

TL7 – ADVOCACY AND INFLUENCE

GUIDING NURSES THROUGH UNPLANNED CHANGE: THE GREAT FLOOD

Provide one example, with supporting evidence, of Nurse AVP/Nurse Director's or Nurse Manager's leadership that successfully guided nurses through change.

The Great Flood

Successful leaders navigate change and turn uncertainty into opportunity. On December 26, 2022, below zero temperatures caused major pipes to freeze and burst in several NewYork-Presbyterian/Columbia University Irving Medical Center (NYP/Columbia) hospital buildings. As a result, patients would no longer be able to be treated in flood damaged areas until repaired. The Herbert Irving Pavilion (HIP) incurred the most extensive damage from the flood. The Infusion Center (606544) [Infusion Center], located on the 14th floor of the HIP (HIP14), was immediately identified as an area that needed to be relocated.

Successfully Guiding Nurses Through Change

Successfully guiding nurses through the sudden relocation of the Infusion Center required strategic thinking, communication, and leadership presence.

Strategic Thinking

Lucille Austria, DNP, MBA, RN, OCN, Director of Nursing, Oncology and Neurosciences, was alerted that the HIP needed to close for remediation. Dr. Austria quickly acted and searched for potential areas in unaffected hospital locations to relocate the Infusion Center. She understood that canceling oncology infusion treatments would be detrimental to patients' and families' experiences and outcomes. In less than 24 hours, she spearheaded the identification of three areas to relocate the Infusion Center's patients for their treatments. The locations were in three buildings (away from the flood damaged areas) on the NYP/Columbia campus:

- Riverview Terrace on the first floor of the Milstein Family Heart Center,
- Ambulatory PACU (MB3,4-605325) [PACU]/ OR (MB3,4-605320) [OR] extension located on the third floor in the Milstein building (MIL3)
- Therapeutic Infusion (606117) [Therapeutic Infusion], the non-oncology infusion center located fourth floor in the Presbyterian Hospital building (PBY4).

TL7.1—CUIMC Flood Debrief

Communication

Communication was paramount to successfully guiding nurses through change. Dr. Austria acknowledged the situation with her nursing team; painted the vision of how the team would move forward together caring for as many outpatient oncology patients as possible during the temporary relocation; and maintained realistic optimism, role modeling the behavior she expected from her team. To ensure open lines of communication and swift resolution to any issues that arose, Dr. Austria led the opening of a command center during the relocation. She guided the team via the command center daily and coordinated the critical exchange of information among the clinical nurses in all areas impacted by the closing and relocation units. Due to the urgency of the situation to minimize disruption of services, Dr. Austria created EPIC Secure Chat /Rover chat groups for the teams to communicate via hospital mobile devices. As an organization-approved method for communicating daily operational and patient related needs, Dr. Austria facilitated timely answers to questions and helped lead via problem-solving daily issues. Her swift and complete communication created a controlled calm practice environment as she influenced the way nurses and teams gained confidence as frontline change agents.

During the morning of December 28, 2022, Dr. Austria promptly addressed a patient concern when Pacifico Marquez, BSN, RN, OCN, MEDSURG-BC, notified Dr. Austria in the command center that patients were arriving early to their appointments as instructed; however, patients arrived several hours early. Since this was a new workflow from the day before, the clinical nurses were unsure how best to prepare patients and keep them comfortable prior to actual appointment start times. Matthew Ingham, MD joined communication by Kjersten Dosumu, NP to communicate potential ideas for patients to best manage the wait times, such as reading, snacking, and provider's 1:1 interaction with patients to mitigate patient concerns. Dr. Austria coached the team with suggested scripting so nurses could address patient needs, standardizing the strategies to overcome the challenges associated with the change.

Later that evening, Angelica Martinez, MSN, RN communicated a resource need among the group regarding the lack of chairs available for patients. Through the well-designed group chat, her peers were able to navigate a quick solution. In addition, Dr. Austria provided reassurance as she led the team through each shift with frequent check-ins of current status, with goals to intervene and provide resources as needed. Dr. Austria checked in with the PACU/OR location to ensure adequacy of resources and Ms. Martinez was quick to respond. Dr. Austria, a well-seasoned leader, understood her role for recognizing and acknowledging milestones. She applauded the teams' work and kept them aware of the status of the mitigation efforts to the HIP14 area. Dr. Austria's efforts provided positive feedback and reinforced the group's accomplishments. [TL7.2—Command Center and Secure Communication-1](#)

