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| **TO:** | All Faculty, Staff, and Students |
| **FROM:** | Marc Napp, MD, MS  Senior Vice President, Medical Affairs  Deputy Chief Medical Officer  Mount Sinai Health System |
|  | Bernard C. Camins, MD, MSc  Medical Director, Infection Prevention  Mount Sinai Health System |
| **DATE:** | February 27, 2020 |
| **RE:** | Update on the COVID-19 Coronavirus |
| This is an update for all Mount Sinai Health System employees on the novel coronavirus (COVID-19). Below, you will find information for all staff, visitors, and patients, as well as specific information for travelers.    While this illness has been widely covered in the news media, and the number of cases worldwide has grown substantially since we last communicated with you, there are still no confirmed cases of COVID-19 in New York State or the New York metropolitan region.    It is important to remember that the fundamental advice about COVID-19 and how to protect yourself remains the same:     * The vast majority of people who contract COVID-19 will not require hospitalization; symptoms are often mild enough that one can recover at home. If you have flu-like symptoms, please do not come to work, but you only need to seek medical care if you develop life-threatening conditions like severe shortness of breath, changes in mental status, severe dehydration, or other complications. Contact your provider for more advice and call ahead if you plan to seek medical care. * The steps to protect yourself from COVID-19 are generally the same as those for the flu. * If you have not traveled to an area where COVID-19 is prevalent or been in close contact with a traveler, and you develop respiratory symptoms, it remains likely that you have a seasonal illness like the flu rather than COVID-19.   As always, the Centers for Disease Control and Prevention (CDC) [website](https://www.cdc.gov/coronavirus/2019-ncov/index.html) remains your best source for up-to-date, detailed information about COVID-19.    We and our colleagues at other area health systems are working with the New York State Department of Health and the New York City Department of Health and Mental Hygiene to be fully prepared.    **Recommendations for all staff, visitors, and patients regarding respiratory illnesses, including flu as well as COVID-19:**   1. The best prevention is through washing your hands often with soap and water for at least 20 seconds, or with an alcohol-based hand sanitizer if soap and water are not available; 2. Avoid close contact with people who are sick; 3. Stay home when you are sick; 4. Cover your cough or sneeze with a tissue, then throw the tissue in the trash and wash your hands. If you don’t have a tissue available, cough or sneeze into your elbow. 5. Clean and disinfect frequently touched objects and surfaces using a regular household cleaning spray or wipe; 6. The CDC does not recommend that people who are well wear a facemask to protect themselves from respiratory illnesses, including COVID-19; facemasks should be used by people who show symptoms of these diseases to help prevent the spread of the disease to others; 7. If you need to seek medical care for a respiratory illness, please call ahead to your health care provider and put on a face mask upon arriving at the facility.   **Prepare in case COVID-19 begins spreading in our community:**  If we see community transmission of COVID-19 in the New York metropolitan region, it is possible that schools may be closed and other public activities restricted. Plan ahead—check with your child’s school district to make sure you know how to find out about school closings and dismissals;  **If you are traveling internationally:**   1. If you are traveling anywhere internationally, consider using the [U.S. Department of State Smart Traveler Enrollment Program](https://step.state.gov/) for updates on health and safety issues abroad. 2. For work-related international travel, please review [this information](http://mshsintranet.mountsinai.org/MSH/Details.aspx?FromPage=Health%20System%20News&CId=49097) about travel safety and how to register your trip. 3. Check the [CDC’s list](https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html) of affected countries, as well as the [State Department’s travel advisories](https://travel.state.gov/content/travel/en/traveladvisories/traveladvisories.html/), before embarking on your trip. The travel advisories may change from day to day so check them often. Be prepared to cancel your trip, especially if the government recommends against non-essential travel. 4. If you recently traveled to a country with ongoing person-to-person transmission of COVID-19, please notify your supervisor or Employee Health Services before returning to work. You may return to work as long as you are asymptomatic but you will have to check your temperature twice a day and monitor for upper respiratory symptoms for at least 14 days from the time you left for your return trip. 5. If you are returning from mainland China, you will be required to self-quarantine at home, and you will be subjected to a mandatory quarantine if you traveled to Hubei Province. | |

**TO:**       All Faculty, Staff, and Students at The Mount Sinai Hospital

**FROM:**David L. Reich, MD

President and Chief Operating Officer

                        The Mount Sinai Hospital

                Shirish Huprikar, MD, FIDSA

Chief Medical Officer

The Mount Sinai Hospital

                        Frances Cartwright, PhD, RN-BC

Chief Nursing Officer

The Mount Sinai Hospital

**DATE:**March 6, 2020

**RE:**         COVID-19 Preparedness Update

As The Mount Sinai Hospital continues to evaluate, test, and treat patients under investigation (PUI) for COVID-19, we are providing support to clinical and interdisciplinary teams in the designated care settings, and closely communicating with the New York State Department of Health and the New York City Department of Health and Mental Hygiene. Staff that are currently or will potentially evaluate and treat patients with possible COVID-19 continue to receive personal protective equipment (PPE) education and coaching.

The Emergency Department has expanded its capacity to evaluate patients with respiratory symptoms by utilizing additional space and staffing at the Express Care Unit at 1440 Madison Avenue.

Please anticipate ongoing updates from Health System leadership on our current status, as well as patient and visitor messaging. Anyone who could not attend the previous MSH-ISMMS Town Hall may view it and other COVID-19 information on the [COVID-19 intranet page](http://mshsintranet.mountsinai.org/COVID-19/).

The next combined Town Hall for The Mount Sinai Hospital and the Icahn School of Medicine is scheduled on Monday, March 9 from 12:00-1:00pm. It will be held in Stern Auditorium and the Zoom Conference Line information will be provided in advance. If you have questions that you would like addressed at the Town Hall, please scan the QR code below to submit them.

Thanks to everyone for their calm, focused and collaborative approach to this evolving situation.

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| **TO:** | Mount Sinai Health System Leaders |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 10, 2020 |
| **RE:** | COVID-19 Update—Calm, Focused, and Ready |
| The past week has brought stress, not just to our system but to everyone who works in it. Your ability to overcome these challenges has been exceptional and a tribute to your commitment and leadership. While the stress is to be expected, as we continue to absorb the latest news on COVID-19 and responses to the growing number of cases, it’s vitally important that we all take the time to refresh and repair from the rigors of the day.    Today’s update provides advice, tips, detailed resources, and an overall look at wellness—­­not just for our patients but for everyone working in the system.   * Wellness: This document provides some advice on managing the stress and emotions that you may be experiencing, visible signs that you or someone you know may benefit from speaking to a professional for additional support, as well as a host of resources, including:   + [Employee Assistance Program](https://www.mountsinai.org/about/ms-fit/self-care)   + [Student and Trainee Mental Health](https://icahn.mssm.edu/about/departments/psychiatry/clinical/stmh)   + [ICARE](https://workspace.mountsinai.org/medsvcs/icare/SitePages/Home.aspx)   + [Office of Well-Being and Resilience](https://icahn.mssm.edu/about/well-being)   + [Center for Spirituality and Health at Mount Sinai](https://www.mountsinai.org/patient-care/spiritual-care-and-education)   + [Mount Sinai Calm](https://www.mountsinai.org/about/ms-fit/self-care)   + Psychiatry Faculty Practice   As always, if you are looking for past Updates or materials sent in prior emails, all of the documents can be found[here](http://mshsintranet.mountsinai.org/COVID-19/). Additionally, if you or any staff have any questions, please use the [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) email.    There is no doubt that the last few days have caused general anxiety and unease for the general public, and for the Mount Sinai community specifically—which is completely normal. But it’s important to remember that we are here for one another and together we will continue to lead our communities through this challenge.    As always, thank you for everything you are doing. | |

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| **TO:** | All Faculty, Staff, and Students |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 10, 2020 |
| **RE:** | COVID-19 Mount Sinai Health System Visitor and Cafeteria Policy Changes |
| In every health care setting, family members and friends are vital to the well-being and recovery of our patients. However, given the evolving COVID-19 situation, it’s essential that we balance the needs of our patients and their families while maintaining the safest environment for all patients, staff, and visitors.    Therefore, out of an abundance of caution, we are updating our patient and visitor guidelines amid the COVID-19 concerns, to ensure we limit further spread and keep you and your loved ones safe but still allow limited access.    Below please find the updated patient and visitor guidelines, including limitations to food services, across the Mount Sinai Health System. These and all policy updates are also available [here](http://mshsintranet.mountsinai.org/General.aspx?id=49629).    **LIMITATIONS ON VISITORS**     * Only healthy visitors may visit a hospital patient. All visitors must follow the strict [COVID-19 Safety Guidelines](http://mshsintranet.mountsinai.org/uploadedFiles/COVID_19/COVID19%20Safety%20Guidelines.pdf).      * All visitors are limited to 15 years or older.      * In-patients: Will only be allowed two healthy visitors at a time. * PACU: Only one healthy visitor is allowed. * ICU/NICU: May limit to one healthy visitor, at their discretion.      * Emergency Department: All patients in the emergency departments will be limited to only one healthy visitor at a time.      * Maternity Ward: Limited to two healthy visitors at a time, who must be partners or grandparents.      * Ambulatory Sites (i.e., Urgent Care, Medical and Surgical Practices, Radiology, Oncology, Ambulatory Surgeries and Procedure Suites): Only one companion per patient allowed into the practice.     **CAFETERIA**    Additionally, all main cafeterias will be restricted to those with a Mount Sinai ID only. **Cafes and smaller on-site food options will remain open to all, staff permitting**. We are implementing this to protect our patients and visitors from large gatherings and to protect our staff. At a point of entry, as worked out by each site, patrons will be ask to show ID and to use hand sanitizer before entry.    Thank you for all you are doing, and if you have any questions, please use the[CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) email. | |

**TO:**       All Faculty, Staff, and Students at The Mount Sinai Hospital

**FROM:**David L. Reich, MD

                        President and Chief Operating Officer

                        The Mount Sinai Hospital

                        Dennis S. Charney, MD

Anne and Joel Ehrenkranz Dean

Icahn School of Medicine at Mount Sinai

President for Academic Affairs

Mount Sinai Health System

**DATE:**March 13, 2020

**RE:**         COVID-19 Updates at The Mount Sinai Hospital

On Monday, March 16th, at 10:00 AM we will be hosting an online-only Infection Prevention Town Hall focusing on COVID-19. It will be cohosted by David L. Reich M.D., Hospital President, and Dennis S. Charney M.D., Anne and Joel Ehrenkranz Dean of the Icahn School of Medicine. The Town Hall will be livestreamed via Zoom. You can access the town hall via this link <https://mssm.zoom.us/j/557049533>or by dialing into this number: +1 929 436 2866 - Webinar ID: 557 049 533.

During the town hall, there will be a question and answer feature, enabling you to submit questions for panelists to address live. A recorded version of the town hall will be available on the [MSHS COVID-19 Intranet Page](http://mshsintranet.mountsinai.org/COVID-19/) shortly after the conclusion of the event.

We are continually improving the social distancing on this campus to keep our employees, faculty, students, visitors, and patients safe and healthy. Beginning this weekend, we will be screening all patients and visitors as they enter the campus. In order to make this effective, we are restricting the entrances they may access. All Mount Sinai faculty, staff and students may still enter these entrances using their ID badges.

The new security hours for lobbies are listed below.

**Lobbies with Full Closures to Visitors**

         Guggenheim Pavilion Fifth Avenue Lobby (1190 Fifth Avenue): Closed 24/7

         The Icahn School of Medicine Lobby Entrance (1425 Madison Avenue): Closed 24/7 *(24/7 Badge Access)*

         19 E 98th Street Lobby: Closed 24/7 *(24/7 Badge Access)*

         Adolescent Health Center Lobby (312 E 94th Street): Closed 24/7, Enter at 320 E 94th Street

**Lobbies with Partial Closures to Visitors**

         Kravis Children’s Hospital (1184 Fifth Avenue): Open from 7:00 AM – 7:00 PM

         Klingenstein Clinical Center (1450 Madison Avenue): Open from 6:00 AM – 8:00 PM

         Mount Sinai Center for Advanced Medicine (17 E 102nd Street): Open 7:00 AM – 7:00 PM Monday through Friday and 7:00 AM – 3:00 PM on Saturdays

         FPA Condo Tower (10 E 102nd Street Lobby): Open 6:00 AM – 6:00 PM Monday through Saturday

         Atran Steps: Open 8:00 AM – 5:00 PM, Monday through Friday

         FPA (5 E 98th Street): 6:00 AM – 9:00 PM, Monday through Friday, and 7:00 AM – 3:00 PM on Saturday

**Lobbies Open 24/7**

         Hess Center for Science and Medicine Lobby (1470 Madison Avenue): Open 24 Hours

         Guggenheim Pavilion Madison Avenue Lobby (1468 Madison Avenue): Open 24/7

         Emergency Department: All Entrances Open 24/7

         Klingenstein Pavilion (1176 Fifth Avenue): Open 24/7

If you are unable to use your badge to enter the lobbies above, please contact security.

We will also be implementing social distancing in The Plaza Café and the Starbucks Café. Further details will follow.

If you have any questions relating to COVID-19, please visit the [MSHS COVID-19 Intranet Page](http://mshsintranet.mountsinai.org/COVID-19/) or submit your questions by scanning the QR code below. Questions will be answered during upcoming town halls.

**TO:**          All Faculty, Staff, and Students at The Mount Sinai Hospital

**FROM:**David L. Reich, MD

                      President and Chief Operating Officer

                      The Mount Sinai Hospital

Shirish Huprikar, MD, FIDSA, FAST

Chief Medical Officer, Vice President

The Mount Sinai Hospital

**DATE:**March 14, 2020

**RE:**             COVID-19 Updates at The Mount Sinai Hospital

As of today,The Mount Sinai Health System has updated recommendations for personal protective equipment (PPE) for patients with suspected or confirmed COVID-19. That email will be sent shortly.

As the number of patients with suspected or confirmed cases of COVID-19 has increased, we have implemented a surge plan by creating isolation units. These units are restricted to patients and staff only. Visitation is by electronic means, except under special circumstances (e.g., children). The current units include KCC 6 South (CICU), KCC 5 North and South, KCC 4 South and P4 South. Neurosciences ICU is moving to Annenberg 8 today to enable the conversion of KCC 9 into an isolation unit later this weekend. GP 9 East will also begin its conversion today and will likely be complete by tomorrow.

The Mount Sinai Clinical Laboratories have just established limited testing for COVID-19 and is moving as quickly as possible to establish large-scale testing. Updates will be forthcoming. The Mount Sinai Health System is also establishing a policy to curtail non-urgent surgical and procedural work starting next week.

Social distancing and visitor management are being implemented as described in yesterday’s communication. Further updates will be provided at The Mount Sinai Hospital and Icahn School of Medicine Town Hall that will occur as a Zoom meeting on Monday, March 16 at 10:00 am.  You can access the town hall via this link <https://mssm.zoom.us/j/557049533>or by dialing into this number: +1 929 436 2866 - Webinar ID: 557 049 533.

We would like to take the opportunity to thank staff, faculty, and students of The Mount Sinai Hospital and the Icahn School of Medicine at Mount Sinai for their dedication to patient care and the safety of their colleagues during this difficult time.

If you have any questions relating to COVID-19, please visit the [MSHS COVID-19 Intranet Page](http://mshsintranet.mountsinai.org/COVID-19/) or submit your questions for the Town Hall [here](https://mtsinaisf.qualtrics.com/jfe/form/SV_0iJ1g6GC2IU1kpf).

