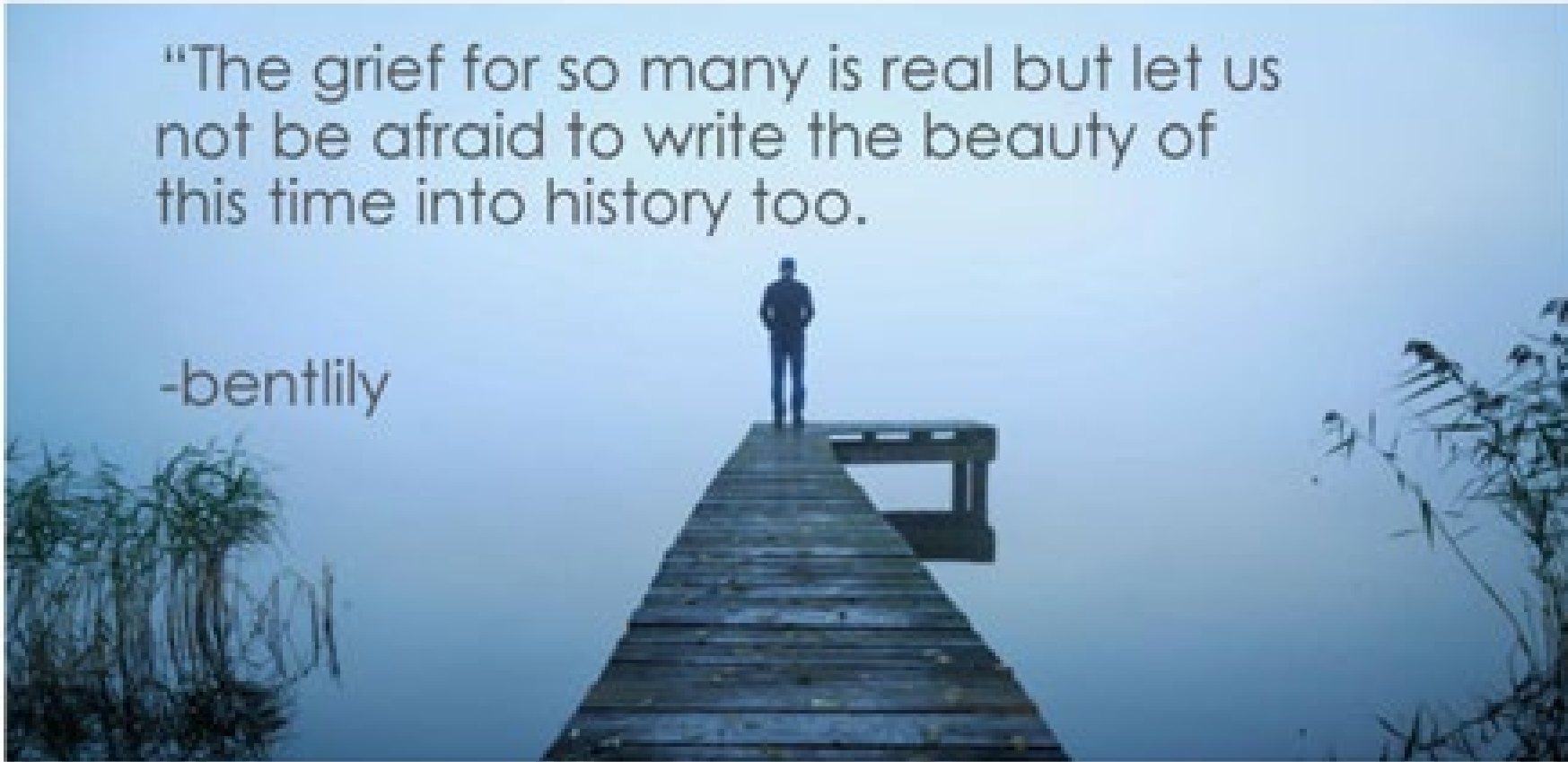
Students are on track to graduate in the M3 and M4 class.

We are planning for a “regular” Year 3 and a “somewhat regular” Year 4 next year.

State of Mind

"The grief for so many is real but let us not be afraid to write the beauty of this time into history too.

-bentlily



References

“Unconventional Leadership”, Nancy Schlicting

AAMCs Medical Education Senior Leaders, July 2020

Carol Emmott Fellowship Alumnae Meeting, 2021, Pam Scagliarini,
COO, Yale New Haven Health