On December 29, 2022, Dr. Austria apprised the team of allocated resource support, and provided a volunteer to help navigate patients to the temporary locations and to help with obtaining resources. Dr. Austria also recognized that nurses in the (Adult) Research Infusion Center (606546) [ARIC] needed to be added to the secure chat group for full disclosure and communication. Later that morning, an exchange of communication with the temporary infusion center nurses and environmental services was escalated to the command center. This allowed Dr. Austria to lead by example and reassure the team of support. [TL7.3—Command Center and Secure Communication-2](#)

Dr. Austria planned, scheduled, and held daily huddles with her team and organizational leadership to discuss operations and logistics. Nurses and the team were clear on their assignments, expectations, and escalation procedures. [TL7.4—Calendar of Daily Huddles](#)

Nurse Leader Presence

While the Herbert Irving Pavilion underwent repairs, Dr. Austria continually rounded the three locations where the Infusion Center nurses were now practicing. Her presence reassured nurses that they were supported and their voices were heard. She listened to their concerns and reassured nurses had the resources they needed to deliver quality patient care and operations.

The Patient Impact

Prior to the change, the Infusion Center (53-bed capacity) averaged 104 completed appointments (patient appointments) per day during October 1, 2022 through December 23, 2022. Therapeutic Infusion, the fourth floor non-oncology infusion center, located in the Presbyterian Hospital building (PBY4), an area not impacted by the flood but repurposed for the remediation as an oncology treatment location, averaged 19

completed appointments per day during provided October 1, 2022 through December 23, 2022. These areas provided for about 123 appointments prior to the change.

Although the organization initially did not expect that any Infusion Center patients would be able to be treated during the HIP remediations and repairs, Dr. Austria led the team through an unplanned change, creating treatment space for 30 total infusion beds (throughout the 3 temporary sites). These areas were able to deliver 117 patient appointments, accommodating 40 to 60 percent of the oncology Infusion Center patient population to be treated over the four days needed for repairs. [TL7.5—Infusion Center Average Daily Treatment Volume](#)

After the flood mitigation, the Infusion Center staff, along with all the deployed equipment and furniture, returned to the Herbert Irving Pavilion on Monday, January 2, 2023 – one week after the initial event.

Columbia University Irving Medical Center Flood 12.24.22 – 12.26.22

I. DEMOGRAPHIC INFORMATION

Hospital Name: NYP/Columbia University Irving Medical Center & Morgan Stanley Children's Hospital

Date of debrief: 06/06/23, 1615

Debrief Participants:

Dr. Laureen Hill, Dr. Marie Romney, Eddie Toro, Ana Furnari, Rushi Shah, Alex Burgos, Amy Nunziata, Cory Rivera, Daryle Blackstock, Diego Rodriguez, Edo Volaric, Edward McCabe, Emmanuel DeSoto, JC Alejaldre, Jose Ramirez, Karen Erickson, Leo Bodden, Lucille Austria, Lynsey Lipowicz, Michael Kennedy, Nancy Kelley, Noah Ginsberg, Pratik Thaker, Rahiem Allen, Raymond Hutter, Robert Perez, Scott McClintock, Sherima Felix, Stephen Marchand, Tammy Compagnone, Tom Singh, Vickie Powell

Date/Time of Events:

DATE	TIME	AFFECTED AREA	INCIDENT
12/24/2022	1650	MHB Entrance	Burst Pipe / Steam Condition / Water condition
12/25/2022	230	Eye Institute, Research BSMT B12	Burst Pipe / Water Condition
12/25/2022	530	NI Roof / Elevator Banks	Flooding Conditions
12/25/2022	600	MHB 3rd Floor Stair CT Construction Site/Stairwell E / 2nd Fl. Imaging / 1st Fl. MHB Admin Suite /1st Fl. Dialysis Suite	Burst Pipe / Water Condition
12/25/2022	1550	HP 2 nd Floor	Burst Pipe / Water Condition
12/25/2022	1610	PB 1260/ PB 11/ PB 10	Burst Pipe / Water Condition
12/25/2022	N/A	PB 16 -1628I	Burst Pipe / Water Condition
12/25/2022	N/A	VC 15 / HC 4	Burst Pipe / Water Condition
12/26/2022	1430	Eye Institute, Research 2 nd Floor Waiting Area EI-02-201A	Steam Leak / Water Condition
12/26/2022	1450	PB 5 523/PB 4/PB 3	Flooding Conditions
12/26/2022	1515	HIP 12 through HIPLL/ Elevator Banks / Stairwells	Flooding Conditions
12/26/2022	1800	PB 1 Elevator Banks & Restrooms / PB 2 Stair E	Flooding Conditions

Columbia University Irving Medical Center Flood 12.24.22 – 12.26.22

II. DESCRIPTION OF THE INCIDENT

Extreme cold temperatures, 8° F with high winds and a real feel temperature of -17° F experienced during the weekend of December 24, 2022 – December 26, 2022, caused multiple sprinklers and domestic and reheat lines to rupture across the CUIMC campus. The CU Command Center was open from 12/27/22 – 1/06/23 to address emergent needs due to flooding in Milstein Hospital Building (MHB), Hebert Irving Pavilion (HIP), Eye Institute, Neurological Institute (NI), Vanderbilt Clinic (VC) and Presbyterian Building (PB).