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 16, 2020 |
| **RE:** | COVID-19 Health System Updates, March 16 |
| As COVID-19 continues to have a dramatic impact around the globe and specifically here in New York, it is important that you have the information you need to keep yourselves, your colleagues, and our patients as safe as possible.    First, let me say something that, though we have said it before, needs repeating: Though the battle may be long, and the challenges great, we will beat this and leave a lasting legacy for our Health System, our communities, and the nation. Your resilience and adaptability in the face of such a dynamic and, at times, scary situation is awe-inspiring. I have never been prouder to be your colleague or wear the Mount Sinai badge.    On to the updates:    **New COVID-19 Employee Resources Website**    All health system COVID-19 Employee Resources can now be found on a new [website](http://www.mountsinai.org/covid19staffresources), [mountsinai.org/covid19staffresources](http://www.mountsinai.org/covid19staffresources). This does not require being on the intranet or any password. One click from anywhere, and you are in.    **More Aggressive Social Distancing Measures**    The city and region have moved to much more aggressive social distancing measures in order to slow the spread of COVID-19 so that health systems are able to manage the influx of newly infected patients. We strongly support these measures. Please help spread the word in your communities that these efforts are vital so that you and your colleagues can keep New York safe.    **Patient Education and Screening**    Protocols and processes have been revised to increase better protect our patients and our workforce:     * **Education:** We emailed hundreds of thousands of past and current patients to educate them on COVID-19, helping members of the public know when and how to seek medical help, should they need it. * **Prevention:**For patients with existing appointments, we’ve guided any potentially contagious ones to please stay home and contact their physicians or use one of our telemedicine options. * **Telemedicine:** We’ve expanded telehealth to provide virtual visits before patients ever come into the ED and our other locations. These new systems are specifically designed to answer COVID-19 patient medical questions and concerns, and we have expanded the provider pool to help ensure the process is as seamless as it can be. These options can be found [HERE](http://www.mountsinai.org/msnow).       **Elective Surgeries and Procedures**    All non-urgent elective surgical and procedural cases are being canceled in order to free up space, staff, and supplies to assist in the COVID-19 response. Staff formerly working in those areas will be utilized where needed most.    **Biomedical Tents**    Confirmed cases across New York State continue to rise each day, and Mount Sinai will no doubt see additional patients who test positive. To prepare for and accommodate what could be a significant surge in patient volume, we are building biomedical tents on many of our campuses. These tents can serve multiple functions, including as mass screening areas and even as mass treatment areas.    **Lab Testing**    The Mount Sinai Hospital Lab has begun testing on-site for COVID-19. This is a critical success in our ability to keep the flow of patients moving in order to accommodate new patients needing us.    In addition, we have opened a specialized ambulatory assessment and testing center downtown, which is designed to direct possible COVID-19 positive patients for testing. We will open additional sites in the coming days. Further, COVID-19 testing is available at all of our hospitals, as well as at the urgent care centers and specific ambulatory sites.    **Communicating Within Our Community**    We continue to provide updates each day to teams across the system through multiple channels – including all system daily updates from me.  Please email us at [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) with any ideas you have for how we can do better.    Attached you will find some daily headlines. Please feel free to share and post.    **COVID-19 Policies and Procedures**    We are regularly updating our policies and procedures to meet the demands of this rapidly evolving pandemic. These changes are being implemented in accordance with guidance from the Centers for Disease Control and Prevention, as well as the NYS and NYC Departments of Health. Updated policy changes will be available at the new [COVID-19 Employee Resources website](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources?utm_source=vanityURL&utm_medium=vanityURL&utm_campaign=covid19staffresources)*.*    In conclusion, I want to say again that I am proud to be your colleague and at your service. If there are any questions on the steps we are taking, please do not hesitate to reach out and contact us at [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org). | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 17, 2020 |
| **RE:** | COVID-19 Health System Updates, March 17 |
| Good morning. As we enter the third week of our region’s COVID-19 health care crisis, I want to tell you how many stories I am hearing about your efforts that leave me in awe. You are displaying true heroism at a moment when our neighbors need us most. I will be sharing some of those stories with you in the coming days.    In the meantime, I want to assure you that your well-being matters more than ever. As the regional situation continues to change, we must adapt and evolve. That’s why you will see changes to our masking, visitation, and volunteer policies across the system. We are making these changes with your and your patients’ health in mind as we all continue to adjust to new realities and work to keep everyone safe.    As a reminder, more detailed information on these changes and all employee resources are now available on a public website that doesn’t require a password: <http://www.mountsinai.org/covid19staffresources>.    Additionally, we want to be as transparent as possible with all of you and give you the information you need to do your jobs but also to have peace of mind. Not surprisingly, we have received many questions about the volume of patients with COVID-19 in our health system and we want to address those questions. As of yesterday, across all of our hospitals we had 25 inpatients who were tested and found to be positive. We had another 103 patients who were under investigation and monitoring for possible COVID-19 infection.    *New Masking Policy*    Due to the increase in community spread, starting today, we recommend that [**all staff who provide direct patient care wear a mask**](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Staff-Masking-Policy.pdf). Any masks that become wet or soiled should be replaced, but we also ask that everyone does their best not to be wasteful and to preserve resources as much as possible.    *New Visitation Policy*    **We are**[**prohibiting all visitors**](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/3-16-20-Systemwide-Policy-Memo.pdf)**across the Mount Sinai Health System.** **This includes visitors to the emergency departments, inpatient units, ambulatory sites, and other facilities.**    While these are difficult changes, they are necessary steps aimed at achieving our top priority: the safety and health of our staff and patients. There will, however, be a few important exceptions, which apply only to healthy visitors. Those include:     * *Pediatrics/NICU*: **One** healthy visitor allowed. * *Maternity and Postpartum:***One** healthy partner allowed. * *End of Life/Palliative Care:***One** healthy visitor allowed. * *Ambulatory Geriatrics:***One** healthy visitor allowed. * *Discharge:***One** healthy visitor allowed to pick up discharged patients. * *For the Emergency Departments:*For patients requiring assistance, **one** healthy visitor is allowed. Only **one** visitor per pediatric patient is allowed in the pediatric ED (parent or caregiver only).     If visitors show any COVID-19 symptoms, staff should politely ask them to leave and provide them with follow-up information. We also know there may be unique situations depending on patient need. If you believe an exception to the above policy should made, please speak to your supervisor. Above all, let’s use our common sense and good judgment to do the right thing.    *Volunteer Policy*    Effective Thursday, March 19, volunteer assignments in patient care areas will be temporarily suspended. Processing of new volunteers will also be temporarily suspended. Please visit the policy page on the [employee website](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources?utm_source=vanityURL&utm_medium=vanityURL&utm_campaign=covid19staffresources) for additional details.    *Employee Health Monitoring Guidelines*    Finally, we have created a new Mount Sinai [**Employee Testing, Monitoring, and Clearance Process**](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/MSHS_COVID_19_Employee%20Monitoring_Testing%20%20Clerarance%20%202020_03_16%20_5p.pdf). This new guide directs you on what symptoms to look for in yourself, what to do if you do become sick, how to get tested, and when you could return to work if you do get sick. This document and all health system COVID-19 Employee Resources can now be found on our new [website](http://www.mountsinai.org/covid19staffresources).    If there are any questions on the steps we are taking, please do not hesitate to reach out and contact us at [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org)    I want to say again that I have never been prouder to be your colleague and to wear the Mount Sinai badge. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 18, 2020 |
| **RE:** | COVID-19 Health System Updates, March 18 |
| COVID-19-positive cases continue to rise significantly each day. Governor Cuomo said yesterday that state modeling predicts that the number of cases, and the pressure on the health care system, will peak in about 45 days. These models are not perfect, but they do give us insight into what we need to prepare for. It is likely that we will need to massively expand our capacity to meet the need in the coming weeks. City, state, and federal regulations are being modified to make it easier for us to do that.    As the city and state take new steps to promote social distancing among the public, we are working to amplify that message across our communities in every way possible. And we need your help. Everyone—family, friends, and neighbors—needs to heed the warnings so we can slow down the rate of infection.    As of this morning there are 63 COVID-19 positive inpatients in our hospitals.    *Employee resource website redesign*  The easy-to-access [COVID-19 employee resource website](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources) redesign went live overnight. As a reminder, this doesn’t require any password or access to the intranet. It is now designed to make it easier for you to find what you need.    *Keeping your Mount Sinai ID badge with you at all times*  As the region’s social distancing efforts continue to increase, it is important that you keep your Mount Sinai ID badge with you at all times. It is a means of demonstrating that you are in an essential function, and you may need it to ease your movement within the region and within our health system.    *Guide to personal protective equipment (PPE) practices*  There is a terrific new guide that will help you know when to wear what and how to use it. You can find it [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/MSHS-COVID-19-PPE-Practices.pdf).    I want to end on this note. I know that many of you are managing disruption and anxiety in your home lives in addition to the challenges that you face at work. You have partners and spouses and friends who are facing economic distress, job loss, and illness. You have children home from closed schools, and they may be scared and confused. There is nothing easy about your work or home lives right now. We have to remember that, as hard as things are, and as hard as they become, we will get through this. The pandemic will end. We will get back to normal. In the meantime, let’s remember to take the best care of each other that we possibly can. Each and every act of kindness and patience and decency will make us more resilient in the coming days. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 19, 2020 |
| **RE:** | COVID-19 Health System Updates, March 19 |
| Predictive models suggest that the number of COVID-19 cases here in our region is likely to grow for the next 45 days or so before tapering off. We are working to build new capacity in our health system to meet the growing demand. And the city, state, and federal governments are mobilizing to help. As an example, just yesterday it was announced that the USS Comfort, a floating hospital capable of treating 1,000 patients at a time, will be brought to New York Harbor to help. Regulations are also being modified to make it easy for doctors and other clinical staff to cross state boundaries to pitch in. These are encouraging developments.    Here in our own Health System, we need to mobilize each and every member of the Mount Sinai family to aid in the fight. No matter your current role, no matter your job title, no matter your location, you will have a critical role to play in helping Mount Sinai save as many lives as possible and in providing aid and comfort to our communities and our colleagues. Whether you are at the front lines in the fight, or helping to supply the front lines, or fielding calls from frightened and isolated members of our communities, or participating in one of the many other jobs that are needed, you are absolutely vital. Stay tuned to this channel for more information in the days ahead.    Here are the latest stats on where things stand: As of yesterday afternoon, there were 83 COVID-19-positive inpatients in our hospitals, and 27 of those patients were in ICUs. There were an additional 172 patients under investigation (PUI).    ***Guide to Personal Protective Equipment (PPE) Practices***    Yesterday we sent you a new PPE guide to help you know what equipment to wear and when. New updates have been made to that document, which can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/MSHS-COVID-19-PPE-Practices.pdf).    ***New Parking Policy***    Daily parking for staff at many of our sites is now free. Information can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/COVID-19-Parking-Garages.pdf).    ***Updates to Lectures, Events, and Meetings Policy***  Effective today, Thursday, March 19, we are expanding our restrictions on lectures, events, and meetings. Information can be found [here](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/policies) (click this link and then click on “Lectures, Events and Meetings Policy”).    The reality of COVID-19 in the region is settling in; it is here, and it is serious. Every community we serve is now impacted. Our nearly 50,000-person-strong Mount Sinai family will work as one to see this through. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 20, 2020 |
| **RE:** | COVID-19 Health System Updates, March 20 |
| Personal protective equipment is the lifeblood of a pandemic fight. I am seeing a massive response to our efforts to acquire as much of it as we will need. Everyone is stepping up. Members of our Boards of Trustees are using every available relationship to find solutions, and we are already seeing significant donations as a result of those efforts. Our connections to companies and hospitals in China are helping us identify additional sources. Our city and state leaders are using every mechanism available. And most recently, the companies in China that were shut down while they fought COVID-19 were reopened and are now mass-producing what we need. It is important that you know we are doing everything possible—and I mean everything—on this front so that you can support your patients and communities.    In addition, the city and state continue to make measures to reduce the spread and flatten the curve. Governor Cuomo just announced that he is requiring 75 percent of employees in nonessential businesses to work from home—a positive step in reducing density and promoting distancing. This is a welcome development.    For Mount Sinai, our testing capacity is expanding significantly as well. As we work to bring all of our COVID-19 testing in-house, results are coming back faster, which will help us move patients appropriately and create more space in our hospitals for additional patients in need.    As of yesterday afternoon, we had 151 COVID-19-positive patients in our hospitals. That includes 38 patients in our ICUs, with another 155 inpatients under investigation (PUIs).    ***Employee Resource Website***    Our COVID-19 [employee resource website](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources) was recently overhauled and is now live. It is much more navigable and contains additional resources to answer your questions. You are one click away—with no password or intranet access required.    ***Broadcast This Saturday***    This Saturday, I will send you a special edition of my morning update asking you to go to our webpage and register for the fight. There will be important ways to contribute, and we will need everyone, so please look out for that communication this weekend.    ***New Guidance on Mental Health Self-Care***    There is a new letter up on the employee resource website that I hope you will take a few minutes to read. It provides useful advice from our experts on what you can do to stay mentally strong and focused throughout this crisis. I haven’t met too many people who aren’t struggling in one way or another with the enormity of what we are facing. This guidance can make a difference. It can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/COVID-19-Well-Being-and-Support-Message.pdf).    ***Donation Information***    There has been an outpouring of people wanting to donate goods or money to Mount Sinai during this crisis. If you are receiving calls or emails about donations, please contact Development at [DevMSHS@mountsinai.org](mailto:DevMSHS@mountsinai.org).    Monetary donations can be made online to the special COVID-19 fund by clicking [here](https://giving.mountsinai.org/site/Donation2?idb=872312757&df_id=1480&mfc_pref=T&1480.donation=form1&set.SingleDesignee=2542#utm_source=giving.mountsinai.org&utm_medium=webpage&utm_campaign=covid19research&NONCE_TOKEN=F59ADF988E100B5F94666C15E5DAAA43).    ***Appreciation Video***    I also want to draw your attention to [a special message](https://twitter.com/GNYHA/status/1240066112823451648) to health care workers from some of New York’s most famous. The world continues to recognize your heroism.    One last message for today. What we’ve weathered—and overcome—so far is just the beginning. We know this already has been and will be an arduous journey in the days and weeks to come. But at this moment in human history, we remember why we went into health care in the first place: to make a difference. Every one of us, no matter who you are or what you do, is playing a critical role in saving our fellow New Yorkers. In this all-hands-on-deck moment, we are going to continue to be challenged, personally and professionally. But we are going to forge ahead and succeed in this fight … together. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 21, 2020 |
| **RE:** | COVID-19 Health System Updates, March 21 |
| New York now represents approximately half of all COVID-19-positive cases nationwide. To better slow the rate of transmission, yesterday Governor Cuomo signed an executive order requiring, by 8 pm tomorrow, the closure of all nonessential businesses statewide.    This order excludes health care facilities and does not affect our health system. All Mount Sinai employees and voluntary and affiliated doctors and medical practices are deemed essential workers.    Here in our own health system it is All Hands on Deck.    Every single person, in every corner of our organization, has a role to play at this critical moment in the fight against COVID-19. That’s why today’s update is so important.    ***All Hands on Deck Sign-ups***    If you are not already fully engaged in COVID-19 response, please click on [this link](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/help) to learn how you can help and to provide us with information that will enable us to identify a vital role for you in this work.  This is a mission-critical step in our ability to save as many lives as possible.    ***Day Care and NYCDOE Regional Enrichment Center Enrollment***    For those staff who require care for their children and live in the five boroughs, the NYC Department of Education will openRegional Enrichment Centers and early childhood centers starting on Monday, March 23rd from 7:30am to 6:00pm, Monday-Friday. Regional Enrichment Centers are only open to children whose parents or guardians are in essential fields – like health care and emergency services – and children who are enrolled can attend anytime during open hours. You can enroll your children by clicking [here](https://www.schools.nyc.gov/enrollment/enrollment-help/regional-enrichment-centers).  ***Employee Health Services Update***    Mount Sinai Health System employees who are ill, are concerned about COVID-19 exposure, or who need clearance to return to work can contact [Employee Health Services](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/employee-health) this weekend for telephonic consults. This service is available between 7:30 am and 7:30 pm on Saturday, March 21, and Sunday, March 22. If you have COVID-19 related questions about your health, please call 212-844-1100 for a consultation. Physicians will be on hand for a symptom check and advice on next steps.    ***Keeping Your Mount Sinai ID Badge With You at All Times***    As New York’s social distancing efforts continue and with nonessential businesses closing on Sunday, it is important that you keep your Mount Sinai ID badge with you at all times. It demonstrates that you are in an essential function to the city at a time when nonessential organizations are closing and the public is largely expected to remain at home. Having your ID badge with you may be needed to ease your movement within the region and within our Health System.    I want to end on this note. There are so many questions that you must have right now. We have many answers up on the[employee resource website](http://www.mountsinai.org/covid19staffresources). And we will be adding much, much more in the coming days. We get asked a lot about how we will help people who are redeployed into new roles know how to work in those new roles. That is a big focus of our own efforts right now – making sure that everyone will be ready for what we ask of them. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 23, 2020 |
| **RE:** | COVID-19 Health System Updates, March 23 |
| This weekend, Drs. Davis and Charney sent out a call to action for those not already fully engaged in the fight against COVID-19. The response has been extraordinary. If you haven’t already signed up, you can do so [here](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/help). I want to answer a few questions about this that I know you must have.    **What if I don’t have a clinical background?** We have many mission-critical jobs that don’t require any clinical training at all.    **What if I am at a higher risk for complications from COVID-19 infection?** We can make accommodations to keep you safe. Many critical jobs can even be performed from your own home or a remote location.    **What if I have a clinical background and am redeployed to a role that I am not trained for?** We have you covered. We will provide training to make sure you are ready for your new role and will make sure you have the support you need while you are performing that role.    ***Current Status of COVID-19 in Our Hospitals***  As of Sunday afternoon we have 393 COVID-19 positive patients in our hospitals. That includes 89 patients in our ICUs. We have another 91 inpatients under investigation (PUIs). We have 60 open ICU beds. Our predictive models continue to show increasing volumes for another 40 days or so before they start to drop again.    The Governor and the New York State Department of Health are calling on all hospitals to develop the capability to care for 50 percent more inpatients than under normal circumstances. We are aggressively working toward that goal and have a lot of work ahead of us.    ***Regional Response***  Governor Cuomo accepted the Army Corps of Engineers’ recommendations for four temporary hospital sites: the Javits Convention Center, SUNY Stony Brook, SUNY Westbury, and Westchester Convention Center. The city and state are also working aggressively to get us additional equipment and supplies, including personal protective equipment (PPE).    ***Personal Protective Equipment***  To get you what you need to be safe for the duration of this crisis, the entire organization—including the Boards of Trustees—has mobilized and they are leaving no stone unturned. I am beyond impressed with the creativity and the bold risk-taking that is being applied to ensure that you have what you need to do your best for our patients, yourselves, and each other. It feels great to work for an organization that gets it: we can’t take care of our patients if we don’t take care of our people. This effort has been awe-inspiring. And it is working. More on this in the coming days.    ***Medline Reprocessing of N-95s and Face Shields***  On a related note, Medline, Inc., will soon be reprocessing our used N-95 masks and face shields using an FDA-approved process to get them back to us so that we can reuse them. The process includes many steps, and they will carefully examine each N-95 and face shield to ensure that all equipment is fully sterilized, functional, and not damaged or torn. Many of the masks that they work to reprocess won’t be acceptable to reuse and Medline will throw them out. But the ones that do get through their entire process will be 100 percent safe to use and meet all FDA and regulatory requirements that a new mask meets. We will not allow any faulty or unsafe PPE to pass to you under any circumstances. Tomorrow I will update you on where to place your used N-95s and face shields so that they can be shipped to Medline.    ***Offers of Supplies and Equipment***  If you receive offers to donate supplies and equipment, or offers from vendors looking to sell us supplies and equipment, or offers of monetary donations, redirect them to [this webpage](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/donations-supplies-offers). If you lose track of the webpage you can find it on the COVID-19 [employee resources site](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources). By the way, the offers are being managed by a team of our Health System colleagues, including our graduate students and others, who have signed up for the fight. Huge thanks to them for playing this vital role.    ***Proper Eye Protection***  We have noted in past updates when and in what circumstances [the use of N-95 respirators](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Final-Masking-Policy-w-Table-2020-03-20.pdf) is appropriate. Today, I want to remind everyone about proper eye protection for COVID-19. Eye protection, plus surgical mask or N-95 respirator, should be worn when caring for COVID-19-positive patients and PUIs who are on Special Droplet Precautions. Acceptable eye protection includes a surgical mask with an attached face shield, a full face shield, or goggles, which, according to the CDC, offer an effective alternative to face shields. A full face shield is preferable as it helps with the conservation of surgical masks or N-95 respirators, which are less likely to be contaminated during any encounters with COVID-19 patients and PUIs.    Finally, I wanted to share a must-read [article by Atul Gawande](https://www.newyorker.com/news/news-desk/keeping-the-coronavirus-from-infecting-health-care-workers) on the lessons learned from the outbreak in Asia. I guarantee that you will find it worth the time.    Amidst all the work of the last few days I found myself reflecting on what we have already accomplished together and on your awe-inspiring bravery. It left me profoundly humbled. God bless you all. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 24, 2020 |
| **RE:** | COVID-19 Health System Updates, March 24 |
| As COVID-19 spreads, New York State is now home to 5 percent of all cases worldwide—recently topping 20,000. But critically, city and state preparation has advanced. Yesterday, Governor Cuomo toured the Javits Center, which will be transformed over the next 7-10 days into a 1,000-bed hospital. This, and the USS Comfort and other measures, will give our city important capacity at a time when we need it most. Governor Cuomo is ordering hospitals to increase capacity by at least 50 percent—something that the Mount Sinai Health System has committed to and has already been working toward.    As of yesterday afternoon, we had 393 COVID-19 positive patients in our hospitals. That includes 89 patients in our ICUs. We had another 91 inpatients under investigation (PUIs). We had 60 open ICU beds.    The coming days will be critical to flattening the curve for the weeks ahead, and as Drs. Davis and Charney have noted, we’re going to need all hands on deck to fight back against COVID-19. Thank you to all those who signed up for COVID-19 roles, and if you haven’t already, please click [here](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/help) to play an important part. Remember that you don’t need a clinical background to save lives and take part in the fight. We have many mission-critical jobs in this battle that don’t require any clinical training at all.    Today, we have several important additional updates for you.    ***Updates to Visitation Policy***    Due to the escalating COVID-19 emergency, we are prohibiting all visitors across the Mount Sinai Health System. This includes visitors to the emergency departments, inpatient units, ambulatory sites, and other facilities, and includes the partners of our obstetrics patients. We are implementing these policies across our sites today. Please visit [here](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/policies?accordionAction=accordion-jump_link-3001991117) for more information and limited exceptions to this policy.    We realize this will be particularly difficult for those within our OB units, because we know how important it is to have loved ones nearby during and after delivery of a child. We would never take these steps unless we were confident that it was the right thing to do to protect our patients and their families.    ***Launching Sinai KIDS***    We know that child care has become a challenge to members of our Mount Sinai family due to school and daycare closings. We are launching **Sinai KIDS**, a digital hub where you can access child care services, offer child care services to those in need, and learn about community-based child care/enrichment opportunities that may be available to you. In an effort to make this opportunity available to you as soon as possible, we are simultaneously opening up the system for both enrollment of child care providers and those who are looking for child care to begin their search. Initially, there will be few child care providers, but we anticipate the list to grow quickly, so please check back frequently. For more information about Sinai KIDS and other child care programs available to Mount Sinai employees, please visit [this page](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/faqs) on the employee resources website, scroll down until you see Sinai KIDS, and then click.    ***Palliative Care Guidance for Front-Line Caregivers***    There is a new hotline available 24/7 to speak with palliative care experts. They can advise you regarding difficult goals-of-care discussions and decisions and complex symptom management. The number is 332-215-3020. More information can be found [here](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources/staff-clinical-guidelines-information) (click and scroll down to “Palliative Care Guidance”) on the [employee resources website](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources).    ***Where to Send Your Ideas and Questions***    So many of you have come up with ideas for how we can do better in this fight. Please keep those ideas coming. You can use the same email address that you have been using to send us questions: [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org)    I want to say again that I am proud to be your colleague and honored to work with all of you. While the coming days and weeks may be the most challenging of our lives, we are going to be successful if we stand together. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 25, 2020 |
| **RE:** | COVID-19 Health System Updates, March 25 |
| Yesterday, Governor Cuomo provided revised estimates regarding COVID-19 growth. Based on the current rate of spread, even though the vast majority of infected patients will have mild disease, the number of patients with severe enough illness to need hospitalization and ICU-level care is expected to rise faster than our ability to fully meet the demand.    In the face of that reality, it is critical to remember that our entire Mount Sinai family—and especially our nurses, doctors, physician assistants, nurse practitioners, patient care associates, respiratory therapists, and other front-line providers—will be literally saving more lives than they have ever had the opportunity to save before.    This is the humanitarian mission of our lifetimes.    And we won’t win every battle. There will be loss, and suffering, and at times perhaps each of us will question our will to fight.    But then we will remember all the lives we can save, all the comfort we can provide, and all the good we can do.    And that we are all in this together    ***Updates***  As of yesterday afternoon we had 613 COVID-19-positive patients in our hospitals. That includes 123 patients in our ICUs. We had another 76 inpatients under investigation (PUIs). We had 60 open ICU beds. We are working to open additional units as fast as possible and we are working to figure out if it is possible to use each of our ventilators to support more than one patient at a time.    ***COVID Plasma Needed***  Patients recently recovered from COVID-19 have high levels of immunity in the form of antibodies in their blood that can be transfused into very sick COVID-19 patients in our hospitals. This treatment is known as “human convalescent plasma” and has been used in previous pandemics. We are ready to start treating patients later this week, but need your help.    If you have recently recovered from COVID-19, please volunteer to have your blood tested to see if you have high levels of antibodies. If your antibody levels are high, we will work with you to see if you are both willing and qualified to donate plasma at a nearby blood donation center.  You could save a life. If you can help, please email us at[COVIDSerumTesting@mountsinai.org](mailto:COVIDSerumTesting@mountsinai.org).    ***Updated PPE Guide***  The guide on personal protective equipment has been updated and can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/MSHS-COVID-19-PPE-Practices.pdf) on the [employee resources website](https://www.mountsinai.org/about/covid19/staff-resources).    ***Parking***  If you are parking at meters close to our hospitals, please put a photocopy of your Mount Sinai ID atop your dashboard. This will let any parking enforcement know that you are working in an essential and critical capacity.    ***Where to Send Your Ideas and Questions***  So many of you have come up with ideas for how we can do better in this fight. Please keep those ideas coming. You can use the same email address that you have been using to send us questions: [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org). | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 26, 2020 |
| **RE:** | COVID-19 Health System Updates, March 26 |
| Our friends, family, and loved ones outside Mount Sinai are no doubt living through a confusing and anxiety-inducing time. For those on the front lines of this fight, we are being tested like never before. And we need to rely on each other like never before.    A colleague sent a note about our Mount Sinai family that I want to share with you:    *“Some staff have fallen ill, several have family members ill, and some have lost loved ones already. In some way we should acknowledge that during hardship, people are still coming to work, fighting the good fight, and working like the community that we are. I see that in everyone everywhere: the remarkable sense of duty that we owe patients and other colleagues. I see that in you and everybody in leadership, I also see that in all the staff. We are all in it together. We should all be thankful for each other’s presence, the sacrifices that we are making, and perhaps why are we doing all this.”*    I couldn’t agree more.    In these challenging times, we’re also seeing so many of us step up in extraordinary ways. In my note yesterday, I mentioned a treatment called human convalescent plasma. Those **who tested positive for COVID-19 at least 14 days ago, who have fully recovered**, and who now show high levels of immunity, have antibodies in their blood that may be able to be transfused into very sick COVID-positive patients in our hospitals to help them with their illness. Within the first hour of my request to you for help, we received more than 500 responses. The outpouring of offers is absolutely inspiring.    As of yesterday afternoon we had 767 COVID-19-positive patients in our hospitals. That includes 144 patients in our ICUs. We had another 134 inpatients under investigation (PUIs). We have 53 open ICU beds. There are some early indications that the density control measures and social distancing in our region may be starting to have an impact on the infection rate. We are following this very closely.    We continue to work aggressively to obtain more PPE, ventilators, and other needed supplies. We have what we need for now, but we still need much more based on the predicted volumes and timeline. Our own efforts are paying off and we are getting some supplies from the state as well. We are grateful for the many donors who have also stepped up to help. Surge planning and activation is in full swing. New units are going online at a steady pace with more to follow.    ***New Well-Being Resources***  In these challenging times, your mental and physical well-being is more important than ever. It is critical to help us meet the challenge of COVID-19. We have created [a new page](https://www.mountsinai.org/about/covid19/staff-resources/well-being) with a variety of staff resources—from basic needs like child care, to your mental health and spiritual needs—to support your well-being. Each of us should find the time to become familiar with what is there.    ***Dress Code Changes***  It is now acceptable for any staff or faculty member who will be wearing scrubs during their time at work to wear appropriate casual clothes to and from work. Of course, clothing considered inappropriate for work should not be worn to work. Let’s use our best judgment.    ***COVID Plasma Volunteers***  As noted above and in yesterday’s note, employees who have recently recovered from COVID-19 have high levels of immunity in the form of antibodies in their blood that may be transfused into very sick COVID-19 patients in our hospitals. We hope to start treating patients soon. If you had a confirmed COVID-19 test at least 14 days ago and all your symptoms are now gone, please email us at [COVIDSerumTesting@mountsinai.org](mailto:COVIDSerumTesting@mountsinai.org) to have your blood tested to see if you have high levels of antibodies. It could save lives.    ***Remote Access Guide***  IT has posted a detailed guide to VPN and other work-from-home software issues. Should you have questions or issues, the Remote Access Reference Guide can be found [at this link](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Remote-Access-Reference-Guide.pdf). It has also been added to the “Work from Home Guidance” section [here](https://www.mountsinai.org/about/covid19/staff-resources/faqs).    ***Final Thoughts***  I want to end on this note: Not everything you read in the papers is true. That certainly applies to today. As we mourn the loss of a cherished colleague, I hope you will use your good sense and judgment to sift through the facts and draw your own conclusions. | |

**TO:**All Faculty, Staff, and Students at The Mount Sinai Hospital

**FROM:**David L. Reich, MD

President and Chief Operating Officer

The Mount Sinai Hospital

Dennis S. Charney, MD

Anne and Joel Ehrenkranz Dean

Icahn School of Medicine at Mount Sinai

President for Academic Affairs

Mount Sinai Health System

**DATE:**March 26, 2020

**RE:**COVID-19 Updates at The Mount Sinai Hospital

To meet the growing volume of patients with COVID-19 at The Mount Sinai Hospital, we will begin constructing new patient pods today in select public spaces. These areas will include the Guggenheim Pavilion West and Center lobbies and the Annenberg West Lobby. We expect construction to be complete within the next week.

These additional patient care areas will allow us to expand our capacity at a time when it is critically needed. While conversion of this space will temporarily impact operations at the Starbucks Café, we will ensure operations at The Plaza Café are uninterrupted by this change. Further details regarding impact to food services will be released as they become available.

We will continue to evaluate other areas on our campus to create additional capacity to care for COVID-19 patients during this crisis.

Additionally, on Monday, March 30, at 9:30 am we will be hosting a Town Hall focusing on COVID-19. The Town Hall will be livestreamed via Zoom. You can access the town hall via this [link](https://mssm.zoom.us/j/448610498?pwd=dnE1OE5RNDh6dS9ud2pYNXp6UlliQT09) (password 127902) or by dialing in to +1 929 436 2866 - Webinar ID: 448 610 498. **As phone lines may overload, we recommend that everyone use the link** to join the virtual town hall. You can join on your PC or through the Zoom App on your mobile device.

During the town hall, there will be a question and answer feature in the Zoom App, enabling you to submit questions for panelists to address live. A recorded version of the town hall will be available on the [MSHS COVID-19 Website](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources) shortly after the conclusion of the event.

Thank you for your continued patience, resilience, and professionalism as we work through this difficult time. If you have any questions relating to COVID-19, please submit them [here](https://mtsinaisf.qualtrics.com/jfe/form/SV_0iJ1g6GC2IU1kpf). Questions will be answered during upcoming town halls.

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 27, 2020 |
| **RE:** | COVID-19 Health System Updates, March 27 |
| The Mount Sinai family continues to show incredible resilience. Every corner of our Health System is stepping up to overcome these extraordinary obstacles. Of course, these times are weighing on me, as I know they are on you. Whether at home or at work, there are unbelievable demands being placed on every one of us, and it’s more important than ever that we take care of ourselves and each other.    Today, I want to give you some additional insight into the personal protective equipment situation.    Because of the scope and scale of the pandemic, worldwide PPE is in short supply. We have adopted the COVID-19 pandemic PPE guidelines from the CDC and the New York City and State Departments of Health. We have done this in close collaboration with our infection prevention experts, to make sure you are protected and safe while also ensuring that we don’t let the unthinkable happen—to run out of PPE.    At any given time since this pandemic came to our region, and despite our increasing patient volumes, we have always been able to maintain at least a one-week supply of critical items on hand. We have thankfully never dipped below that level due to the incredible work of so many, including Drs. Davis and Charney, the Governor, and the Mayor.    That is why we are being so careful. As the volumes of patients have increased and the supply has remained at one week, we needed to make sure that we you were never in a situation where there was simply no PPE available.    We also know that at any given time there may be some units that are lower on PPE than others, while the institution as a whole has sufficient supply. We are reacting to this in real time and are working to smooth out the supply.    There is no doubt in my mind that this has created fear and anxiety and anger. It is all understandable. And for that I am profoundly sorry.    However, the tide on PPE is turning. Thanks to the relentless work of so many of your colleagues and others, our supply lines are opening up, and help is on the way.    In our first big breakthrough, at 3 am this morning, two airplanes landed at Teterboro Airport with about 130,000 N-95 respirator masks. That approximately doubles our supply. I will save the heroic story about what it took to get this done for another day. I promise you it is worth the wait.    We expect that an additional 350,000 N-95 masks will arrive in the next 48 hours, along with 1.2 million surgical masks. And we are seeing similar progress on gowns, gloves, face shields, and the like.    This is monumental.    Big picture, if the models hold true, it looks like we will need about 3.5 million N-95s and 20 million surgical masks before this is over. So we are not out of the woods yet. But these are very encouraging developments.    I don’t want to leave you with the impression that we will go back to having all the supplies in piles in the clean utility rooms as we had pre-pandemic. We still need to be careful because, as we have learned, anything can happen.    But, I do believe, strongly, that we will be able to work with you to make it easier for you to have what you need when you need it—as you heroically provide life-saving care in this humanitarian mission of our lifetimes.    There is nothing more important than that. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 28, 2020 |
| **RE:** | COVID-19 Health System Updates, March 28 |
| We’ve been through a tough stretch, but we’ve made tremendous progress in being able to serve more patients in need at one time than we have ever served before. New units continue to open, you and your colleagues continue to inspire the world with your heroism, and the supply lines are opening up. We are moving patients between hospitals to try and relieve any pressure points while we still have the capacity to do so. It is an amazing amount of progress in a short time.    The city and state continue to add critical medical capacity. The U.S. Navy hospital ship, the USNS Comfort, will be docking in New York on Monday, bringing 1,000 more beds and 1,200 medical personnel to the mission.    The Javits Center’s physical retrofitting is now complete, adding 1,000 new beds. And officials are considering additional sites to bring thousands of new beds online, including the Brooklyn Cruise Terminal, the Aqueduct Racetrack, CUNY Staten Island, and the New York Expo Center. Governor Cuomo said the state is also considering converting dormitories at City College and Queens College into hospital rooms, as well as rooms at the Marriott Brooklyn Bridge Hotel. This added capacity will help alleviate the burden on all of us and ultimately save lives.    Incredibly, our Health System has 400 more ventilators available for use than we had just a few weeks ago. Each of them will help save many lives.    As of yesterday afternoon, we had 1,014 COVID-19 positive patients in our hospitals. That includes 184 patients in our ICUs. We had another 128 inpatients under investigation (PUIs).    **Your City Applauds You**    Yesterday evening, in a display of support and gratitude for the work you and partners across the city are doing, New Yorkers across the five boroughs conducted a citywide, simultaneous clap at 7 pm. You can read about the #ClapBecauseWeCare campaign and see video of it [here](https://www.google.com/amp/s/www.businessinsider.com.au/new-york-city-clap-nyc-applauded-2-minutes-essential-workers-2020-3/amp).    **New Way to Recognize Your Colleagues**    There is a new web portal [to submit stories](https://mountsinai.formstack.com/forms/covid19_stories) about selfless, above-and-beyond or otherwise remarkable acts by your colleagues engaged in the COVID-19 response: [mountsinai.formstack.com/forms/covid19\_stories](https://urldefense.proofpoint.com/v2/url?u=https-3A__mountsinai.formstack.com_forms_covid19-5Fstories&d=DwMFAg&c=shNJtf5dKgNcPZ6Yh64b-A&r=s9SiGkmL9lZuousV_uASWAl2USkiilApL_5dyNfbVbI&m=Rq28f3WHa0ZQKM97NANPoGYcue-7_yvXgTSkwqdnZDI&s=qmLYp1mfRwrL_tettFsAz5b_G2rBPbhRU5-3WMWJ8E0&e=)    **Updated Employee Testing, Monitoring, and Clearance Process**    This weekend, from 7:30 am - 7:30 pm, an Employee Health Services (EHS) hotline can be reached at 212-844-1100. Anyone who has questions should take advantage of it. Providers will be on hand for a symptom check and advice on next steps.    Likewise,the new employee testing, monitoring, and clearance process can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/MSHS-COVID-19-Employee-Monitoring-Testing-Clearance.pdf). This new guide is easy to understand and follow and will be useful to you.    **COVID-19 Labor/HR Frequently Asked Questions (FAQs)**    This FAQ has been updated and can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/HR-Frequently-Asked-Questions.pdf).    **Fundraising News**    In another encouraging development, more than $20 million in philanthropy has already been raised to support our COVID-19 efforts. Your work is inspiring people across the world to donate, which will help ensure that we have the tools we need in this humanitarian mission of our lifetimes. As you encounter those who want to be supportive to our cause, please share the link to our giving site. [giving.mountsinai.org/](https://giving.mountsinai.org/).    Finally, I just want to reiterate what your work means to your city, country, and to the world. This is a moment in human history and once-in-a-lifetime battle. I couldn’t be prouder to be your colleague, and I couldn’t be prouder to wear the Mount Sinai badge. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 29, 2020 |
| **RE:** | COVID-19 Health System Updates, March 29 |
| It is the weekend but it sure doesn’t feel like the weekend.    Before COVID-19, for our many weekday work colleagues, the weekend provided time to pause and reflect; to recover physically and emotionally; to connect with others at home, in the community, or perhaps in houses of worship; and to restore ourselves in preparation for the coming week. For our colleagues who work weekends, this restoration may similarly occur on weekday days off.    In the time of COVID-19, the opportunity to strengthen personal connections, reflect, recharge, and recover has become much rarer, but it has never been more important.    Many of you are so deeply engaged in the mission right now that the idea of taking time for yourself to reflect and recover perhaps feels unwarranted or simply impossible. Even taking just a couple of minutes to go to the [wellness resources](https://www.mountsinai.org/about/covid19/staff-resources/employee-health) on the [employee resource website](https://www.mountsinai.org/about/covid19/staff-resources) might feel like a stretch given the pace and intensity of the work.    But here is the catch. Finding time to care for ourselves allows us to better care for others. At times the work is overwhelming and prevents us from finding time for self-care. But just like on an airplane in an emergency, we’ve got to put on our oxygen masks first, so we can have the strength to put them on others.    There are no easy answers for this and no quick fixes. The loss and the suffering that you are experiencing can be totally overwhelming at times. That is a normal human response.    And while we keep working, we do in fact work to stay connected and are reminded of all the good we are doing.    One of our colleagues, Donald, sent me an idea that hit home. It reminds me of similar practices stretching back thousands of years during times of great duress.    He writes...    *Mount Sinai is a very special place. Day in and day out, an outsider looking in would be amazed by the teamwork and camaraderie that exists around the health care system. Sitting at home this weekend, I am thinking about my colleagues, and thinking about how we can honor our own health care workers, honor health care workers around the United States, and honor health care workers globally.*    *I would like to start the Mount Sinai Miracle Minute.*    *At 12 noon, every day, I would like us to stop and pray, or reflect, or simply offer silence for just one minute... for each other, for our families, for health care workers worldwide, and for our patients and communities… In these extraordinary times, I believe this exercise will help give people a feeling of pride, and connection to each other, and the fortitude to go on.*    *I believe that the Mount Sinai Miracle Minute will give us strength, because together, nothing can beat us.*    The world is taking a moment for all of us at 7 pm each day, clapping and cheering, applauding our bravery.    We can do the same for ourselves.    Donald, count me in. Starting today, I will be setting my smartphone alarm for 12 pm every day and, in that moment, doing exactly as you suggest.    It might just be me and Donald doing this.    But I hope it will be you too. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 30, 2020 |
| **RE:** | COVID-19 Health System Updates, March 30 |
| I want to give you an update on our Personal Protective Equipment. As I mentioned last week, we are meeting with success in getting more of it. It is a 24/7 relentless effort. Some of what we are getting in will look unfamiliar to you because we are sourcing from multiple manufacturers. In order to make sure that what we put in the field is safe, we need to send it for testing at certified laboratories. Just yesterday, one of your colleagues dropped everything he was doing to drive out to the laboratory in Ohio in order to bring samples of the recent mask arrivals there for expedited testing. He didn’t want to risk late arrival by the mail system or the possibility of a lost package. Behind the scenes there are so many similar stories of people going above and beyond to support our front-line teams. It is important that you know that.    And on those front-lines, the work has only been getting harder. My heart breaks for everyone struggling to keep up with the volume of critically ill, and near-critically ill patients. This week you will see others joining the fight. We are meeting with success in sourcing additional clinical and support staff and will be deploying them where needed most. I hope you will welcome your new colleagues as members of our family and let them take as much of the burden as they can.    As of yesterday afternoon, we had 1,249 COVID-19 positive patients in our hospitals. That included 233 patients in our ICUs. We had another 135 inpatients under investigation (PUIs).    Last week, we mentioned a treatment that we are spearheading—called human convalescent plasma—and we told you about the extraordinary response when hundreds of you stepped forward to help. As you know, the cutting-edge approach transfuses antibodies from those who were previously infected to those COVID-19 patients who are sick. You can read more about Mount Sinai’s leading role in this [here](https://www.nytimes.com/2020/03/26/health/plasma-coronavirus-treatment.html).      **Keeping Your Loved Ones Safe**    If you have questions about how to protect your families from COVID-19, and what proper practices to employ when you return home after treating patients, we have a new resource, which can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Guidelines-to-Protect-Family-Members-of-Healthcare-Workers.pdf).      **Information About New Ventilators**    We continue to make progress in securing the tools we need to win the fight against COVID-19, including many new respiratory devices and ventilators. They won’t all look familiar so, in addition to training and orientation to the new devices, we have posted a reference sheet and an education packet on our resources site [here](https://www.mountsinai.org/about/covid19/staff-resources/staff-clinical-guidelines-information), under the “Information about Ventilators” tab.    **Statewide “PAUSE”**    With the pandemic continuing to escalate, Governor Cuomo announced this weekend that the statewide “PAUSE” currently in place, which directs all nonessential workers to work from home, will be extended to April 15.    **Your Commute**    The MTA has implemented the [“NY Essential Service Plan”](http://www.mta.info/press-release/mta-headquarters/mta-implements-%E2%80%9Cny-essential-service-plan%E2%80%9D-move-healthcare-workers) so that essential personnel like you have the transportation you need at critical times. But changes in public ridership may trigger the MTA to reduce schedules on some subway, bus, and rail service. Please be aware that the MTA may make continuous adjustments to its service, and any service reductions could potentially affect and lengthen your commute. If you need more information, please [click here](https://new.mta.info/).    ***Final Thought***    I have been receiving a lot of inspiring emails from members of our Mount Sinai family. This one arrived yesterday from Joseph Uhl, who normally works in our planning and development office but has been deployed to an engineering role at one of our hospitals to help in this fight.    *Dr. LoPachin,*    *Thanks for the support*—*count me in! I know a little about humanitarian operations participating in the support of the 2004 tsunami in Indonesia, Hurricane Katrina in 2005 in New Orleans, and the 2010 earthquake in Haiti with the U.S. Navy.*    *Unlike Operation Iraqi Freedom, this effort has the support of all. It doesn’t matter what country you’re from, nationality, race, religion, or political beliefs.*    *It’s just humans taking care of other humans who need help.*    *We can succeed “together” and ensure Mount Sinai is the “Tip of the Spear” throughout this difficult duration.*    *Joseph Uhl*  *Captain, U.S. Navy (retired)* | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | March 31, 2020 |
| **RE:** | COVID-19 Health System Updates, March 31 |
| Every day presents new challenges in our fight against COVID-19, and I know that each day feels harder than the last. But as our fight intensifies, I am deeply heartened by how all of us are coming together to tackle this crisis head on.    As of yesterday afternoon we had 1,360 COVID-19-positive patients in our hospitals. That included 248 patients in our ICUs. We had another 112 inpatients under investigation (PUIs).    We are currently at 67 percent ventilator utilization and more vents are on the way. The Governor has requested that all hospitals become familiar with protocols for using one vent on two patients at a time should the supply not prove adequate for the need. This is something we would normally never attempt. But these extraordinary times might require it. So, we are developing that capability.    Our biggest collective challenge so far is having enough clinical staffing to meet the growing need. This work is physically and emotionally exhausting—and all the more so as staff-to-patient ratios get stretched to accommodate the growing volumes. We need to do better and are working every angle. In a positive development, Governor Cuomo announced yesterday that staff from upstate hospitals would be coming to our region to join in the fight with us. We are very grateful to the Governor and the Mayor, and to everyone who comes to fight by our side. We are also sourcing extra staff from many other places as well. We welcome them all with open arms. Likewise, many of you are floating from your regular Mount Sinai hospitals to other ones within our system to provide much-needed help. This is never easy, and we are beyond grateful to you.    Also, yesterday, the USNS Comfort—a Navy hospital ship with 1,000 beds and 12 operating rooms—arrived in New York harbor. It could be ready to serve patients as soon as today. These extra beds will help free up space for the battle ahead.    As of this past weekend, our convalescent plasma transfusions have begun. One patient was treated on Saturday and two were treated on Sunday. There is more information about Mount Sinai’s work in this [*New York Times* article](https://nyti.ms/3dyIIFi).    Some more good news: So far, a total of 4,204 COVID-19 patients have been successfully treated and subsequently discharged from New York State hospitals. Many lives are indeed being saved.    If you have any questions, ideas, or concerns, you can always email[CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) and we will be sure to follow up. And the COVID-19 [employee resource website](https://www.mountsinai.org/about/covid19/staff-resources) is constantly being updated with new information.    Your heroic efforts in this humanitarian mission of our lifetime are making all the difference. This is what I find myself reflecting on when I take my Mount Sinai minute at 12 pm each day. I have never been prouder to be your colleague or to wear the Mount Sinai badge. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 1, 2020 |
| **RE:** | COVID-19 Health System Updates, April 1 |
| We are not alone in this humanitarian mission of our lifetime. New York State leaders are helping to increase collaboration across the state—a move we very much welcome. That includes identifying existing resources that are potentially going underutilized, bringing staff from upstate to downstate, and facilitating patient transfers between hospitals where feasible. The goal is simple: to ensure that every type of medical resource is directed to the areas with the greatest need, where it can be maximized most.    FEMA recently announced that it would be donating 250 ambulances, as well as 500 EMTs and paramedics, to help mitigate the FDNY’s call volume. Further, a 350-bed facility will be built at the Billie Jean King National Tennis Center in Queens, and Louis Armstrong Stadium will be used to create 25,000 meal packages a day for health care workers, patients, and school children. Construction is set to begin this week.    As of yesterday afternoon, we had 1,496 COVID-19 positive patients in our hospitals. That included 251 patients in our ICUs. We had another 117 inpatients under investigation (PUIs).    Last week, I told you how we had secured additional N-95 masks from Nanjing, China. The perseverance and creativity that it took to make that delivery a reality was incredible. Today, I want to share portions of that story in the attached document.    **Mount Sinai Now**    The COVID-19 health emergency has made telemedicine a critical resource for patients to safely connect with physicians. To simplify your access to care, we have made [Mount Sinai Now](https://www.mountsinai.org/about/covid19/staff-resources/employee-health?accordionAction=accordion-jump_link-12151144)—our telehealth urgent care platform—**available to all employees regardless of insurance plan through 2020**.    Through Mount Sinai Now, you can connect with a Mount Sinai physician via video conference, using [a mobile app](https://www.mountsinai.org/appointment/telehealth-ms-now) or a website. Our physicians will provide accurate diagnosis, treatment, and follow-up information regarding your condition.    For more information about the Health System’s virtual care options, [click here](https://www.mountsinai.org/care/mount-sinai-now).    **Questions, Comments, and Updates**    If you have any questions, ideas, or concerns, you can always email[CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) and we will be sure to follow up. And the COVID-19 [employee resource website](https://www.mountsinai.org/about/covid19/staff-resources)is constantly being updated with new information. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 2, 2020 |
| **RE:** | COVID-19 Health System Updates, April 2 |
| “I know that I am rising to the occasion and that all of you are rising too. We are resilient, we are heroes to the public and our families. We are innovative and setting the highest standards for other organizations with our best practices… We can't overcome these challenges by ourselves. We all can, and must, work together… If we do, I know that we will come out of this stronger than when we came in.”    These are the words of our colleague Robin Krinsky, DNP, RN-BC, a clinical cardiology nurse at The Mount Sinai Hospital. You can read more of her wonderful piece in the New York *Daily News* [here](https://www.nydailynews.com/opinion/ny-oped-health-care-professionals-pull-together-now-20200401-xb54ms3nznfk5butr4cl2pvzvy-story.html).    There is no doubt that we all have to keep pulling together, because this month will be unlike any other that we have experienced in our careers or lives. This is new territory for all of us. We will struggle through it together. We will make mistakes and learn from them and evolve. And we will save many—one precious life at a time.    The work you are doing together is delivering real progress. Across the state, more than 6,000 COVID-19 patients have been discharged from hospitals and are on their way to recovery, and each day, we see the number of people leaving hospitals increase. And while we care for our patients, the city [is adding](https://www.nydailynews.com/coronavirus/ny-coronavirus-new-york-city-hotels-patients-bill-de-blasio-20200331-qfxlg4n2d5gf3f2cx2jfwiokdi-story.html) much-needed capacity to manage the crisis, with plans to use 20 New York City hotels to add 10,000 more beds across the five boroughs.    As of yesterday afternoon we had 1,629 COVID-19-positive patients in our hospitals. That included 309 patients in our ICUs. We had another 114 inpatients under investigation (PUIs).    ***Tele-Respiratory Support Hotline***  The tele-respiratory support hotline for the system is now live. Any clinician in need of a respiratory therapist’s assistance can call the clinical command center and be connected to a respiratory therapist team 24/7 who will virtually provide support with any issues. Please click [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Tele-Respiratory-Support-Hotline.pdf) for more details.    ***Additional Mental Health Resources***  Mount Sinai Behavioral Health is pleased to announce the availability of outpatient telepsychiatry and telephonic visits for Mount Sinai Health System employees during the COVID crisis. They have broad expertise in depression, anxiety, trauma, and complex psychiatric illnesses. Employees seeking psychiatric evaluation, psychotherapy, and/or medication management through our virtual platform can find more information [here](https://www.mountsinai.org/about/covid19/staff-resources/well-being/mental-health?accordionAction=accordion-jump_link-6734442175).    ***Final Thought***  One of our colleagues, Tim Nguyen, emailed me yesterday and I noticed a quote that he included below his name. He said I could share it. It really resonated with me in this moment when we up against so much. It comes from the 19th century English writer and cleric Sidney Smith.    "It is the greatest of all mistakes to do nothing because you can only do little—do what you can." | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 3, 2020 |
| **RE:** | COVID-19 Health System Updates, April 3 |
| It is hard to put fully into words what we are all grappling with as we navigate our way through this pandemic. The pace of the work, the intensity, the sadness and loss, and the ever-present awareness of risk. Fear and uncertainty cling to us at times. Yet…each day, as we face down our fear and find the strength to come in and do our part, we are engaging in some of the most meaningful and impactful work of our lives. As scary as these days are, this is our time to shine.  We are healing so many and comforting those we can’t save—one precious life at a time.    As of yesterday afternoon, we had 1,679 COVID-19 positive patients in our hospitals. That included 302 patients in our ICUs. We had another 151 inpatients under investigation (PUIs).    **COVID-19 Clinical Education**    To help support you in your work, we have compiled supplemental educational resources for medical professionals on critical care and other topics related to COVID-19. The resources can be accessed by visiting [Faculty and Staff Education During COVID-19](https://www.mountsinai.org/about/covid19/staff-resources/critical-care-education)on the COVID-19 Employee Resources [website](https://www.mountsinai.org/about/covid19/staff-resources/). This section of the website is updated daily. If you have questions or if you have identified any educational gaps, please email [Diane.Adams@mountsinai.org](mailto:Diane.Adams@mountsinai.org).    **Palliative Care Support Hotline**    There is a 24/7 palliative care support hotline for our Health System front-line providers. The number is 332-215-3020. More information about the hotline can be found [here](https://www.mountsinai.org/about/covid19/staff-resources/staff-clinical-guidelines-information). This is a good resource to use when you are looking for guidance on a range of topics, including goals-of-care discussions and symptom management.    **Chronicle of COVID-19**    We have set up a portal for employees to help document, in photographs, the remarkable physical transformation of all of our campuses. We’d love for you all to contribute to this archive as you’re able. Please take pictures safely and make sure they do not show any patients or protected health information (e.g., on computer screens). Photographs can be submitted [here](https://mountsinai.formstack.com/forms/covid19_photos). Please note, they may be used in Mount Sinai publications and marketing and will be considered for inclusion in the Arthur H. Aufses, Jr. MD Archives.    **Final Thought**    From Ira Byock, a doctor and writer...    *“Years ago, anthropologist Margaret Mead was asked by a student what she considered to be the first sign of civilization in a culture. The student expected Mead to talk about fishhooks or clay pots or grinding stones.*    *But no. Mead said that the first sign of civilization in an ancient culture was a femur (thigh bone) that had been broken and then healed. Mead explained that in the animal kingdom, if you break your leg, you die. You cannot run from danger, get to the river for a drink or hunt for food. You are meat for prowling beasts. No animal survives a broken leg long enough for the bone to heal.*    *A broken femur that has healed is evidence that someone has taken time to stay with the one who fell, has bound up the wound, has carried the person to safety, and has tended the person through recovery. Helping someone else through difficulty is where civilization starts, Mead said.*    *We are at our best when we serve others.”* | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 4, 2020 |
| **RE:** | COVID-19 Health System Updates, April 4 |
| Amidst the suffering and loss of this terrible pandemic, we are seeing many patients recover and become well enough to get discharged from our hospitals—because of you. And for those we can’t save, we will ease their suffering and do what we can for them and their loved ones. This is how we will heal the world: one precious life at a time.    [*The New York Times*](https://www.nytimes.com/2020/04/03/opinion/coronavirus-hospitals-chaplains.html) this week featured some of those who work around the clock to “heal the healers”—that is, our chaplains. The paper spotlighted the spiritual and emotional support our hospital chaplains provide us and our patients as we navigate these uncharted waters. They are important members of our Mount Sinai family and we are grateful to them.    As of yesterday afternoon, we had 1,787 COVID-19 positive patients in our hospitals. That included 330 patients in our ICUs. We had another 114 inpatients under investigation (PUIs).    ***Documentation Relief***  To reduce the tremendous burdens on you, we have been working on options for temporary documentation relief during this COVID-19 emergency crisis. We have approved and moved into production the streamlining of Nursing Assessments and Care Plans in the emergency departments and inpatient units, as well as restraint documentation. In addition, the documentation elements associated with the Sepsis Program have been temporarily suspended. We are looking for other documentation relief options and will move those forward as rapidly as possible.    ***COVID-19 Testing of Symptomatic Employees***  Starting on Tuesday, April 7, if you develop symptoms consistent with COVID-19, we would like to test you for this viral infection using the PCR test with a nasopharyngeal swab within a few days of the onset of your symptoms. This will provide guidance to you and to Employee Health Services regarding your clinical status and return to work. If you were symptomatic prior to April 7, we would like to test you for COVID-19 infection using the serum antibody test. This will provide guidance to you on whether you did have COVID-19 infection as well as whether you are a candidate to provide a plasma donation to help others. Donation would of course be voluntary. On Monday I will give you an update on this plan and we will post easy-to-follow instructions on the [employee resources website](https://www.mountsinai.org/about/covid19/staff-resources).    ***Palliative Care at Home***  We have launched Mount Sinai Palliative Care at Home, a new program for seriously ill patients with COVID-19 who wish to be at home focusing on comfort and quality of life. The program will enroll patients from the hospital and the ED, and those who are already at home. Palliative care specialists provide care through video and telephone visits 24/7, and medications are delivered to patients’ homes to help with symptom control. Referrals for patients who live anywhere in the five boroughs are accepted by calling 212-241-2496.    ***Additional Mental Health Resources***  In addition to all the mental health resources that we have previously shared with you, and that are up on the [employee resources website](https://www.mountsinai.org/about/covid19/staff-resources), our Department of Psychiatry has been working to have psychiatrists and other mental health providers on-site and available to you at all our hospitals. They will be rounding and offering support and also will be available for one-on-one counseling sessions. I sincerely hope that you will accept their offers of help. These types of interventions are proven to make a difference in our own well-being and resilience in the face of all that we are dealing with. We can all use the help.    ***Where to Send Your Ideas and Questions***  As always, if you have questions or suggestions, you can get them to us at [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org).    ***Final Thoughts***  Today I leave you with a quote from the author Doris Lessing. It feels right for this moment.    *“Whatever you’re meant to do, do it now. The conditions are always impossible.”* | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 6, 2020 |
| **RE:** | COVID-19 Health System Updates, April 6 |
| Since the virus has escalated in our city and around the world, I’ve been thinking about bravery, strength, fear, and loss…but also hope. Every neighbor who practices social distancing, every one of you who makes care for our patients possible, every grocery store clerk and MTA conductor who keeps the world running for us—they are giving us hope. And your dedication each day, for your patients, your colleagues, your city, and your state, is giving the world hope during this immensely difficult time. You can see it each night at 7 pm, when your neighbors [clap for you](https://secretnyc.co/videos-new-yorkers-clapping-essential-workers/) across the city.    I mean it from the bottom of my heart when I say you are heroes. Sportswriter Jeremy Schaap said it best in an [ESPN video](https://www.espn.com/video/clip/_/id/28992009)clip that pays tribute to those on the front lines of the COVID fight: “Sports heroes enrich our lives; these heroes are saving them. These are the heroes we need.”    Since this pandemic reached our region, more than 1,100 patients with COVID-19 have been healed and discharged from Mount Sinai health System hospitals. A remarkable achievement. And, for the first time since the COVID-19 outbreak began, the daily number of lives lost in our state [went down](https://thehill.com/policy/healthcare/public-global-health/491234-cuomo-too-early-to-tell-if-drop-in-ny-daily).  Our mission is a long way from over, but progress is happening. I am enormously proud of what we’ve done already—and the lives we’ll save going forward.    A quick update on supplies and equipment. We continue to meet with success in sourcing personal protective equipment, and we are in significantly better shape than we were even a few weeks ago. As I mentioned in a prior note, at times you will see PPE that looks different than what you are used to. We won’t release anything for use unless it has been fully vetted by our infection prevention and clinical experts and found to be as safe as your usual PPE. That is a promise that we have made, and we will keep it no matter what. We also have enough ventilators to meet the current demand. We are doing everything possible to source more, and we are prepared to split ventilators, if necessary, so that more than one person can use a single ventilator. This situation is highly dynamic, and we will not rest even for a second in our efforts to obtain what we need to keep you and your patients safe.    As of yesterday afternoon we had 1,917 COVID-19 positive patients in our hospitals. That included 415 patients in our ICUs. We had another 151 inpatients under investigation (PUIs).    **COVID-19 Testing of Symptomatic Employees**    As I mentioned last week, starting tomorrow, April 7, we are implementing new testing procedures for any Mount Sinai employee with symptoms consistent with COVID-19. If you develop these symptoms, we would like to test for this viral infection using the PCR test with a nasopharyngeal swab within a few days of the onset of your symptoms. This will provide guidance to you and to Employee Health Services. If you were symptomatic prior to April 7, we would like to test you for COVID-19 infection using the serum antibody test. This will provide guidance to you on whether you did have COVID-19 infection, as well as whether you are a candidate to provide a plasma donation to help others. The serum antibody test is most accurate about 21 days after the onset of your symptoms. Donation would, of course, be voluntary. Further details and instructions on all of these testing procedures can be found on the updated employee website [here](https://www.mountsinai.org/about/covid19/staff-resources/employee-health#accordion_33a0f114e9d01710VgnVCM1000005715020aRCRD).    **Mental Health Liaisons**    We have begun to roll out dedicated Mental Health Liaisons (MHL) for the EDs, ICUs, and COVID units across the Mount Sinai Health System. MHLs—psychiatrists, psychologists, mental health counselors, and social workers—will be available confidentially by text, phone, and email. They will also hold regular support groups both virtually and in person when possible. So far, we have assigned 55 MHLs across 30 units and will continue to assign MHLs for as many units as possible over this coming week. You can expect to hear from an MHL soon, and in the coming days we will be updating our website with more information. We’ll let you know when that’s available. This is in addition to the many other mental health and well-being resources that can be found [here](https://www.mountsinai.org/about/covid19/staff-resources/well-being) on our COVID-19 Employee Resources [website](https://www.mountsinai.org/about/covid19/staff-resources/).    **Final thoughts** One of our many heroes, a social worker, was emailing with a colleague and concluded her note with such a perfect sentiment that I wanted to share it with you too...    May we see some light soon. | |