Labs:

- NYP labs were affected by floods on PB3 and in Herbert Irving Pavilion (HIP). The Specialty Lab was closed 24-hours, and urgent testing was sent to Weill Cornell. The HIP8 outpatient rapid response labs were routed to the Automated Lab. STAT testing was sent to Weill Cornell or to ARUP (NYP’s primary reference lab) during the downtime.
- Anatomic Pathology and Immunogenetics and Cellular Immunology on VC14 & VC15, respectively, were significantly affected over the 2 days but were operational by 12/27/22 with residual cleanup underway. Due to impacts from the flood, multiple Specialty Laboratory tests were sent offsite for analysis.

The following NYP clinic services were impacted and were relocated until remediation was complete:

Herbert Irving Pavilion Temporary Flood relocations		
Service	Floor	Temporary Location
Adult Infusion	HIP 14	MIL 3 and PB4
Dermatology	HIP 12	VC 10
Mammography	HIP 10	Avon Clinic & Milstein 3
Dialysis	PH 4	6HS
Cardiac Imaging	Mil 3	AH
Research Infusion Center (ARIC)	HIP 9	Milstein, 6HS
Laboratories Satellite	HIP 8	PB 3
Pediatric Hematology Oncology Clinic	HIP 7	MSCH, 4 Central

*Columbia Faculty Practices were relocated to multiple locations

III. RESPONSE TO CORE PERFORMANCE AREA

Core Performance Areas	Comments/ What went well	Opportunities for Improvement
Communication/Notification: Activation of Incident Command Structure Notification of staff Notification of external sources	Notification to Operations, Facilities, Environmental Health and Safety (EHS), Infection Prevention & Control, Biomed, Campus leadership, Facilities Practice Operations, Support Services, IT/Communications took place. Teams	Recommendation: Facilities Operations to prepare extensively whenever inclement weather is forecasted. Facilities Team plan for inclement weather is to A) increase front line staffing, B) provide around the clock management presence during inclement weather period,

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	<p>responded quickly and efficiently regardless of it being a holiday weekend.</p> <p>Immediate response from senior leadership and activation of response from local leadership such as EVS, Supply Chain, IT, Facilities.</p> <p>Dr. Hill’s rapid escalation to Dr. Corwin prompted collaboration with Columbia School partners.</p> <p>After the sources of the leak/flood were identified and contained, the team had a follow-up meeting to discuss remediation. Campus leadership, Facilities, Biomed, FPO, Support Services, IT/Communications, Infection Prevention & Control, Nursing, EHS had a daily update/planning call.</p> <p>Daily leadership report outs to and from all affected departments and leadership updates to CU School partners took place until remediation was completed.</p>	<p>C) make arrangements for Mechanical, Electrical, and Plumbing contractors to be onsite/stand-by, and D) drain systems deemed to be vulnerable to freezing.</p> <p>Recommendation: Identify how to ensure there is seamless communication to all patients scheduled to arrive to impacted areas (both NYP and Faculty practices) and identify how automated appointment reminders are sent out with updated locations for appointments.</p> <p>Recommendation: Establish improved communication between NYP, FPO and CU partners. There were several meetings on the CU side that NYP was not privy to and both entities were on different timelines for the remediation. CU made decisions without consulting NYP during construction.</p>
<p>Resource and Assets:</p> <ul style="list-style-type: none"> Equipment Supplies PPE IT Transportation/Evacuation 	<p>Outstanding job by the teams handling multiple major floods throughout the campus over the holiday weekend. The FO team, supported by the EVS team, immediately started cleaning up.</p> <p>The facilities team continued remediation throughout the month and brought in outside contractors to expedite remediation. Drying equipment (fans, dehumidifiers) were strategically placed within the work areas. EVS was notified as soon as spaces were ready for terminal cleaning. Critical barriers (wall partitions) were installed in affected areas. Cove base and drywall (sheetrock) partitions were removed and replaced. Drying equipment (de-</p>	<p>Recommendation: if equipment needs to be removed, develop and deploy a more organized system to track equipment that is moved to the warehouse, as well as track furniture/equipment that is borrowed from other campuses.</p> <p>Recommendation: For incidents requiring moisture assessments, designate one individual to set assessment and map guidelines and delegate assessment areas. Hold twice daily meetings between EHS and Facilities to track drying progress, uniformly update moisture mapping, and relocate drying equipment as needed.</p>