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| **TO:** | | All Faculty, Staff, and Trainees |
| **FROM:** | | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | | April 7, 2020 |
| **RE:** | | COVID-19 Health System Updates, April 7 |
| As many of you know, we started the week with some encouraging news. Yesterday, Governor Cuomo announced that New York State has seen a flattening in the number of new COVID-19 cases for two days, and decreases in ICU admissions, hospitalizations, and daily intubations. It is still too early to know if this is truly the apex of the outbreak, or merely a plateau, but it was welcome news. You all know better than most that our fight is not over, and our patients need us now more than ever. With this hopeful news as our beacon, we will continue this humanitarian mission of our lifetimes.    Yesterday, across our Health System, another 72 patients recovered enough to be discharged from our hospitals. At Mount Sinai South Nassau, each time a COVID-19 patient is discharged, they play the Beatles song “Here Comes the Sun” on the overhead PA system so that everyone can join in recognizing the saving of another precious life.    We also learned that the President will honor the Governor’s request to take COVID-19 patients on the hospital ship USNS Comfort, providing up to 1,000 additional beds for patients. And because there are early signs that social distancing may indeed be working, the Governor extended the statewide “pause” on all non-essential services to Wednesday, April 29, furthering the measures that have helped slow the spread so far. Taken together, yesterday brought signs of hope and progress in our battle against this deadly virus.    I also want to acknowledge that while there is much to be hopeful about, death and loss remain all too present.  There are no words to fully capture what it feels like to see colleagues, friends, and family members succumb to this pandemic. Our grief and anger can be overwhelming. Somehow, through it all, we find the strength to keep moving forward.    As of yesterday afternoon we had 1,982 COVID-19-positive patients in our hospitals. That included 412 patients in our ICUs. We had another 150 inpatients under investigation (PUIs).    ***Fit Testing for Multiple N-95 Masks***  The two primary N-95 masks that we use currently are made by 3M and Halyard. If you have only been fit tested for one of the two, we will start fit testing for the other one as well, depending on the size you wear. This way we can make sure that there are options when we have both types in stock and also that you can switch back and forth if we have more than one type at any given time. It is looking increasingly likely that, at times, we will have more 3Ms than Halyards, and at other times will have more Halyards than 3Ms. At some point, depending on our sourcing, we may introduce additional N-95 masks as well. This will only happen after they have been fully tested for effectiveness and cleared by our infection prevention and clinical specialists.    ***Ventilator Webinar***  Pulmonary, anesthesiology, and sleep medicine physicians will be hosting a statewide webinar today from 12 to 1 pm that is jointly sponsored by Mount Sinai, the New York State Department of Health, Greater New York Hospital Association, and the Healthcare Association of New York State. The webinar will describe how to repurpose bilevel ventilators for use on intubated patients and how split ventilator protocols may be implemented in the setting of an insufficient supply of conventional ventilation. [Click here to join](https://mssm.zoom.us/j/909261683?pwd=OVU4R0dDQU9hamUxYklZdFZjcVVCQT09) or dial (929) 436-2866, meeting ID 909 261 683, password 283793.    ***Final Thought***  My friend Tracy shared this note and picture of her colleague—and both gave me permission to share it with you.      *Hi folks - I was just rounding near the ICU and bumped into one of our intensivists. We were all just chatting and I asked "and how's your baby"; as all new moms do, she automatically pulled out her phone to show a picture. The visual of her all garbed up and showing her baby absolutely floored me—I asked her permission to take a quick picture to capture the moment.*    *I wanted to share with you, because sometimes a picture is worth more than a thousand words. Looking forward to coming out on the other side of this.* |  | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 8, 2020 |
| **RE:** | COVID-19 Health System Updates, April 8 |
| The encouraging trend that we have seen over the past few days is continuing. The three-day hospitalization rate in New York State has flattened, and officials are beginning to see small decreases in the numbers of hospitalizations, ICU admissions, and daily intubations. I still remain measured in my optimism—as I believe we all should—but also deeply heartened. There is light at the end of the tunnel.    Now more than ever it is important to take whatever measures you can to pace yourselves. It can be hard to keep our energy up, and certainly sleep can be challenging at times like this. I hope you will take the time to visit the psychosocial support section of our COVID-19 Employee Resources website, [here](https://www.mountsinai.org/about/covid19/staff-resources/well-being/psychosocial-support).    We continue to meet with success in sourcing all the PPE and other supplies needed for this work. And we will never let down our guard in making sure that you have what you need and that your patients have what they need. It is for that reason that we maintain the enormous, ongoing daily efforts to ensure a sufficient supply at all our hospitals. We will be with you every step of the way, no matter what circumstances we face.    Governor Cuomo announced yesterday that the state now has about 90,000 beds available for patients, a major improvement from where we started in this outbreak. The Governor also signed an executive order allowing the state to redistribute essential supplies like ventilators and PPE to areas with the highest need—including our region. This is a welcome development. And we are meeting with more success in getting patients over to the Javits Center and the USNS Comfort.    As of yesterday afternoon, we had 1,982 COVID-19 positive patients in our hospitals. That included 412 patients in our ICUs. We had another 150 inpatients under investigation (PUIs).    **Where to Send Your Ideas and Questions** As always, if you have questions or suggestions, you can get them to us at [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org). And the COVID-19 [Employee Resources website](https://www.mountsinai.org/about/covid19/staff-resources) is a rich source of information. Since we created it, it has been visited more than 100,000 times.  **Final Thought** Václav Havel was a Czech playwright and former dissident who led his nation after the collapse of communism. He wrote:    *“History is not something that takes place ‘elsewhere’; it takes place here; we all contribute to making it.”*    Together, we are making history. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 9, 2020 |
| **RE:** | COVID-19 Health System Updates, April 9 |
| If you haven’t yet read the note that Dr. Davis and Dr. Charney sent yesterday about this holiday season, I hope you will. It so eloquently captures the complicated mix of feelings that many of us are experiencing at this time of year and in the midst of this pandemic. There is no road map for this journey we are on. The dawn of each new day brings us new challenges, new insights, and new emotions. The battle between hope and fear rages in each of us.    But hope is gaining a bit of an upper hand. Social distancing efforts are working, our inpatient volumes have stabilized, and on one single day this week, 167 COVID-19 patients were discharged from our hospitals. That is the most ever for one day and it brings our total number of COVID-19 patients discharged to 1,635. We are healing the world—one precious life at a time.    And yet, there is still so much loss. How do we process it all and find the strength to keep moving forward? Some of our hospitals have instituted a formal pause each time a life is lost. One of our chief nursing officers describes it:    Over the last few weeks, COVID-19 has taken the lives of a number of patients, family members, and friends. As we continue to save as many lives as we can, it is important to take time to address the traumatic stress response that comes as a result of such great loss. “The Pause”was created by trauma nurse Jonathan Bartels, RN, in 2009 to provide a brief moment to acknowledge our collective grief. It may be worthwhile for us to join together and take a 45-second moment of silence not only to recognize the loss of a human life, but also to honor our own efforts as well. For more information on the history of this moment, click [here.](https://bit.ly/2UTE3q3)    ***The Pause***  *“Let us take a moment to pause and honor (patient’s name or this person). He/she was someone who loved and was loved; was someone’s family member and friend. In our own way and in silence let us take a moment to honor (patient’s name). Let us also honor and recognize the care provided by our team.”*    As of yesterday afternoon, we had 1,983 COVID-19 positive patients in our hospitals. That included 447 patients in our ICUs. We had another 174 inpatients under investigation (PUIs).    ***Mental Health Crisis Teams***  Our own departments of psychiatry and social work have created new [Mental Health Crisis and Support Teams](https://www.mountsinai.org/about/covid19/staff-resources/well-being/mental-health) that are just a phone call away and are available around the clock. Their only purpose is to support you. Examples of what they can help with include grief, anger, anxiety, profound sadness, depression, fear, feelings of isolation or abandonment, and insomnia. They are here for you no matter the issue.    ***Well-being and Psychosocial Resource Navigation Hotline***  There is also a new one-stop-shopping phone line to help you find whatever you need among all the well-being and psychosocial health resources available to you within the Mount Sinai community. Think of it like your Siri or Alexa for all the information that is posted on the COVID-19 [Employee Resources Website](https://www.mountsinai.org/about/covid19/staff-resources/well-being), except with real human beings on the other end of the phone. The number is (929) 357-7626, and I recommend that you put it in your contacts so that it is easily accessible to you when you need it. It is staffed from 7 am to 8 pm every day, including weekends.    ***Final Thought***  I received this beautiful note from a colleague of ours named Louella Rudon and wanted to share it with you:    *“As a young girl growing up in the Philippines, I used to read a famous Filipino folktale about a mango tree and bamboo tree that I see now so aptly suits our health care workers, first responders, and essential workers. It was titled: ‘Pliant like the Bamboo’. The mango tree was very sturdy and looked very strong as compared to the bamboo tree. But when very strong winds came, the mango tree went down, roots up. The bamboo did not.*    *The bamboo was pliant, so it swayed and bent as the wind blew, but it did not break. The same is true of our health care workers, first responders, and essential workers. We can withstand the very strong winds like the bamboo, and we will not break. Eventually the storm will pass and there will be sunshine again.*    I could not agree more. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 10, 2020 |
| **RE:** | COVID-19 Health System Updates, April 10 |
| It was roughly 40 days ago that New York had its first COVID-19-positive case. Our world has changed so much since then. Sometimes it feels like we will never get back to normal. But we will.    And we continue to make positive steps forward. Our PPE reserves are stronger, we continue to have enough ventilators to provide for each patient who needs one, and we are doing better in recruiting additional staff members to join us in this mission.    Winston Churchill once said, after an important victory on the battlefield during World War II, “Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.”    The end of the beginning. That feels right for this moment. We are better supplied, better staffed, better organized, and more unified than at any time since this pandemic came to our region. We have much work ahead of us. And we will prevail.    As of yesterday afternoon, we had 1,988 COVID-19 positive patients in our hospitals. That included 447 patients in our ICUs. We had another 162 inpatients under investigation (PUIs).    **PPE Directory**    There is a new PPE Directory on the Employee Resources Website, [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/PPE-Directory.pdf). It provides images and information about all the PPE that we currently have in use within the Health System. If you click on the images, it will take you to product pages where you will find additional information about each item.      **Stories of Strength**    The first installment of [“Stories of Strength”](https://health.mountsinai.org/stories-of-strength/) is now live on Mount Sinai Today, our new digital news site. The stories highlight extraordinary examples of courage, strength, generosity, and kindness within the Mount Sinai family. I was moved to read about doctors who “cradled” elderly patients in palliative care, patients’ loved ones going the extra mile to care for their ill family members, and IT staff who work around the clock to keep us all connected. Every corner of our Health System has played a critical role in this battle.    I hope you’ll take a moment to read these stories, and please keep them coming by [submitting stories](https://mountsinai.formstack.com/forms/covid19_stories) to the site.    **A Heartfelt Thank You**    We feel gratitude every day for the hard work and compassion of our health care workers and those who support them in this crisis. On Sunday, our heartfelt thanks will be expressed in a full-page ad in *The New York Times Magazine*. You can see it in advance [here](https://www.mountsinai.org/lp/ad-campaign?utm_source=vanityURL&utm_medium=vanityURL&utm_campaign=adcampaign).    **Employee Resources Website**    Since the launch of the COVID-19 [Employee Resources website](https://www.mountsinai.org/about/covid19/staff-resources) on March 15, there have been 104,529visits to the site, and we are currently averaging 3,105visits per day. If you have any questions you haven’t seen addressed, you can get them to us at [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org).      **Final thought**  I hope you will take the time to watch this video blog by Melanie Malloy, a member of our Mount Sinai family. She has given us a priceless gift—deeper insight into the lives of those at the front lines in the face of this pandemic. You can watch it [here](https://www.dropbox.com/s/gfzbqenz9clw72q/Melanie%20Malloy%20Vlog%203.mp4?dl=0)... | |

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| **TO:** | | All Faculty, Staff, and Trainees |
| **FROM:** | | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | | April 11, 2020 |
| **RE:** | | COVID-19 Health System Updates, April 11 |
| While many members of our Mount Sinai family are donning and doffing personal protective equipment and directly caring for patients suffering with COVID-19 infection, there are also many others who are engaged in vital COVID-19 scientific discovery and innovation. From diagnostic testing, vaccine development, and epidemiologic insights, to the development and rapid implementation of therapeutics, Mount Sinai is leading the way.    The heart and soul of Mount Sinai is this combination of world-class, compassionate care coupled with real-world science and innovation to eliminate the causes and impacts of disease in the first place. This is how we heal the world.   In the coming days, I look forward to sharing stories of our clinical and basic scientists and their teams and the extraordinary roles they are playing in this humanitarian mission of our lifetimes.    To date, more than 2,200 people with COVID-19 infection have been healed and successfully discharged from our hospitals. This past week we had an all-time high of 252 successful discharges in one day alone. Our overall volume of COVID0-19 positive patients, after remaining flat for about five days, is now a bit down—an encouraging sign.    As of yesterday afternoon, we had 1,961 COVID-19 positive patients in our hospitals. That included 445 patients in our ICUs. We had another 141 inpatients under investigation (PUIs).    **PPE Directory**    I’ve mentioned that some of the PPE we have introduced, and will introduce, will look unfamiliar to you. We won’t release anything for use unless it has been validated as safe by our infection prevention, life safety, and other key clinical experts. That is a promise we have made to you, and we will keep it.    To make it easier to learn about all the PPE currently in use, there is a new directory that can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/PPE-Directory.pdf).  If you click on the pictures it will take you to the manufacturers’ product pages for additional information. As an example, we will be introducing a new gown in the coming days. That gown has already been included in the new directory. We have also created a one-page update that can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/New-Gown-Announcement.pdf).    **Our Thanks**    Tomorrow we will be running an ad in *The New York Times Magazine* to recognize your work. Our message of thanks will also be amplified by advertisements on Hulu and Discovery. Featuring front-line health care professionals from across the Mount Sinai Health System, the ads are both an acknowledgement of your sacrifices, and a call to your fellow New Yorkers and people across the country to support you in this tremendous battle that you are fighting every hour of every day. A link to the campaign can be found [here](https://www.mountsinai.org/lp/ad-campaign?utm_source=vanityURL&utm_medium=vanityURL&utm_campaign=adcampaign).    **Final Thought**    From one of our Neurosurgery colleagues, Johanna Valiquette:  This picture is of a nursing student in the Democratic Republic of Congo. She is sponsored by the Mount Sinai Hospital Neurosurgery Department. The department has been partnering with the Harambee USA Foundation since 2018 to obtain nursing scholarships at Monkole Medical Center in Kinshasa.  We have stood with them in their time of need. And, in our own time of need, they are standing with us. |  | |

**From:** Liu, Bian <[bian.liu@mountsinai.org](mailto:bian.liu@mountsinai.org)>   
**Sent:** Wednesday, May 20, 2020 4:23 PM  
**To:** Zhang, Ruya <[ruya.zhang@mssm.edu](mailto:ruya.zhang@mssm.edu)>  
**Subject:** FW: COVID-19 Health System Updates, April 13

**From:** Broadcast Notifications <[BroadcastNotifications@mountsinai.org](mailto:BroadcastNotifications@mountsinai.org)>   
**Sent:** Monday, April 13, 2020 9:08 AM  
**Subject:** COVID-19 Health System Updates, April 13

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 13, 2020 |
| **RE:** | COVID-19 Health System Updates, April 13 |
| Throughout this pandemic, I have promised you transparency and honesty. That includes being honest about setbacks we encounter along the way, which is what I want to do today.    The first is that our inpatient COVID-19 census actually increased a bit over the weekend. This was a small change in volume but an increase nonetheless. We are not seeing a significant uptick in admissions, however, so this was most likely due to a relatively light number of discharges over the weekend. We should catch up now that the week has started and will keep a close eye on this.    The second relates to our personal protective equipment. In the early phase of this pandemic, our biggest concern was sourcing enough N-95 respirators. As I have mentioned in some prior notes, we have met with considerable success in that area, as well as in sourcing face shields, surgical masks, and gloves. We have not been quite as successful in sourcing gowns. We definitely have enough gowns to keep you safe for now, and we are doing everything possible to make sure that we have enough for the duration of this mission no matter how long it lasts. But we are not out of the woods yet on this one.    On a related note, this week you may see some gowns that you are unfamiliar with. These have been evaluated as safe and effective by our infection prevention, life safety, and other clinical experts. There is information about them [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/New-Gown-Announcement.pdf), and you can find information about all the PPE that is currently in use around the system [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/PPE-Directory.pdf).    As of yesterday afternoon, we had 1,962 COVID-19-positive patients in our hospitals. That included 452 patients in our ICUs. We had another 127 inpatients under investigation (PUIs).    ***LIVING WITH UNCERTAINTY***  There is a brief new message, [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Wellness-Message.pdf), that offers guidance on dealing with the unknown.  In many ways we are in uncharted territory. We are heartened that our patient volumes have stabilized and in knowing that we are helping so many to recover. Yet, in all aspects of our lives, we still face uncertainty. We will continue to see both progress and setbacks as we work our way back to normal. Managing through uncertainty can be aided by using a number of tips found in this new message.    ***HOUSING AND HOTELS FOR OUR MOUNT SINAI FAMILY***  Through the Bone Marrow & Cancer Foundation (BMCF) and AirBnB Open Homes program, Mount Sinai health care workers and first responders have been offered free accommodations for this month. These offers are in addition to the many other hotel accommodations that were previously announced in Dr. Davis’s emails. You can find more information on the Employee Resources site under [HR Information's Hotel Accommodations for Mount Sinai Employees](https://www.mountsinai.org/about/covid19/staff-resources/faqs) section, and on the Well-Being Basic Needs page under [Housing and Accommodations](https://www.mountsinai.org/about/covid19/staff-resources/well-being/basic-needs).    ***THANKS TO YOU…***  Yesterday, to recognize your work, compassion, and dedication, as well as that of your loved ones who make your work possible, we said “thank you” in a full-page ad in *The New York Times Magazine.* It ran yesterday, and this is what it looked like: | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 15, 2020 |
| **RE:** | COVID-19 Health System Updates, April 15 |
| Today I want to once again call attention to many of our colleagues who may sometimes go unmentioned or unrecognized publicly, but whose work never goes unnoticed. In this all-hands-on-deck effort, there are so many individuals who make life-saving care possible every day.    Our radiology technicians are one example. They stand shoulder to shoulder with our nurses, doctors, nurse practitioners, physician assistants, respiratory therapists, patient care associates, and others to treat every patient. They are often critical to helping caregivers to “see” a patient’s condition, and offering a roadmap to treatment.    Where would we be without our radiology technicians?    And where would we be without our laboratory, security, information technology, environmental services, engineering, materials management, food and nutrition, finance, and operations teams and so many countless others across the Health System?    And where would we be without our scientists who are blazing new trails in treating and ultimately preventing COVID-19 infection?    I know I am missing so many others who are equally vital.    But you get the idea.    The truth is, in this humanitarian mission of our lifetimes, we all need each other, and we all matter.    As of yesterday afternoon, we had 1,913 COVID-19-positive patients in our hospitals. That included 452 patients in our ICUs. We had another 142 inpatients under investigation (PUIs).    ***Housing Available for Self Isolation***  In addition to all the other hotel options that Dr. Davis has shared, there is a new one that you can use if you wish, or need, to self-isolate from your family and/or others at any point. Reference information can be found [here](https://www.mountsinai.org/about/covid19/staff-resources/faqs) and [here](https://www.mountsinai.org/about/covid19/staff-resources/well-being/basic-needs) on the employee resource site, and the required form can be found [here](https://www.mountsinai.org/covid19hotelgnyha).    ***Town Hall on Thursday***  This Thursday at 2 pm, Dr. Davis and Dr. Charney will be hosting an all-Health System town hall via Zoom. If you have a question you would like to ask, please scan the QR code below with your smartphone. It will open a form where you can type in your question. They, and some special guests, will answer as many questions as time allows.        To watch the Town Hall, please click [here](https://mssm.zoom.us/j/427734865?pwd=WGU0dVBsRmV0RzRSMlErbVg2cFdKUT09) (use password 672243 if needed), or dial (929) 436-2866, webinar ID 427 734 865, password 672243.    ***FINAL THOUGHT***  Ugoeze Onyekelu-Eze, RN, a Nurse Clinical Coordinator at the Derald H. Ruttenberg Treatment Center, sent me a note recently and closed it with an African proverb that I want to share with you.    *No matter how long the night is, the morning is sure to come.* | |

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| **TO:** | All Faculty, Staff, and Students at The Mount Sinai Hospital |
| **FROM:** | David L. Reich, MD  President and Chief Operating Officer  The Mount Sinai Hospital    Dennis S. Charney, MD  Anne and Joel Ehrenkranz Dean  Icahn School of Medicine at Mount Sinai  President for Academic Affairs  Mount Sinai Health System    Andrew S. Dunn, MD MPH  Chief, Hospital Medicine  Icahn School of Medicine at Mount Sinai |
| **DATE:** | April 15, 2020 |
| **RE:** | COVID-19 Updates at The Mount Sinai Hospital |
| Thank you to everyone who logged into Monday’s town hall. If you missed the live-streamed version or if you would like to watch it again, you can view it [here](https://youtu.be/Mw-o__H_ywc). The next town hall will be held on Monday, April 27, at 3 pm.    Additionally, please see attached for an updated version of the Anticoagulation Algorithm. This version clarifies the language and modifies the renal dosing.    Finally, the Department of Psychiatry has implemented a dedicated Mental Health Liaison program in the emergency departments, intensive care units, and COVID-19 isolation units throughout the Mount Sinai Health System. Mental Health Liaisons (MHLs) are analogous to “Mental Health PPE”—they provide our front-line health care providers with proactive emotional support and outreach to help protect their mental well-being during this crisis.    The MHLs are psychiatrists, psychologists, social workers, and mental health counselors who are a confidential point of contact of emotional support for all employees in these areas. They are available by text, phone, and email, Monday-Friday, 9 am-5 pm. They also hold regular debriefing and support groups for these areas both virtually and in person. The cell phone and email contacts of the MHLs are posted on the units; we encourage you to reach out to the MHLs assigned to the unit you work in. Please visit this [website](https://www.mountsinai.org/about/covid19/staff-resources/well-being/psychosocial-support) for the full list of units with MHLs. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 14, 2020 |
| **RE:** | COVID-19 Health System Updates, April 14 |
| Yesterday I wrote you that our inpatient COVID-19 census had increased a bit over the weekend. Today I am heartened to report that we are moving in the right direction again. We continue to have enough PPE and ventilators to keep you and your patients safe. And we are turning over every stone to ensure that we have enough of all of these things for as long as we need. We are still not satisfied with our supply of gowns. But we are sourcing more almost every day, and we certainly have enough for the time being.    After a wet and windy Monday, the sun is out again.    How do we put into words what your work means to the 2,400 patients you have healed and successfully discharged from our hospitals? Or what your work means to their family members, friends, and other loved ones? How do we put into words the compassion, and kindness, and care that you have shown to those we haven’t been able to save?  Sometimes words aren’t enough.    As of yesterday afternoon, we had 1,955 COVID-19 positive patients in our hospitals. That included 453 patients in our ICUs. We had another 156 inpatients under investigation (PUIs).    **Updates to the Visitor Policy**    The State of New York recently issued new guidance regarding visitors, and we have updated our policies accordingly. You can find more information [here](https://www.mountsinai.org/about/covid19/staff-resources/policies).    **PPE Update**    In addition to the new gown I mentioned yesterday, two more will be introduced this week. These have been evaluated as safe and effective by our infection-prevention, life-safety, and other clinical experts. You can find more information about them [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/New-Gown-Announcement.pdf), and you can find information about all our PPE items [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/PPE-Directory.pdf).    **New Ad Campaign**  There is a new ad campaign honoring members of our Mount Sinai family. The campaign, which you can see [here](http://www.mountsinai.org/adcampaign), is an acknowledgement of your heroism and your humanity.    **Photographic Record**  There is also a new photo project capturing Mount Sinai during the pandemic, which you can see [here](https://health.mountsinai.org/blog/covid-19-transformation/). We are continuing to collect additional photos [here](https://mountsinai.formstack.com/forms/covid19_photos) and hope you will share yours.    **Extraordinary Contributions From Our Students**  I’d like to highlight the students of the Icahn School of Medicine, who together have volunteered thousands and thousands of hours in this humanitarian mission of our lifetimes. You can learn more about their extraordinary contributions [here](https://health.mountsinai.org/blog/a-snapshot-of-the-extraordinary-contributions-of-mount-sinai-students-in-covid-19-efforts/).    **Final Thought**    One month ago, I wrote this...    *“I want to end on this note. I know that many of you are managing disruption and anxiety in your home lives in addition to the challenges that you face at work. You have partners and spouses and friends who are facing economic distress, job loss, and illness. You have children home from closed schools, and they may be scared and confused. There is nothing easy about your work or home lives right now. We have to remember that, as hard as things are, and as hard as they become, we will get through this. The pandemic will end. We will get back to normal. In the meantime, let’s remember to take the best care of each other that we possibly can. Each and every act of kindness and patience and decency will make us more resilient in the coming days.”*    It all remains true. Even more so, we have grown closer together as a family. We are more trusting of each other. We are more forgiving of each other’s faults and mistakes. We are quicker to ask for and to offer help.    And we are another month closer to being on the other side of all this.    It is the honor of my life to be your colleague and to wear the Mount Sinai Badge with you. | |

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| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 16, 2020 |
| **RE:** | COVID-19 Health System Updates, April 16 |
| No matter our individual roles, the resilience of our Health System relies on all of us working together.    What does it look like when people from all over Mount Sinai come together as one? Emily Gallagher, MD, who was recently redeployed to a new team, shared the following:  *I’m not sure who to give good feedback to regarding redeployment, but I figured you would know who to pass this on to.*    *I’ve been on my new unit since Saturday, and I cannot in any way do justice to how incredible everyone is on that floor.*    *I don’t think it’s fair to name specific people, because honestly everyone I’ve seen working there is just fantastic.*    *The business associate is picking up the phone constantly, and patiently and kindly talking with understandably stressed family members, helping the disorientated redeployed people like us get stuff we’ve forgotten when we can’t go behind the lines in our extended-wear PPE, and telling us who is who, and where to find things.*    *The nurses are so tolerant of the new teams every few days, and are so kind and helpful to the patients (and to us). They are also patiently fielding calls from family members throughout the day, while completely selflessly taking care of the patients. I’m not sure if all of the nurses are the usual staff on my unit, but if they are not, I would never have guessed. I see them jumping in to help each other out, and to help us.*    *The atmosphere amongst the nurses is amazing; they are the ones who give the floor such a nice feeling of collegiality. When you see them taking care of the patients, you would never know that COVID can be a deadly disease, or that they are at risk of getting sick as much as anyone else. They are there in their PPE with the patients for as long as it takes to take care of what needs to be done, sometimes, as today, that can literally be hours, putting themselves at risk for the good of the patients. Every single patient on the floor tells me how amazing they are.*    *The redeployed physicians and NPs I’ve worked with have also been just fantastic. Two interns were called in from “vacation” over the weekend. Both of them had such a great attitude that I honestly would never have thought they had been called in to cover someone else. The NPs slotted into the team seamlessly, and were also so positive and enthusiastic, despite being thrown into something they don’t normally do or have a lot of experience with.*    *I overhear the other teams, and everyone’s attitude is just so great. There is good humor, and patience, and kindness all over the place.*    *It’s honestly an amazing thing to see.*    It is impossible to read that and not feel an overwhelming sense of pride. The support and kindness we show one another matters, and is often what helps us make it through these difficult days.    As of yesterday afternoon, we had 1,841 COVID-19 positive patients in our hospitals. That is the lowest number since April 4. It included 455 patients in our ICUs. We had another 130 inpatients under investigation (PUIs).    ***New York Times* Report on Temporary Hospital in Central Park**  I want to share [this story from *The New York Times*](https://www.nytimes.com/2020/04/15/nyregion/coronavirus-central-park-hospital-tent.html?referringSource=articleShare) highlighting the work happening in Central Park. Even as high winds and torrential rain barreled into the city on Monday, clinicians and support staff tended to patients and continued to provide much-needed support and extra space for our patients in need. So far, the tent hospital has cared for 125 of our patients and fellow New Yorkers.    **Final Thought**  Dale Candela, a Nurse Educator in the Mount Sinai West Neurology Department, shared this quote from the poem “Invitation” by Mary Oliver:    “believe us, they say,  it is a serious thing  just to be alive  on this fresh morning  in the broken world.”    God bless you all. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 17, 2020 |
| **RE:** | COVID-19 Health System Updates, April 17 |
| As of this morning, more than 2,800 patients with COVID-19 have been discharged from Mount Sinai hospitals. The work remains intense and exhausting, and death remains all too common. There is nothing easy about any of this. But the trends are moving in the right direction.    Here is a day-by-day graph of the number of patients with COVID-19, and those likely to have COVID-19, in our hospitals from March 12 through yesterday. After a very rapid increase, and then a sustained plateau, it is heartening to see us starting down the other side of this mountain.        Together we have saved thousands of lives. In the days to come, we will save many more.    As of yesterday afternoon, we had 1,733 COVID-19-positive patients in our hospitals. That included 431 patients in our ICUs. We had another 165 inpatients under investigation (PUIs).    ***Updates to the PPE Directory***  We continue to meet with success in sourcing PPE. There are new gowns that will go into use. They have been evaluated by our infection prevention, life safety, and other clinical experts and validated as safe and effective. You can find them in the PPE directory [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/PPE_Directory.pdf).    ***The Governor’s Executive Order on Masks***  The Governor recently issued an executive order that all individuals wear a mask when in a public setting and not able to socially distance. We will be providing surgical masks to all staff for this purpose. For staff at clinical sites, please speak with your supervisor about obtaining a mask. Supervisors should communicate with Materials Management if they need additional masks for their team. For all administrative sites, the Real Estate Division will contact each site lead and deliver masks for individual distribution. If you are not contacted or need more masks, please contact the real estate property manager assigned to your office location. If you have any additional questions please direct them to Jonathan Ciappetta, Director of Real Estate Compliance at [Jonathan.Ciappetta@mountsinai.org](mailto:Jonathan.Ciappetta@mountsinai.org).    ***Free Citi Bike Memberships for Mount Sinai Staff***  Citi Bike launched a new program to offer a free one-month membership to all health care workers in New York City to ensure staff can safely and reliably reach their facilities. The offer is available to anyone who signs up by **April 30.** To sign up, go to [citibikenyc.com/mountsinai](https://urldefense.proofpoint.com/v2/url?u=http-3A__citibikenyc.com_mountsinai&d=DwMFaQ&c=shNJtf5dKgNcPZ6Yh64b-A&r=AOpBCu7ETgogwFIoTj8TV7nlZL9pUn9Ty3zuZGXJWf8&m=Rd7l8o1_EDL7m5B-vr1z7MGHgGXjvPW4-ebKT3YX2pY&s=rhwoZKwtkUq58VQsgod3cFq1NsSFQsxkZorGCb1vXaI&e=), and enter code TYFHK1WC. The membership will include unlimited 45-minute rides on classic Citi Bike bicycles and e-bikes for 30 days from the date you finish signing up.    ***New Wellness Message***  There is an important new [wellness letter](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/COVID-19-MSHS-Wellness-Letter-4-15-20.pdf) on the COVID-19 [employee resources website](https://www.mountsinai.org/about/covid19/staff-resources). It offers useful guidance on processing grief and loss.  ***Final Thought***  Uroosa Ibrahim, MD, a member of our Mount Sinai family, wrote me recently about her experience being redeployed to assist in the COVID-19 response. I share this with her permission.    *“Life's biggest lessons come with full force either making us stronger or breaking us into pieces. This one, even though it has shook us to the core of our beings, has made us stronger to deal with what remains of life. It has also made us focus more on where we are needed rather than what we need. All our efforts have been directed towards proving ourselves to be selfless beings earning gratification as well in the process. Kindness knows no limits, and we have proven so to each other.”*    Kindness knows no limits, and we have proven so to each other.    A perfect ending to another week in this humanitarian mission of our lifetimes. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 20, 2020 |
| **RE:** | COVID-19 Health System Updates, April 20 |
| Looking back, it was on April 9 that we reached the peak of our COVID-19 inpatient census. On that date, 2,200 beds were filled with patients who were COVID-19 positive and those who we suspected were positive. Today, that number is closer to 1,750. That is an encouraging trend. We continue to have enough ventilators to meet each patient’s need, and we continue to have enough PPE and other vital supplies to keep you and your patients safe.    As of yesterday afternoon, we had 1,629 COVID-19 positive patients in our hospitals. That included 408 patients in our ICUs. We had another 107 inpatients under investigation (PUIs).    **Meet Our COVID-19 Scientists**    While many members of our Mount Sinai family are donning and doffing personal protective equipment and directly caring for patients suffering with COVID-19 infection, there are also many others who are engaged in vital COVID-19 scientific discovery and innovation. From diagnostic testing, vaccine development, and epidemiologic insights, to the development and rapid implementation of therapeutics, Mount Sinai is leading the way.    The heart and soul of Mount Sinai is this combination of world-class, compassionate care coupled with real-world science and innovation to eliminate the causes and impacts of disease.    Today, I would like to introduce you to Hooman Poor, MD.    Dr. Poor and colleagues here at Mount Sinai have helped to identify, and offer a therapeutic path for, a likely contributor to poor outcomes in patients with COVID-19 infection. It is particularly encouraging that these findings were rapidly turned into a new treatment protocol that is now in use across the entire Mount Sinai Health System.    You can read more about this [here](https://health.mountsinai.org/blog/study-leads-to-new-questions-about-the-disease-progression-of-covid-19-in-the-lungs/).    **Where to Find Information**    As a reminder, our COVID-19 employee resources website is [here](https://www.mountsinai.org/about/covid19/staff-resources/). And you can always email[CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) if you have any other questions or suggestions for us.    **Final Thought**    Bevin Strickland, a nurse from North Carolina, came to join our pandemic response. She, and so many others, are helping us and our region when we need them most. It is good to have friends like Bevin. Here is her story, [watch](https://www.cbsnews.com/news/somebodys-gotta-help-how-a-north-carolina-nurse-ended-volunteering-a-queens-hospital/). | |

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| **TO:** | All Faculty, Staff, and Students at The Mount Sinai Hospital |
| **FROM:** | David L. Reich, MD  President and Chief Operating Officer  The Mount Sinai Hospital    Dennis S. Charney, MD  Anne and Joel Ehrenkranz Dean  Icahn School of Medicine at Mount Sinai  President for Academic Affairs  Mount Sinai Health System |
| **DATE:** | April 20, 2020 |
| **RE:** | COVID-19 Updates at The Mount Sinai Hospital |
| As the COVID-19 situation evolves, we will continue to provide frequent updates on the response of The Mount Sinai Hospital and The Icahn School of Medicine through virtual town halls, broadcast communications, and intranet posts.    Our next town focusing on COVID-19 will be hosted on Monday, April 27, at 3PM. The Town Hall will be livestreamed via Zoom. You can access the town hall via this [link](https://mssm.zoom.us/j/99673188498?pwd=T1FXSlJzMGpmbnVsNkpqMDQxNDNXQT09) (password 953001) or by dialing in to +1 929 436 2866 - Webinar ID: 996 7318 8498 (password 953001). **As phone lines may overload, we recommend that everyone use the link** to join the virtual town hall. You can join on your PC or through the Zoom App on your mobile device.    During the town hall, there will be a question and answer feature in the Zoom App, enabling you to submit questions for panelists to address live. A recorded version of the town hall will be available on the [MSHS COVID-19 Website](https://www.mountsinai.org/about/preparedness/coronavirus/staff-resources) shortly after the conclusion of the event. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 21, 2020 |
| **RE:** | COVID-19 Health System Updates, April 21 |
| Thanks to you, more than 3,300 patients with COVID-19 infection have been treated and discharged from Mount Sinai Health System hospitals.    Behind that headline is more heroism, and teamwork, and grit, and sweat, and tears, than can ever be repaid. Each day brings more stories of your compassion, your excellence, and your humanity.    It is awe-inspiring.    As of yesterday afternoon, we had 1,606 COVID-19-positive patients in our hospitals. That included 395 patients in our ICUs. We had another 140 inpatients under investigation (PUIs).    ***PPE New Product Announcement***  We have a new gown in our PPE directory, evaluated as safe and effective by our infection-prevention, life-safety, and other clinical experts. You can find information about it [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/NewGown-Announcement-2020-04-20.pdf). As always, you can find information about all of our PPE items [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/PPE_Directory.pdf).    ***Extensions to PTO and Travel Policies***  When COVID-19 arrived in our region, we placed limitations on paid time off and travel to ensure adequate and safe staffing during this pandemic. These limitations have now been extended through the end of May. We will reassess these policies on an ongoing basis and adjust as needed. Please see [this link](https://www.mountsinai.org/about/covid19/staff-resources/faqs) for details.    ***Reminder on Governor Cuomo’s Executive Order***  As a reminder, the Governor’s Executive Order, instituted last Friday, stated that all individuals must wear a face mask in public when they are unable to maintain a distance of six feet from other people. For example, in an elevator, if there is more than one person, all riders must use a mask. Riders may also consider waiting for the next elevator or taking the stairs.    ***The Mount Sinai Medical Corps***  As part of the Mount Sinai Health System’s COVID-19 response, a group of 29 early graduates from medical school will be joining the Mount Sinai Medical Corps, working on medical teams at Mount Sinai Beth Israel, The Mount Sinai Hospital, Mount Sinai Morningside, and Mount Sinai West prior to starting residency later in June. We welcome them with open arms.    ***Final Thoughts***  Our Dean, Dennis Charney, MD, sends out a weekly COVID-19 Medical School Update. He closed his most recent one with the following words that I now share with you.  *“The countless stories of courage, compassion, creativity, and hard work by members of the Mount Sinai community need to be remembered. We are committed to creating a permanent record of the individual and collective heroism of this period, so that you can marvel at your contributions and the new generations of Mount Sinai faculty, students, trainees, and staff can learn what we have done.*  *You amaze me every day with your commitment to triumph over the worst medical crisis that we have ever seen.  I am so thankful for your efforts.”* | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 22, 2020 |
| **RE:** | COVID-19 Health System Updates, April 22 |
| Mayor de Blasio announced yesterday that when we get through this, and when the region’s “pause” is ultimately lifted, the city will host a ticker-tape parade to celebrate you: the health care workers and first responders in this mission. While New Yorkers cheer you on each night from their windows, eventually millions will fill the Canyon of Heroes to celebrate your efforts in the “biggest, best parade” the city has ever hosted, the Mayor said.    Hearing that, it may be hard to imagine that this pandemic will end. But it will. That is for certain. And our day-over-day, and week-over-week, numbers continue to move in the right direction. There is no doubt that we are on the downslope of the curve. In another sign of progress, the USNS Comfort floating hospital will be leaving our region because it is no longer needed here.    As of yesterday afternoon, we had 1,498 COVID-19-positive patients in our hospitals. That included 390 patients in our ICUs. We had another 124 inpatients under investigation (PUIs).    **PPE New Product Announcement** In addition to the new gown we notified you about yesterday, today we have another new gown in our PPE directory, evaluated as safe and effective by our infection-prevention, life-safety, and other clinical experts. The reason we have so many new gowns is that we are moving heaven and earth to make sure you have the PPE you need to stay safe. You can find information about it [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/NewGown-Announcement-2020-04-21.pdf). As always, you can find information about all of our PPE items [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/PPE_Directory.pdf).    **Your Questions and Concerns**  As a reminder, our COVID-19 employee resources website is [here](https://www.mountsinai.org/about/covid19/staff-resources/). And you can always email [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) if you have any other questions or suggestions for us. Since setting up the CovidQuestions email, we have received and answered 1,386 inquiries.    **Final Thought**  As you all know, New Yorkers across the region cheer for you each night at 7 pm. But now they’re adding a new twist. They’re belting out “New York, New York” after their nightly clap. I hope you’ll watch some of the videos [here](https://www.nbcnewyork.com/news/coronavirus/nyc-sings-new-york-new-york-after-nightly-clapping-salute-to-medical-workers/2378141/). | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 23, 2020 |
| **RE:** | COVID-19 Health System Updates, April 23 |
| Our Director of Decision Support, Doran Ricks, sent over some interesting information. If you include all the COVID-19 patients that are still in our hospitals, we have cared for 6,690 inpatients since the pandemic arrived in our region. Of those patients, 1,034 have been on ventilators. We have also cared for an additional 4,355 patients in our emergency rooms who did not need to be admitted. The age breakdown is as follows.     |  |  | | --- | --- | | Age | Percent | | 0-20 | 1.6 | | 21-39 | 15 | | 40-59 | 29 | | 60-79 | 38 | | 80+ | 16 |     Another colleague, Julie Swain, wrote to me and suggested that I share with you the percentage change in our inpatient census each day. Here is a graph of that, going back a month. It tells quite a story.        As of yesterday afternoon, we had 1,432 COVID-19-positive patients in our hospitals. That is a 5 percent drop from the day before. It included 385 patients in our ICUs. We had another 123 inpatients under investigation (PUIs).    ***COVID-19 Tracing Program***  The Governor announced yesterday that with the help of former Mayor Michael Bloomberg, New York will launch a COVID-19 contact-tracing program together with New Jersey and Connecticut. The program aims to control the rate of infection in the region by tracking, tracing, and isolating people who may be infected with COVID-19, which will help us begin to reopen safely. You can learn more about the program [here](https://www.bloomberg.org/press/releases/amid-ongoing-covid-19-pandemic-governor-cuomo-and-mayor-mike-bloomberg-launch-nation-leading-covid-19-contact-tracing-program-to-control-infection-rate/).    ***Final Thought***  This comes to us from David Greenwald, the Director of Clinical Gastroenterology and Endoscopy at The Mount Sinai Hospital. It captures what we have seen all around our Health System of late and it fills me with pride to be a part of this extraordinary Mount Sinai family.    *Thoughts on COVID 19 care*    *It began just five weeks ago in one part of the hospital system with thoughts of how to reconfigure the Gastroenterology Division at The Mount Sinai Hospital to effectively care for patients with GI disease, both inpatients and outpatients, while planning for a maximal response to COVID-19, as a clear increase in infected patients grew in the hospital setting. This effort occurred in parallel throughout other Divisions and Departments within the hospital and throughout the medical community around New York City. We asked people to move to new roles, take on different responsibilities and, in many cases, completely change their routine in an instant. They would need to learn new information and new skills. And yes, this included everyone—nurses, nurse practitioners, fellows, attendings both based within and outside the hospital system, and so many more. Would everyone respond? Would everyone willingly participate? The response was immediate and overwhelmingly, “Sure, whatever is needed,” and, “Yes, just let us know where and when.”*    *Physicians typically working in procedure-based settings are now caring for inpatients. Specialists are staffing phone lines to help those in other specialties deliver focused care in other ways. The spirit of cooperation and unity of purpose is palpable and real.*    *As an example, the GI Fellows are an exemplary group in every way. They are now shining like never before. Each has taken on their new responsibilities with a sense of purpose and dedication that is unparalleled. They are comforting the sick, both medically and spiritually, in every way possible. We hear stories of physicians picking up supplies at their local pharmacies to support patients unable to get their own supplies in these difficult times. We see physicians thinking through the science of treatments being offered, developing novel concepts for research, and suggesting new pathways forward, all at the same time they are confronting fears of their own vulnerability and that of their families and loved ones. This is all happening in real time—we are watching information become available and reacting immediately in an unprecedented way.*    *At our core, we are all physicians eager to help in this new struggle against a vicious and seemingly unyielding foe; watching consummate professionals step up and be so ready to do their part is incredible to see. Daily check-ins now bring responses like, “This is so great to be able to help,” and, “We are honored to be part of the team.” We are truly in this COVID-19 mission together.*    *Indeed, it’s teamwork here that is the common theme. So many people coming together to provide excellent care in every way. We all support and depend on each other—respiratory therapists, nurses, housekeeping and linen services, lab technicians, food services, radiology personnel, security, physician assistants, nurse practitioners, physicians—the list inevitably is incomplete, so best just to recognize everyone globally for their dedication and commitment.*    *Each night at 7 pm, the roar from the apartments and streets of New York City rises to an almost incomprehensible level. They are cheering on the health care professionals who are doing what they do every day—caring for the sick with true professionalism and dedication. The cheering reminds others around them of the critical task we are all fulfilling in healing others; we as a caregiving community should reflect on what an incredible opportunity we have to help so many around us.*    *Why do we do this? We all entered health care to make the world a better place. Times like this reinforce that mission and reaffirm why we chose this calling in the first place.* |  |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 24, 2020 |
| **RE:** | COVID-19 Health System Updates, April 24 |
| Last night marked the beginning of the holy month of Ramadan, and I want to acknowledge all of you who are celebrating. Normally during this time, many of you would be breaking fast with family and friends but this year, instead, are separated from your loved ones as you continue to give so much to this humanitarian mission. Now more than ever, may Allah bring you peace and happiness this Ramadan.    As of yesterday afternoon, we had 1,345 COVID-19 positive patients in our hospitals (about a 5 percent drop from the day before). That included 366 patients in our ICUs. We had another 145 inpatients under investigation (PUIs).    **Meet Our Covid-19 Scientists: Antibody Success**    While many members of our Mount Sinai family are donning and doffing personal protective equipment and directly caring for patients suffering with COVID-19 infection, there are also many others who are engaged in vital COVID-19 scientific discovery and innovation. From diagnostic testing, vaccine development, and epidemiologic insights, to the development and rapid implementation of therapeutics, Mount Sinai is leading the way.    The heart and soul of Mount Sinai is this combination of world-class, compassionate care coupled with real-world science and innovation to eliminate the causes and impacts of disease.    Today I want to introduce you to the team that developed, validated, and launched a blood test for COVID-19 antibodies that received the U.S. Food and Drug Administration’s emergency use authorization. You can read all about them [here](https://health.mountsinai.org/blog/mount-sinais-antibody-test-for-covid-19-receives-emergency-use-authorization-from-fda/). Early development of the assay enabled Mount Sinai to become the first health system in the nation to undertake an antibody therapy program that transfers the antibody-rich plasma from recovered COVID-19 patients into those who are critically ill. Mount Sinai has shared the “toolkit” needed to set up the test with more than 200 research labs around the world.    **COVID-19 and Racial Disparities**    We have read, heard, and seen that COVID-19 is taking an outsized toll on African-Americans and Hispanics/Latinos. Thanks to extensive work led by our Office for Diversity and Inclusion to advance our data collection on race and ethnicity, we are well positioned to contribute to the understanding of the causes of these disparate outcomes and to solutions to mitigate them. You will hear more about our efforts soon.    **More Stories of Strength**    This week’s [Stories of Strength](https://health.mountsinai.org/stories-of-strength/) are posted. They include cardiologist Barry Love, who made a house call to reset a patient’s home defibrillator, and many other acts of kindness, heroism, and generosity. I hope you will visit this site.  **Three Cheers for Our Laboratory Colleagues**  I want to acknowledge the American Society of Clinical Pathology’s Lab Week 2020*—*an annual celebration of laboratory specialists who are critical to health care and patient advocacy. On behalf of the entire Health System, I want to say thank you to all our laboratory colleagues. I hope you know how much we love you and how grateful we are for your contributions—and even more so in this COVID-19 mission.  **Final Thought**  Alex Greenberg, a member of our Mount Sinai family, shared with me a poem he wrote, and he gave me permission to share it with you.    He wrote, “I hope you like this poem. I think it captures the moment.”    I certainly do, and I think you will too.    **40 Days**  In the daytime amidst this  Unusual quiet, only ambulances wail,  All day long the sirens pierce,  The only sound out there.  In the morning, we can hear birds  Clearly chirping, in the  Silence of the great city.  At 7 pm every night the city comes alive.  Rousing cheers for the doctors and nurses,  Ambulance drivers, paramedics, all of  The saviors fighting this deadly peril.  A release from the daily quarantine,  People not used to being cooped up  The relentless cabin fever, but at 7 pm  People connect with each other, a signal  That so many are still alive and well  Waiting for that daybreak when we can  Leave home for school or work, or  Just a walk to the store or the park.  The day will come and be greeted  With that deep breath of relief, the  Return to a new normal,  No more handshakes,  No quick hugs or back slaps,  Just head nods, elbow bumps,  Perhaps there will be more  Hellos and how are you’s.  We can then stop our 7 pm cheers,  The doctors and nurses can vacation,  If lucky we will still hear the birds  As Noah did after he sailed in the ark,  40 days and nights,  Like the Venetians in the Black Plague  Quranta, the 40 days, became  Our quarantine as well.    - **Alex M. Greenberg, MD** | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 25, 2020 |
| **RE:** | COVID-19 Health System Updates, April 25 |
| It is a beautiful Saturday morning, and I want to share something special with you today.    A message and music video from the one and only Jon Bon Jovi.    He made it for our own Mount Sinai family, and you are the stars.      You can see his beautiful homage to you [here](https://youtu.be/MoVFrpwqGYs).        I hope this warm tribute to you gives you extra pep in your step today, and thank you, as always, for all that you do. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 27, 2020 |
| **RE:** | COVID-19 Health System Updates, April 27 |
| As the number of patients with COVID-19 infection in our hospitals continues to decrease, you may notice that we still aren’t seeing a lot of non-COVID-19 patients yet. There are several reasons for this.    One is that many in the community with other serious illnesses don’t feel safe coming to emergency rooms out of fear of contracting COVID-19. Our emergency rooms are much calmer now and we need to reassure members of our communities that patients with serious illness should not stay away if it means that their health will be put at even greater risk by not seeking care.    Another reason is that we haven’t yet reopened all of the services we were providing before the pandemic arrived on our shores. Now that our inpatient capacity is recovering, we are working hard to bring these services back, or to scale them back up, at the appropriate pace and in collaboration with the Governor’s and Department of Health’s guidelines and mandates.    Why am I telling you this? Because I want you to know that we will work our way back to normal.    COVID-19-related deployments will end. Residencies and fellowships will revert back to routine activities. And research labs will reopen.    We won’t flip a switch and revert to normal operations all at once. We can anticipate that this will be a gradual and phased process. And much will depend on COVID-19 infection rates from this point forward. But we will get there. Of that I have no doubt.    This new phase that we are in—between the prior intensity of almost overwhelming COVID-19 patient volumes and the future return to normal volumes of non-COVID-19 care—can feel strange and anxiety-provoking for sure. I know I feel it. Transitions have a tendency to do that. The important thing to remember is that these feelings are normal and that they too will pass. And now is a good time to remind you that we have extensive [well-being resources](https://www.mountsinai.org/about/covid19/staff-resources/well-being) available to you. I hope you will take advantage of them. We owe it to ourselves and to each other to take good care of ourselves.    As of yesterday afternoon, we had 1,161 COVID-19-positive patients in our hospitals. That represents a 4 percent reduction from the day before. It included 312 patients in our ICUs. We had another 149 inpatients under investigation (PUIs).    ***On-the-Ground Support***  If you click on [this link](https://www.mountsinai.org/about/covid19/staff-resources/well-being/frontline-workers) you can learn about some on-the-ground support offerings that are designed to make it easier for you to access—including snack and well-being stations.    ***All-In for Mount Sinai***  This past weekend, the Discovery Channel hosted a virtual poker tournament on our behalf featuring many celebrities. From Chip and Joanna Gaines to Bobby Flay and Guy Fieri, our line-up brought in $1,170,086 to support our COVID-19 mission. Thanks to all who joined.    ***Final Thought***  I want to share this thank-you tribute to all of you from a patient who recently gave birth at Mount Sinai West. It features the cast of the North American tour of “Les Misérables,” of which her husband is a member. Click [here](https://vimeo.com/409617164/8798e8c400) and be transported. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 28, 2020 |
| **RE:** | COVID-19 Health System Updates, April 28 |
| Yesterday marked the beginning of Patient Experience Week—a nationally recognized annual event to celebrate health care workers who impact the patient experience every day. While this is an important week for us every year, it is especially important this year as we reflect on your herculean efforts in these incredibly trying times.    Expressing sympathy from behind an N-95 mask and face shield. Using iPads and other devices to connect family members who aren’t allowed to visit patients in person. Helping patients find comfort when they are struggling with every breath. And doing all of this while thinking about your own health and the health of your loved ones.    If ever there was a time when our ability to positively impact the patient experience was challenged, it is in the midst of this pandemic.   Yet, through your compassion, and patience, and kindness, and love, you find a way again and again. In the words of our patients:    *“At a difficult moment in our city's history, I was very impressed, even inspired, by the sincere commitment and human decency of everyone I dealt with.”*    *“Excellent care, from the security guard to the receptionist to nurses and doctors. Everyone was very helpful, and even though it was crowded and chaotic at the ER, I still got personal care and was never made to feel rushed to leave.”*    *“I would like to thank the staff, the doctors, the nurses…They're one of the reasons why I was able to come out of your hospital facility alive…They’re the reason why I'm here, and they will never be forgotten.”*    As of yesterday afternoon, we had 1,155 COVID-19-positive patients in our hospitals. That included 304 patients in our ICUs. ICU patients peaked at 455 back on April 11.  We had another 149 inpatients under investigation (PUIs).    **A Flyover to Honor You**    Today, as a tribute to the outstanding work, selflessness, and bravery of all those on the front lines of the COVID-19 pandemic, a formation of US Navy Blue Angels and US Air Force Thunderbirds will fly over New York, New Jersey, and Connecticut. Their New York City area flight path will cross many of our hospitals between noon and 12:40 pm today.        **Your Questions and Concerns**    As a reminder, our COVID-19 Employee Resources website is [here](https://www.mountsinai.org/about/covid19/staff-resources/). And you can always email [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) if you have any other questions or suggestions for us.    **Final Thought**    This weekend, our colleague Albert Siu shared with me the work of Peter Turnley, a photojournalist who has been capturing New York City during this unprecedented time. His work beautifully features many of you.    His daily visual diary can be found [here](https://www.peterturnley.com/a-new-york-lockdown-visual-diary) and you can find his video, “The Human Face of COVID-19,” [here](https://www.youtube.com/watch?v=54TSnNEThs0&feature=youtu.be). | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | April 30, 2020 |
| **RE:** | COVID-19 Health System Updates, April 30 |
| Day over day, and week over week, our inpatient COVID-19 census continues to drop. We are now at about half of the volume compared with our peak. And yesterday, we had the lowest number of patient deaths due to COVID-19 in more than a month. We continue to meet with success in sourcing the PPE that you need, and our staffing ratios are significantly improved as well.    As of yesterday afternoon, we had 1,047 COVID-19-positive patients in our hospitals (a 5 percent drop from the prior day). That included 288 patients in our ICUs. We had another 169 inpatients under investigation (PUIs).    **NIH clinical trial shows Remdesivir speeds recovery from advanced COVID-19**  Yesterday, the world received some encouraging news. For the first time, a drug was found to positively impact the clinical course of COVID-19 infection. You can read more about this [here](https://www.nih.gov/news-events/news-releases/nih-clinical-trial-shows-remdesivir-accelerates-recovery-advanced-covid-19). That news—along with recent articles highlighting the faster pace of vaccine development, [here](https://www.nytimes.com/2020/04/27/world/europe/coronavirus-vaccine-update-oxford.html?searchResultPosition=2) and [here](https://www.wsj.com/articles/pfizer-coronavirus-vaccine-could-be-ready-for-emergency-use-by-fall-11588094064?mod=searchresults&page=1&pos=13)—gives us hope of brighter days ahead.    **Meet Our COVID-19 Scientists**  A team led by Benjamin tenOever, PhD, has found that the SARS-CoV-2 virus, which leads to COVID-19, behaves very differently from the flu and other respiratory viruses. It appears to enter cells quietly, eliciting a low-powered immune response that tends to fester. The preliminary findings suggest that the stealth nature of SARS-CoV2 may explain the clinical findings that are typical of the COVID-19 infection course. Read more about the research [here](https://health.mountsinai.org/blog/sars-cov2-how-a-low-powered-virus-turns-deadly/).    **Songs for Mount Sinai**  I shared this yesterday, but in case you missed it, each week a group of Broadway actors, singers, and other performers come together to support us with a video playlist titled “Songs for Mount Sinai.” It is at turns inspiring, and funny, and heartwarming, and I hope you will take a few minutes to watch and share with others. You can see it [here](https://www.youtube.com/playlist?list=PLCT7BA-HcHlgapCZnzN856oMKGUFS5Azn).    **Final Thought**  I just received this note and picture from Evan Flatow, MD, President of Mount Sinai West. Their 500th successful COVID-19 patient discharge was also the first patient that our Health System admitted when this pandemic arrived on our shores. To date, the Mount Sinai family has saved more than 4,000 precious human lives. God bless you all.    *“This was our first COVID-19 patient at West, admitted March 7 and discharged yesterday. I believe it was the first case for the System. He caught this in Spain from an asymptomatic friend then came to New York via his home in Chile, and got sick.*    *He was our first patient on Remdesivir (compassionate use). The ICU team came to the lobby to see him off.”* | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 1, 2020 |
| **RE:** | COVID-19 Health System Updates, May 1 |
| As we work our way step by step down the COVID-19 mountain it is important that we recognize everyone’s contributions to this mission. Never before have our Health System and School been more united in addressing a challenge of this magnitude. As it says on every dollar bill, “E Pluribus Unum”—out of many, one.    Today we celebrate our Physician Assistants.    PAs have general board certification and training in all fields of medicine, which helps make this particular group of professionals extremely versatile in our COVID-19 mission. When it came to restructuring staffing models for the Emergency Department, Medicine, and Critical Care, the PAs have contributed at their very highest potential. PAs were frequently the first ones in for redeployments. They were very quick to sign on and stepped into new roles as early as March 15.    In total, more than 600 PAs have played critical roles in our COVID-19 mission. They have performed brilliantly, and we could not be more honored to have them as colleagues and team members.    Here are some representative comments from our PAs and those who work with them:    “I have worked a few inpatient shifts because our transplant ICU is currently being run by anesthesia as opposed to our regular intensivists. It has been a few years since I’ve been in an inpatient role but as I’m sure everyone has been telling you, the teamwork and camaraderie is incredible. I was petrified driving up to the hospital that first night, afraid of what I would encounter, but the nurses, anesthesiologists, and other colleagues pitching in were so helpful and it truly felt like everyone was there to help the patients as much as possible. It also reminded me how fantastic it is to be a PA because we are resilient, flexible, and can truly do it all! I’m sure our roles will continue to change as the situation evolves and I’m confident we will all step up to the plate.”    “I am so proud of the PAs for being flexible and proactive. Even within the ED, there have been staffing modifications and unprecedented expectations and I am proud of our PAs for stepping up. I am also extremely proud of the off-service PAs. There were orthopedics PAs that were redeployed to the ED, and not only served in the tent, but also helped nurses draw labs and put in IVs. This week, there were neurosurgery PAs that had been redeployed to the ED and took it upon themselves to help out seeing patients even with non-COVID-19 related symptoms. I am sure that an orthopedics PA putting in IVs and a neurosurgery PA seeing ED patients is not what they do normally, and I applaud them for stepping up to the task and doing a fantastic job.”    “I just wanted to reach out about our PAs during this pandemic. I could not be more proud of their resilience, empathy, courage, and flexibility. We had patients literally all over. Lining hallways, doubling and tripling up in rooms, outside in tents and basically anywhere we could fit. The PAs handled these critical patients and large volumes with ease. They kept up with the treatment changes and developments with COVID-19 and treated patients appropriately. The ED PA staff had to overcome staffing issues due to several of them contracting COVID-19. Everyone was willing to work overtime in order to fill all gaps. We are a family, which is the reason we get up every morning and come to work. You know you are never alone and this is how we are able to make it through these trying times. I could not be more honored to work with such a great group of PAs during this mission.”    We are so grateful to each and every physician assistant in our Mount Sinai family.    As of this afternoon we had 975 COVID-19-positive patients in our hospitals (a 4 percent decrease from the prior day). That included 272 patients in our ICUs. We had another 118 inpatients under investigation (PUIs). That was the first day we were under 1,000 COVID-19-positive inpatients in a very long time.    Here is an update of our inpatient census trend:          ***Overnight Subway Service Suspended***  Beginning Wednesday, May 6, the MTA will be suspending all subway service nightly, from 1 am to 5 am, to enhance disinfection efforts on the city’s trains. Metro-North and Long Island Rail Road train cars will also be disinfected daily. The MTA says it will work to fill the transportation gap for essential workers with additional buses, dollar vans, and perhaps free Uber and Lyft vehicles.  With subways not running in those windows, we are evaluating how this change may affect staff and shifts. We’ll communicate any additional details or potential scheduling modifications as they arise.  ***Meet Our COVID-19 Scientists: Creating a ‘Pseudo Virus’ to Assess Antibodies***  As governments, and hospitals, seek to get people safely back to work, high-quality antibody tests will be needed to determine if individuals are protected against SARS-CoV-2, the virus that causes COVID-19. To help answer that need, a team led by [Benhur Lee, MD](https://icahn.mssm.edu/profiles/benhur-lee), has built a pseudo virus—an identical replica of the outer portion of the SARS-CoV-2 virus. The pseudo virus, which has now been independently tested by academic and national labs in the United States and abroad, could allow researchers to test the quality of an individual’s antibodies and serve as a platform for creating and optimizing potential vaccines. Read more about it [here](https://health.mountsinai.org/blog/mount-sinai-develops-pseudo-virus-to-assess-the-effectiveness-of-antibodies/).    ***Final Thought***  We will soon be launching an email address to allow everyone in the Mount Sinai family to send memories and stories, photos and documents, and anything that captures life across our Health System during this pandemic. We hope you will contribute to it once it is up and running. I will keep you posted. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 4, 2020 |
| **RE:** | COVID-19 Health System Updates, May 4 |
| The overall trends continue to move in the right direction, and our COVID-19 hospitalizations are well under half of what they were at the peak. We continue to be in good shape on PPE and other supplies. It is such a relief to see our care ratios returning to pre-COVID levels.    Now that the surge in COVID hospital admissions is reaching manageable levels, we will stop admitting new patients to the Central Park field hospital as of today.  We anticipate that it will take about two weeks to treat the patients currently there and subsequently decontaminate and remove the tents. The Samaritan’s Purse staff will also wind down their support of Mount Sinai Beth Israel over the next two weeks. So far, the teams from Samaritan’s Purse have cared for more than 300 of our patients, and they have saved many, many lives. In another ray of hope, the last patient seen at the Javits Center, who came from Mount Sinai, was discharged on Friday.    One note of concern is that some people in our communities aren’t doing quite as well with social distancing as they were even a few weeks ago. I hope you will help continue to get the message out about how important this is to preventing a second wave of infections.    Governor Cuomo announced yesterday that a consortium of eastern states, including New York, will work together to jointly purchase and allocate PPE, tests, ventilators, and other medical equipment. With a regionalized approach, states in this consortium will have stronger buying power and hopefully more reliable access to PPE and supplies from across the globe. He also announced that hospitals in the state will need to carry a 90-day supply of PPE on an ongoing basis.    As of yesterday afternoon, we had 815 COVID-19-positive patients in our hospitals (a 4 percent decrease from the prior day). That included 247 patients in our ICUs. We had another 167 inpatients under investigation (PUIs).    **New Wellness Letter**  There is a very useful new [wellness letter](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Wellness-Message-5.pdf)on the COVID-19 [Employee Resources website](https://www.mountsinai.org/about/covid19/staff-resources/). It turns out that there are common reasons why we don’t always seek out support, even when we need it. This letter addresses those reasons and helps dispel some myths and misperceptions. I think you will find it worth your time to read.    **New Gowns**  Thanks to the tireless work of many, we have seven new gowns that will be in use at our hospitals. They have been validated as safe and effective by our infection prevention, life safety, and other clinical experts. You can find information on them [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/New-Gown-Announcement_2020-05-01.pdf).    **Final Thought**  Here is something worth sharing.    Jamieson Webster, a clinical psychologist, volunteered to help at Mount Sinai Brooklyn through the NYC Medical Reserve Corps. She was [recognized yesterday](https://nypost.com/2020/05/03/brooklyn-psychologist-connects-families-to-ailing-loved-ones/) as a *New York Post* “Hero of the Day.”    An excerpt:    *The hospital needed someone who could speak with families and connect them to their ailing loved ones in the last moments of their life amid the coronavirus pandemic.*    *But no one else had applied—so she did.*    *“I thought, no one will do this if I don’t do it, so what do I do?” Webster, 40, told The Post.*    *“I can’t imagine in this situation if there’s an actual need not filling it,” added the Brooklynite, who’d been checking the MRC’s website every day for openings. “I would risk my life because it feels like a call of duty.”* | |

**From:** Liu, Bian <[bian.liu@mountsinai.org](mailto:bian.liu@mountsinai.org)>   
**Sent:** Wednesday, May 20, 2020 4:20 PM  
**To:** Zhang, Ruya <[ruya.zhang@mssm.edu](mailto:ruya.zhang@mssm.edu)>  
**Subject:** FW: COVID-19 Health System Updates, May 5

**From:** Broadcast Notifications <[BroadcastNotifications@mountsinai.org](mailto:BroadcastNotifications@mountsinai.org)>   
**Sent:** Tuesday, May 5, 2020 9:55 AM  
**Subject:** COVID-19 Health System Updates, May 5

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 5, 2020 |
| **RE:** | COVID-19 Health System Updates, May 5 |
| National Nurses Week officially launches tomorrow. What perfect timing.    To our nurses,    Long before there was such a thing as COVID-19, yours was the most trusted profession in America. In fact, for 18 straight years that has been the case. Even in normal times, I do not have the right words to fully capture what you do each day. That is even more true now in the midst of this pandemic.    Behind your N-95 respirator masks, face shields, gowns, and gloves beat the hearts of the bravest and kindest group of professionals one could possibly imagine.    When patients come through our doors, you are among the first to help them, delivering care with excellence, grace, and compassion. In the sound of your voices, our patients find reassurance and safety. Into your eyes they peer for strength when they need it most. And to your hearts they develop a connection through the fundamental, intrinsically human reality that in their darkest, most desperate moments, you can be trusted with their very lives.    Through your excellence and perseverance, you have saved so many lives. And for those who couldn’t be saved, you were there to provide comfort and connection, to them and to their loved ones. I cannot even begin to fathom the toll that has taken.  For all the tragedy that this virus has brought, it has deepened our connections to each other as a community and a system, and given clarity to the important and vital role we all play in overcoming this crisis. And for you, the Mount Sinai nurses, that has meant inspiring not just our Health System, but our city and the world. I know that I speak for myself and the Mount Sinai family when I recognize you as a symbol to the world of the good in all of us.    During this National Nurses Week—and every week—thank you for all you do. Thank you for your service to Mount Sinai and to our city. And thank you for giving hope to all of humanity.    Nursing leaders at each of our sites have planned activities for the week—in some cases, they have already begun—and the Health System will be publicly thanking all of you in a [full-page ad](https://www.mountsinai.org/lp/ad-campaign) in *The New York Times* tomorrow.    As of yesterday afternoon, we had 808 COVID-19-positive patients in our hospitals. That included 231 patients in our ICUs. We had another 155 inpatients under investigation (PUIs). ICU volumes are at about half of peak.    **Update on MTA Service**  Last week, I alerted you that starting tomorrow, Wednesday, May 6, the MTA will be discontinuing subway services between 1 am and 5 am to disinfect the subways daily. To support those who rely on transportation during the affected hours, the MTA will be increasing bus service. In cases where the bus does not provide a suitable alternative, employees can request a one-way for-hire vehicle to pick them up from work or take them home. Each essential worker will be eligible for one free for-hire trip per night. There is now a [form online](https://mta-nyc.custhelp.com/app/essential-connector) where essential employees can provide their contact information/trip details to get more information on booking a ride. To find out more about the program, please click [here](https://new.mta.info/coronavirus/overnight). We will continue to provide updates as they become available.     **Final Thought**  As you know, the World Health Organization has designated 2020 as the “Year of the Nurse and Midwife,” in honor of the 200th birthday of Florence Nightingale. And as we recognize our teams during National Nurses Week, I want to reiterate what a privilege it is to wear this badge alongside you. I know there are so many stories to tell, and so many acts of kindness big and small that happen each and every day. It’s my greatest honor to be your colleague. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 6, 2020 |
| **RE:** | COVID-19 Health System Updates, May 6 |
| National Nurses Week officially begins today, and I’d like to acknowledge just how grateful we are for our incredible community of nurses. Today, and every day, we are in awe of you and your dedication to your patients and colleagues. To commemorate National Nurses Week, we ran a full-page ad in *The New York Times* to recognize your efforts and say thank you. If you didn’t see it in my note yesterday, you can find it [here](https://www.mountsinai.org/lp/ad-campaign). And there are all sorts of other ways we are celebrating you at each of our campuses this week.    We have entered a new phase in this pandemic. Our inpatient and ED volumes of COVID-19 patients are significantly lower than at the peak, and we are working to re-expand medically necessary non-COVID care. This is critically important. Many patients with serious medical conditions need us. We have worked out extensive processes and protocols for keeping those patients safe when they visit us in our ambulatory practices, our emergency departments, our operating rooms, and our inpatient units. I am so impressed with the care and diligence that our colleagues have put into getting this right.    Our new normal will be doing two things at once—caring for all the patients and conditions we typically cared for pre-COVID, while also providing care for those with COVID-19 infections. No matter what the need is, our communities can count on us to be there for them.    As of yesterday afternoon, we had 769 COVID-19-positive patients in our hospitals. That included 226 patients in our ICUs. We had another 145 inpatients under investigation (PUIs).    Here is an update on our day-by-day inpatient census trend: | |
| **Songs for Mount Sinai**  Today the second “Songs for Mount Sinai” playlist went live. As a reminder, this is a gift from Broadway actors, singers, and other performers who come together each week to support us with a video playlist. I hope you’ll take a few moments to watch it, and I hope it lifts your day. You can find the new installment [here](https://www.youtube.com/playlist?list=PLCT7BA-HcHljNQ5L-iafeQbE5l-VetIpC), and the previous installment on Mount Sinai’s YouTube page [here](https://www.youtube.com/playlist?list=PLCT7BA-HcHlgapCZnzN856oMKGUFS5Azn).    **Where to Get Answers**  As always, if you have questions or suggestions, you can get them to us at [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org). And the COVID-19 [Employee Resources website](https://www.mountsinai.org/about/covid19/staff-resources) continues to be a rich source of information.    **Final Thoughts**  I mentioned last week that we would be launching an email address dedicated to collecting memories and stories from this moment in history. That email address is now live at [covidmemories@mountsinai.org](mailto:covidmemories@mountsinai.org). We hope you will email us your memories and stories, photos and documents, and anything that captures life across our Health System during this unique time. This information will help our archivists build a permanent record and lasting legacy for us and for future generations. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 7, 2020 |
| **RE:** | COVID-19 Health System Updates, May 7 |
| I have received many questions about how Mount Sinai is holding up financially during this pandemic as we read stories from all over the United States about hospitals and health systems taking drastic actions to stay afloat. There is no doubt that the pandemic is taking a financial toll on us as well.    Like all those other health systems, we have experienced a huge reduction in non-COVID-19 care. This includes in our ambulatory centers, our emergency departments, our surgical centers and operating rooms, and our medical and surgical beds. Our primary revenue streams normally come from those activities. And, to meet our COVID-19 mission head on, we have spent enormous sums of money on extra staffing, on supplies and equipment, and on construction of surge units.    On the other side of the financial ledger, we have received reimbursement for our care of patients with COVID-19, we have received distributions of federal funding to help with our COVID-19 response, and we have been receiving considerable philanthropic donations.    Looking forward, our financial health largely depends on two factors. The first is the speed and the degree to which we are able to re-expand our non-COVID-19 care. The second is what happens with COVID-19 in our region. As you can imagine, there is so much uncertainty with regard to both of these factors. All in all, it is quite possible that our financial situation will worsen as we get further into the year.    We firmly believe that, in an environment with so much uncertainty about the future, it is critical to be as careful as possible while simultaneously making sure that you have the equipment, supplies, and support that you need. If there comes a time down the road when more substantial actions are necessary, the fiscal discipline we exhibit today will help blunt the extent of those actions later.    Some of the actions we have taken to date include pausing all construction and non-critical IT projects, using federal assistance programs to keep members of our Mount Sinai family whose jobs have not fully returned whole, and asking for and receiving voluntary salary reductions from health system executives. Likewise, with the reduction in COVID-19 inpatient volumes to approximately one-third of our peak, we will be ending crisis pay for those receiving it effective Saturday, May 16. Simultaneously, we are working to true up crisis pay for those who deserve but have not yet received it.    There is nothing easy about any of this. But I believe it is important that you know what the situation is and why we are doing what we are doing. As we move forward, I promise to continue to update you on our financial situation along with all our other updates.    As of yesterday afternoon, we had 711 COVID-19-positive patients in our hospitals. That included 198 patients in our ICUs. We had another 107 inpatients under investigation (PUIs).    ***A Special Mother’s Day Donation***  In honor of Mother's Day and in celebration of the incredible work of our Mount Sinai family during this pandemic, The Sill is donating 10,000 orchids to our employees, trainees, students, and volunteers. The Office of Well-Being and Resilience and the Department of Rehabilitation and Human Performance Front-line Strong Relief Program are coordinating the delivery and distribution of this beautiful donation to all Mount Sinai hospital sites. Please look for your orchid at the main entrance to your site or in your hospital's wellness space **today and tomorrow**. All employees, trainees, students, and volunteers (mothers and others!) are eligible to receive an orchid.    ***COVID Memories***  Yesterday I shared an email address, [covidmemories@mountsinai.org](mailto:covidmemories@mountsinai.org), where you can send stories, memories, photos, and documents about life at Mount Sinai in the time of this pandemic. Today, I want to make you aware of [this direct link](https://www.mountsinai.org/about/covid19/staff-resources/covid-memories) where you can learn more about this effort. Also, this web page has easier ways for you to upload pictures and documents.    ***Final Thought***  Our very own Andre Cooper was featured as the *New York Post’s* Hero of the Day. Mr. Cooper has been with our system since he was 19 and his wife is a nurse with us as well. His life and work is an inspiration to us all.    An excerpt:    *Despite the trauma that he endures each day, Cooper said he gets up every morning and does it all over again so he can “lead by example.”*    *“I am a person who try to see the best in everyone. But I can’t tell you to do the best if I’m not going to show you that I’m doing my best. So when it comes to anything dangerous that needs to be done, I put myself first, I go and do it first,” Cooper said.*    *“When the chips are down, we get up and stand and fight. And that’s what life’s about. Not giving up.”*    You can read the full story [here](https://nypost.com/2020/05/05/nyc-hospital-transporter-preaches-hope-while-facing-coronavirus-deaths/). | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 8, 2020 |
| **RE:** | COVID-19 Health System Updates, May 8 |
| Here is an interesting finding. Governor Cuomo announced COVID-19 antibody testing results from a survey of 27,000 health care workers conducted across 25 health care facilities in our region of the state. The percentage of health care workers who tested positive was substantially lower than the percentage of people in the general population who tested positive. For example, in New York City 12.2 percent of health care workers tested positive, compared with 19.9 percent of people in the general population who tested positive.    As of yesterday afternoon, we had 664 COVID-19-positive patients in our hospitals. That included 185 patients in our ICUs. We had another 104 inpatients under investigation (PUIs).    Here is an update on our inpatient COVID-19 trend: | |
| **Our New Safety Hub**  Yesterday, we launched a “[safety hub](https://www.mountsinai.org/about/safety-hub)” on our website, where we will document all the things we are doing to keep our patients and staff safe. We know that many patients—and even many of us—feel anxious about exposure to COVID-19, and that this anxiety is causing some patients to put off needed care. Through the Safety Hub, we intend to address and work to allay those fears and show Mount Sinai’s commitment to the health and safety of all.    Along similar lines, we have established an email address, [safetyhub@mountsinai.org](mailto:safetyhub@mountsinai.org), where you can send specific questions that you or your patients might have and receive a quick answer. Your safety, and the safety of your patients is our very highest priority. If you have any questions or suggestions, please don’t hesitate to reach out.    **“Don’t Put Your Health Care On Hold”**  Starting today, Mount Sinai will be running a TV ad campaign to address three patient concerns: safety, access to physicians, and timing for resuming health care visits. We want patients to know that Mount Sinai is here for them, providing excellent health care through both telemedicine and in-person visits, and that we have their safety in mind. We want to reinforce the message that they should not keep putting their health care on hold. You can see the ads [here](https://www.mountsinai.org/lp/ad-campaign).    **COVID Memories**  We’d like to share another reminder about our system for cataloging your anecdotes, memories, photos, and documents related to our work fighting this pandemic. You can use [this direct link](https://www.mountsinai.org/about/covid19/staff-resources/covid-memories) to submit material into the system’s portal. To submit questions to our archivists, please use the [covidmemories@mountsinai.org](mailto:covidmemories@mountsinai.org) address.    **Final Thought**  Starting next week, in recognition of our tremendous progress in this mission, the frequency of these updates will be reduced from five days each week to three days (Monday, Wednesday, and Friday). As we transition to our new normal of both COVID-19 and non-COVID-19 care, it continues to be the honor of my lifetime to be your colleague and to wear the Mount Sinai badge. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 11, 2020 |
| **RE:** | COVID-19 Health System Updates, May 11 |
| Just one month ago, our inpatient census of patients with COVID-19 infection was about 2,000. Just two weeks ago, that number was closer to 1,100. And now, that number is closer to 550. When we stop even for a brief moment and turn and look back at the mountain we just climbed, it is almost impossible to fathom how we did it. And yet here we are. Step by step, we are working our way down the mountainside.    There is endless speculation about how long COVID-19 will be with us and about what happens next. Will the virus disappear on its own without the need for a vaccine? If a vaccine is needed, when will one be available? Will there be a second wave or even a third wave after that?    There is so much we don’t know.    But here is something we do know. This pandemic is a test of our endurance. And, no matter what the future holds, we are more resilient and adaptable when we treat each other with kindness and compassion; when we forgive our colleagues’ mistakes and faults, and our own; and when we take the time to express our gratitude and appreciation for each other’s contributions. Let’s rededicate ourselves to taking the best possible care of each other as we continue on this mission together, no matter how long the journey or how many hills and mountains lie ahead.    As of yesterday afternoon, we had 559 COVID-19-positive patients in our hospitals. That included 155 patients in our ICUs. We had another 143 inpatients under investigation (PUIs).    ***Testing You for COVID-19 Infection***  We have received many questions about opportunities for antibody testing and also about nasopharyngeal swab (PCR) testing. Today we have a significant update to share.    We are offering two testing programs to employees who want to know their COVID-19 health status. Both programs are voluntary, and your work status will not be affected by your decision to take or not take the test. More information about our testing programs can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/MSHS-COVID-19-Employee-Monitoring-Testing-Clearance.pdf) and below.    ***Antibody Testing***  We are offering all faculty, staff, and students an opportunity to be tested for COVID-19 antibodies. A positive test result indicates that, at some point since this pandemic came to our region, you have been exposed to SARS-CoV-2, the virus that causes COVID-19. We do not yet know whether having antibodies means you are immune to COVID-19. More information about this test can be found [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/FactSheet-HCPatients-ELISACOVID-19-Antibodytest.pdf) and [here](https://www.mountsinai.org/files/MSHealth/Assets/HS/About/Coronavirus/Employeehandout-voluntary-Covid-antibodies-test.pdf).    If you are in a front-line role, we will contact you about scheduling your antibody test. Once front-line colleagues have had a chance to take the test, we will also make it available to everyone else.    ***Nasopharyngeal Swab (PCR) Testing***  Faculty, staff, and students who are concerned that they may have SARS-CoV-2 but have not developed symptoms of COVID-19 may request a nasopharyngeal swab test, also known as a PCR test. This test will show if you have active COVID-19 infection. This test is available to all health care workers (including corporate employees) once every 28 days, except for employees who have previously tested positive for SARS-CoV-2 antibodies (unless they are experiencing new symptoms of COVID-19). If your PCR test is positive, we will need you to remain away from work for at least 10 days—and possibly longer if you develop COVID-19 symptoms.    PCR testing can be arranged through Employee Health Services via their [EHS Redcap](https://redcap.mountsinai.org/redcap/surveys/index.php?s=NR7Y7DAWDW) form.    **Please note: If you develop new symptoms consistent with COVID-19 or believe you have had a high-risk exposure we still need you to register with EHS via**[**EHS Redcap**](https://redcap.mountsinai.org/redcap/surveys/index.php?s=NR7Y7DAWDW)**.**    ***PPE Recycling***  In another sign of progress, we are now able to discontinue our recycling program for N-95 respirators and face shields. All collection boxes will be removed from our sites over the next two weeks.    ***Language and Communication Access Services***  Care of patients with COVID-19 is challenging in so many ways. As a reminder, we have many communication and translation services available to patients and/or family members who prefer to communicate in a language other than English. Assistive devices are also available to people with disabilities to help them communicate with providers and staff during their visit. All services are provided free of charge.    To view a list of assistive devices and services available through the Health System, along with other resources for our patients, please click [here](https://www.mountsinai.org/about/language-accessibility).    ***Meet Our Scientists***  A team led by Valentin Fuster, MD, PhD, the Mount Sinai COVID Informatics Center, and the Hasso Plattner Institute for Digital Health at Mount Sinai made the groundbreaking discovery that treating hospitalized COVID-19 patients with anticoagulation therapy may improve their chances of survival. The study, just published in the [*Journal of the American College of Cardiology*](https://urldefense.proofpoint.com/v2/url?u=https-3A__www.acc.org_latest-2Din-2Dcardiology_articles_2020_05_05_14_38_anticoagulation-2Dassociated-2Dwith-2Dimproved-2Doutcomes-2Din-2Dhospitalized-2Dcovid-2D19&d=DwMGaQ&c=shNJtf5dKgNcPZ6Yh64b-A&r=s9SiGkmL9lZuousV_uASWAl2USkiilApL_5dyNfbVbI&m=13IMdeDoCg04bacLdIzun5o8z5OkWJU9dCd6XO0Yf-A&s=JhNAmcK6N65QISzVIH5NcmiDmPrMvSU9BrvYG4Fq5a0&e=), is based on an analysis of data from more than 2,700 patients treated in our hospitals. In Dr. Fuster’s words, “This research demonstrates anticoagulants taken orally, subcutaneously, or intravenously may play a major role in caring for COVID-19 patients, and these may prevent possible deadly events associated with coronavirus, including heart attack, stroke, and pulmonary embolism,”    You can read more [here](https://urldefense.proofpoint.com/v2/url?u=https-3A__www.newswise.com_coronavirus_blood-2Dthinners-2Dmay-2Dimprove-2Dsurvival-2Damong-2Dhospitalized-2Dcovid-2D19-2Dpatients_-3Farticle-5Fid-3D731028&d=DwMGaQ&c=shNJtf5dKgNcPZ6Yh64b-A&r=s9SiGkmL9lZuousV_uASWAl2USkiilApL_5dyNfbVbI&m=13IMdeDoCg04bacLdIzun5o8z5OkWJU9dCd6XO0Yf-A&s=OdhDCYaLMFRkJvG-54DUZMzz-1g_sOwxEs5I_e2_okM&e=).    ***Final Thought***  I received the following note from Malorie Meshkati:    *My name is Malorie and I am a NICU fellow who just completed a month of deployment in the COVID ICU. It is almost hard for me to describe the experience but words that come to mind are humbling, testing, and rewarding.*    *I am writing you because I read an article in the Times this evening about nonmedical workers.*    *I do believe that Sinai has done an amazing job of appreciating ALL hospital workers and I believe everyone greatly appreciates it. After reading this moving article, I was wondering if there was any way we could specifically thank our nonmedical workers who have been working tirelessly in our units.*    *Over the past month on my unit, I noted how our business associates would work tirelessly and even would do things that were not often in their job description in order to help the teams, how tirelessly environmental services team members worked to empty garbage bins full of PPE to help keep us safe in the unit, how security guards at the doors are keeping us safe, and how the transporters are moving our COVID patients between units or off-unit for their studies allowing their medical plans to be carried out.*    *I was wondering if there was any way to show special appreciation for our nonmedical workers as well who are so integral to this mission.*    *Thank you so much for taking the time to read my email.*    I whole heartedly agree with you, Malorie, and am so grateful that you took the time to share your thoughts and observations. I am sure they will resonate as strongly with our entire Mount Sinai family as they do with me. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 13, 2020 |
| **RE:** | COVID-19 Health System Updates, May 13 |
| Under the Governor’s plan to reopen New York, each region of the state must meet seven different metrics to be considered ready for reopening. According to the most recent data, which can be found at this [helpful dashboard](https://forward.ny.gov/regional-monitoring-dashboard), New York City has met four out of those seven benchmarks and Long Island and Westchester have met five of those seven. Within New York City, hospital and ICU bed capacity, as well as daily new hospitalizations, are not quite hitting the target yet. But the trends in those areas are moving in the right direction.    As of yesterday afternoon, we had 546 COVID-19-positive patients in our hospitals. That included 143 patients in our ICUs. We had another 139 inpatients under investigation (PUIs).    ***In Memoriam***  The passing of our colleagues from within the Mount Sinai family has been one of the most difficult and painful consequences of this pandemic. Because of the overwhelming demands placed on all of us in responding to this crisis, and the significant disruption to our whole way of living, we might not yet have been able to fully take the time we need to appropriately grieve these deep-felt losses.    A new workgroup has been established whose purpose is to create, evaluate, and implement a variety of memorial tributes to those members of the Mount Sinai family we have lost to COVID-19. The committee includes representation from all hospitals and entities, the spectrum of departments, spiritual care, psychiatry, nursing, social work, and more.    A broad-ranging set of ideas was proposed at the inaugural workgroup meeting. These ideas, ranging from virtual to physical and permanent memorials, will be further developed and implemented. In the meantime, we would like to learn about your thoughts and have created the following email to capture your ideas: [COVID19Memorial@mountsinai.org](mailto:COVID19Memorial@mountsinai.org). Please email us with your considerations about the best ways to honor and remember those we have lost.    ***Update on the MTA Essential Connector Program***  The MTA has made updates to its Essential Connector Program. In cases where enhanced bus service does not provide a suitable alternative for travel, you can request a for-hire vehicle (one way) to pick you up from work or take you home. The update is that you can now call ahead to prebook an Essential Connector trip for the following morning. To do this, call 718-330-1234 and select option 1. You will still be able to request a ride on demand between 1 am and 5 am if you choose not to prebook. Additional information is on the Employee Resources site [here](https://www.mountsinai.org/about/covid19/staff-resources).    ***Your Questions and Concerns***  As a reminder, our COVID-19 Employee Resources website is [here](https://www.mountsinai.org/about/covid19/staff-resources/). And you can always email [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) if you have any other questions or suggestions for us.    ***Final Thought***  The latest round of Mount Sinai’s [Stories of Strength](https://health.mountsinai.org/stories-of-strength/) is now up on our site. I hope you will visit and be as inspired and moved by reading them as I am. It is so humbling to witness the moment-by-moment acts of selflessness and compassion that are the hallmarks of our Mount Sinai family’s response to this pandemic. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 15, 2020 |
| **RE:** | COVID-19 Health System Updates, May 15 |
| After the dizzying pace of March and April, May has brought us to a much less intense state of affairs. And we now look to the summer with not quite an expectation, but perhaps a reasonably well-grounded hope, that our region’s COVID-19 numbers will keep moving in the right direction. Mixed in with that hope is speculation and fear about the possibility of a second wave of COVID-19. The bottom line is that we can’t say for certain what the future holds.    You may be thinking that if a second wave does arrive, it will feel just as stressful and chaotic as the first. Nothing could be further from the truth. Our work together over the past few months has brought us to a much greater state of readiness for whatever the future brings.  Our extra inpatient units and our medical tents are fully constructed and at the ready, our supplies of PPE have never been stronger, and we have collectively become experts at keeping ourselves and our patients protected. We have gotten much better at onboarding and orientation of both external staffing as well as in our own internal ability to work where we are most needed. We are also much better at treating patients with COVID-19 than when we started. Our clinical protocols are stronger, our knowledge is deeper, and it continues to improve day by day and week by week.    If there is a second wave, we are ready for it. And it is likely that nothing will ever feel nearly as destabilizing and challenging as what we have already been through. It is important that we remember this as we look ahead.    ***Songs for Mount Sinai***  The third installment of “Songs for Mount Sinai” is now live. As a reminder, this is a gift from Broadway actors, singers, and other performers who come together each week to support us with a video playlist. I hope you’ll take a few moments to watch it, and I hope it lifts your day. You can find the new installment [here](https://www.youtube.com/playlist?list=PLCT7BA-HcHlhoYEZtnFafXT4WdOUQbZBl).    ***Your Questions and Concerns***  As a reminder, our COVID-19 Employee Resources website is [here](https://www.mountsinai.org/about/covid19/staff-resources/). And you can always email [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) if you have any other questions or suggestions for us.    ***Final Thought***  I leave you with a quote from Maya Angelou that I think characterizes our work together during this humanitarian mission of our lifetimes.    *“Do the best you can until you know better. Then when you know better, do better.”*    Let’s keep doing that. | |

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| **TO:** | All Faculty, Staff, and Trainees |
| **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System |
| **DATE:** | May 18, 2020 |
| **RE:** | COVID-19 Health System Updates, May 18 |
| As I wrote at the end of last week, after a dizzying March and April, May has brought us to a less intense state of affairs. We enter a new week, with our Health System and region continuing to see a promising downward trend in new cases of COVID-19. We are now carefully adjusting our focus so that we can attend to our COVID-19 duties as well as to all the patients with other conditions who need us.    While we cannot be certain of what lies ahead, we do know that we are at our strongest when we both offer our support to one another and ask for help when we need it.    As of yesterday afternoon, we had 432 COVID-19-positive patients in our hospitals. That included 107 patients in our ICUs. We had another 117 inpatients under investigation (PUIs).    ***“I Can’t Turn My Brain Off”: PTSD and Burnout Threaten Medical Workers***  That is the title of a [*New York Times* article](https://nyti.ms/2WGtN5D) on the impact of the COVID-19 pandemic on the health care workforce. An excerpt:    *On Wednesday, the World Health Organization issued a report about the pandemic’s impact on mental health, highlighting health care workers as vulnerable. Recent studies of medical workers in China, Canada and Italy who treated Covid-19 patients found soaring rates of anxiety, depression and insomnia.*    I hope you will take the time to read this article. It is a reminder that our reactions to working and living through this pandemic can take on many forms. And it is a reminder that we are not alone in our struggles. That is for sure. These are predictable responses to what we have been through. And, by the way, this includes all of us and not just those involved in direct patient care.    If we are honest with ourselves and recognize, even just a little bit, that we are struggling, that can provide the first step to healing. What does struggling look like? It can take on many forms. Some examples include feelings of hopelessness, irritability, and anger; a sense of isolation; difficulty sleeping; poor concentration; increased use of alcohol and other substances; lack of energy or motivation; anxiety; and feelings of betrayal. It can just be feeling “off kilter” and not knowing why.    If you are feeling any of these things, one thing I can say for sure is that you are not alone. We are simply not wired to go through the degree of trauma that we have experienced without being impacted. Not feeling normal is quite normal right now.    And I promise you that this is not permanent. You are not destined to spend the rest of your days feeling this way. In many cases, joining a support group and/or working with a professional will be of enormous benefit. And we have so many resources that you can take advantage of. I hope you will all find a few minutes to [visit](https://www.mountsinai.org/about/covid19/staff-resources/well-being/mental-health-psychosocial-support) and learn about them. They are for all of us.    ***Meet Our COVID-19 Scientists***  A team led by Ania Wajnberg, MD, and Florian Krammer, PhD, has found that more than 99 percent of people who had mild to moderate symptoms of COVID-19 that did not require hospitalization went on to develop antibodies. Dr. Wajnberg says: “While we don’t know for certain whether having antibodies confers immunity at this point, or how long immunity would last, we are very encouraged that even those people who had mild cases of the disease did produce antibodies.” Read more about the research [here](https://health.mountsinai.org/blog/overwhelming-antibody-response-to-covid-19-is-an-encouraging-sign-researchers-say/).    ***More Stories of Strength***   The latest round of [Stories of Strength](https://health.mountsinai.org/stories-of-strength/) features courageous transporters; physician assistants who formed an End of Life Companion team; and in the [Recognizing Our Colleagues](https://health.mountsinai.org/blog/recognizing-our-colleagues-week-of-may-11/) listing, a busy doctor’s surprise proposal. I hope you will visit the site.    ***Your Questions and Concerns***  As a reminder, our COVID-19 Employee Resources website is [here](https://www.mountsinai.org/about/covid19/staff-resources/). And you can always email [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) if you have any other questions or suggestions for us.    ***Final Thought***  On Friday, the Icahn School of Medicine at Mount Sinai celebrated the graduation of the class of 2020. I want to both congratulate our new health care colleagues, and echo something Dr. Davis said during the ceremony: Mount Sinai is built on the principle of unity between all of us as caregivers. When we face our hardest, darkest days, our instinct is to come together and push through. Thank you to everyone who has pulled together and worked with kindness and mindfulness toward one another. We could never have come so far, and accomplished so much, without your constant compassion and support for one another.   |  |  |  | | --- | --- | --- | | **TO:** | | All Faculty, Staff, and Trainees | | **FROM:** | | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System | | **DATE:** | | May 20, 2020 | | **RE:** | | COVID-19 Health System Updates, May 20 | | This week is the 46th annual National EMS Week. EMS Week brings together local communities and medical personnel to honor the dedication of those who provide the day-to-day lifesaving services of medicine's "front line." EMS providers around the country, and especially in New York, responded to record 911 call volumes during the COVID-19 pandemic—at the peak, New York City’s 911 system, the nation’s busiest, handled more than 6,000 calls a day, 50 percent more than the normal daily average.    Mount Sinai Emergency Medical Services provides 911 service to New York City with 19 ambulances and more than 200 providers. During COVID-19, the service increased the number of ambulances providing care, and quickly adapted to rapidly changing protocols, coordinating with the Health System to maintain the highest-quality care and safety for our patients and staff. We recognize all of our EMS providers for their dedicated, compassionate, and heroic service not only during the pandemic but every day.    As of yesterday afternoon, we had 401 COVID-19-positive patients in our hospitals. That included 98 patients in our ICUs. We had another 143 inpatients under investigation (PUIs).    Our health system COVID-19 modeling group shared this graph of daily COVID-19 admissions to our hospitals:        ***Upcoming Safety Webinar***  On Thursday, May 21, at 4 pm, Bernard Camins, MD, will join me for a videocast on safety. Dr. Camins, our System Medical Director for Infection Prevention, and I will explain to our patients what we’re doing to keep them safe—before and during their visit, both visibly and behind the scenes. We know that many patients are afraid to come to the hospital right now even for care they urgently need. We hope to show them all the steps we’re taking to take care of them, and put those fears to rest. You can tune in to the videocast [here](https://www.youtube.com/c/mountsinai/live).    ***Meet Our COVID-19 Clinician-Scientists***  Mount Sinai physicians recognized a disturbing trend in increasing numbers of young patients presenting with large-vessel strokes. This raised an alert among our stroke team, because the patients were all in their 30s or 40s, lacked many traditional risk factors, and were COVID-19-positive. These surprising observations were documented in *The New England Journal of Medicine* by Johanna Fifi, MD, J Mocco, MD, MS, and Thomas Oxley, MD, PhD. The team made another timely observation: stroke patients appear to be delaying emergency care because of fear of COVID-19. Read more [here](https://health.mountsinai.org/blog/large-vessel-stroke-and-covid-19-in-young-patients-new-insights/).    ***Parking Update***  Complimentary systemwide parking has been extended to Sunday, May 31. All standard fees for parking will resume on Monday, June 1. If you have any questions or concerns, please contact Parking Services at [parkingservices@mountsinai.org](mailto:parkingservices@mountsinai.org). |  | |  |  |  | | --- | --- | | **TO:** | All Faculty, Staff, and Trainees | | **FROM:** | Vicki R. LoPachin, MD, MBA  Senior Vice President  Chief Medical Officer  Mount Sinai Health System | | **DATE:** | May 22, 2020 | | **RE:** | COVID-19 Health System Updates, May 22 | | The Memorial Day weekend is upon us. Originally known as Decoration Day, it originated in the years following the Civil War and became an official federal holiday in 1971. Many of us usually observe Memorial Day by visiting cemeteries or memorials, holding family gatherings, and participating in parades. Unofficially, it marks the beginning of the summer season. While Memorial Day weekend this year, like so many things, will be different because of the pandemic, I hope that each of us is able to find opportunities to strengthen connections with our loved ones, our support networks, and our communities. These connections are so important to our own well-being as we continue on this journey together.    As COVID-19 hospitalizations, ICU admissions, and new cases continue to decline, yesterday Mayor de Blasio said that New York City could start to reopen in June. What happens after that will be affected significantly by behavior. In that context, I hope you will to continue to champion masking, hand hygiene, and social distancing at every opportunity, because we know better than anyone the impact of the virus and because the public trusts us.    As of yesterday afternoon, we had 334 COVID-19-positive patients in our hospitals. That included 94 patients in our ICUs. We had another 134 inpatients under investigation (PUIs).    **Visitor Pilot Program**  New York State will implement a two-week pilot program in a number of New York hospitals—including The Mount Sinai Hospital and Mount Sinai Queens—to allow increased visitations for family members and loved ones. As part of the pilot program, which begins on Tuesday, May 26, visits will be time-limited, visitors will be provided with and must wear appropriate PPE, and all visitors will be subject to symptom and temperature checks. We are developing an implementation plan and will email additional information soon.    **Safety Hub**  Earlier this month, we launched a “[Safety Hub](https://www.mountsinai.org/about/safety-hub)” on our website, where we document all the things we are doing to keep our patients and staff safe. We know that patients have concerns about exposure to COVID-19, and that is causing some to put off needed care. Through the Safety Hub, we are working to address and allay those fears. As always, please feel free to email [safetyhub@mountsinai.org](mailto:safetyhub@mountsinai.org), where you can send specific questions that you or your patients might have and receive a quick answer.    Likewise, each of us can play an important role in helping to get the message out that it is safe to come for care to our hospitals and ambulatory sites. There are so many people in our communities who are delaying needed care right now. The public trusts you and needs your reassurance.    **Songs for Mount Sinai**  The fourth installment of “Songs for Mount Sinai” is now live. This is a gift from Broadway actors, singers, and other performers who come together each week to support us with a video playlist. I hope you’ll take a few moments to watch it, and I hope it lifts your day. You can find the new installment [here](https://www.youtube.com/playlist?list=PLCT7BA-HcHlidzK9RVMQeAfdATgqwC9IY), and all the videos they’ve made since beginning this tribute [here](https://www.youtube.com/playlist?list=PLCT7BA-HcHlhYBgcIqXJSRM-Y74yqasYn).    **Your Questions and Concerns**  As a reminder, our COVID-19 Employee Resources website is [here](https://www.mountsinai.org/about/covid19/staff-resources/). And you can always email [CovidQuestions@mountsinai.org](mailto:CovidQuestions@mountsinai.org) if you have any other questions or suggestions for us. | | | |