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	<p>humidifiers and blowers) was set up in affected areas to expedite recovery efforts.</p> <p>Facilities and EVS were consistently able to meet the demands of the flood as the situation evolved and additional floods were being reported throughout the campus.</p> <p>Multiple departments mobilized during holiday weekend to immediately begin remediating affected areas.</p> <p>Lendlease and EHS used an Electronic Moisture Meters to survey the walls 6" above the floor. Any areas that registered over 20% moisture were cut out, and fans and dehumidifiers were installed.</p> <p>Multiple departments (Biomed, Pharmacy, IT, Epic, Supply Chain, Nursing, Radiology, etc.) developed a plan to care for patients in clinic services/impacted areas.</p> <p>Biomedical, IT, Supply Chain, Pharmacy, etc. teams deployed equipment in temporary locations within days to support patient care.</p> <p>An operational cost center was set up for remediation-related expenses to address emergent needs.</p>	
<p>Safety and Security: Patients/Staff/Visitors Access (Entry) Control into Unit</p>	<p>The Fire Safety and Security team responded quickly to reports and notified Facilities immediately. Security closed and redirected foot traffic as needed.</p> <p>Tour schedules with security were arranged so that employees could be escorted to impacted units to remove personal belongings.</p>	

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	<p>Additionally, Security worked closed with FPO to relocate or remove equipment.</p> <p>Security rapidly identified changes in water pressure which allowed rapid escalation to Facilities. Security team safeguarded/closed off affected areas for staff safety.</p>	
<p>Staffing Roles and Responsibilities: Adaptation to disaster role</p>	<p>Team members across all disciplines were flexible in adapting to evolving situation. Lab team members unplugged/covered equipment to protect it from damage; command center was staffed by team members who were not usually in the command center; team members came to work during vacation to assist.</p> <p>Regulatory team members assisted in expediting a request to redirect Spec CT to Allen Hospital.</p>	
<p>Utility Management: Un-interruptions/interruptions of utilities: HVAC, Elevators, Piped Medical Gases, etc.,</p>	<p>A remediation team was called in and arrived on site the same evening. All work, including drying out the wet areas, replacing cove bases, and ceiling tiles, patching and painting all damaged areas, and terminally cleaning, took place over a 3-week period.</p> <p>HIP Floors that have been re-opened after flood repairs by January 2023: Floors G, 1, 2, 3,4, 5, 6, 13 & 14 (Other areas that were affected across the CUIMC Campus)</p> <p>HIP Floors that required construction after January: Floors 7, 8, 9, 10, 11, & 12</p>	
<p>Patient Management: Clinical needs Support activities Patient tracking</p>	<p>Teams quickly relocated/canceled patients and set up satellite operations in other locations.</p> <p>Lab team was able to quickly to unplug and protect equipment to minimize damage and substantially improve recovery timeline.</p>	<p>Recommendation: Improve redundancies for the labs for viral testing between WC and CUIMC to ensure adequate turnaround time.</p>

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	Rapid roll out of supplies from internal supply chain team, warehouse team to be able to quickly stand-up units in new areas.	Recommendation: Improve patient navigation and wayfinding by better leveraging changes in Epic and rolling out updated signage.
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IV. ISSUES/CHALLENGES (take “opportunities for improvement” from above, and input into table below)

Issues/Challenges	Planning Goal(s) or Recommendation	Time Frame*	Responsible Party(ies)?
Communication and coordination between NYP, FPO and CU	Establish formalized structures to ensure familiarity and ongoing communication between school and hospital partners. Attend CU and NYP Emergency Management meetings.	> 6 Months	Eddie Toro/Yvonne Wojcicki/Richard Medina
Despite having redundancy via WC for viral testing, the turnaround time for these tests was longer than desired	Improve redundancies for the labs for viral testing between WC and CUIMC to ensure adequate turnaround time	>6 months	Noah Ginsberg
Proactive Preventative Maintenance and planning for inclement weather	Facilities Operations to prepare extensively whenever inclement weather is forecasted. Team to A) increase front line staffing, B) provide around the clock management presence during inclement weather period, C) make arrangements for Mechanical, Electrical, and Plumbing contractors to be onsite/stand-by, and D) draining systems deemed to be vulnerable to freezing.	>6 months	Amy Nunziata/Edo Volaric

**Time frames: SHORT = < 6 months, LONG= >6 months*

V. ADDITIONAL COMMENTS:

VI. ATTESTATION

Name: Eddie Toro

Columbia University Irving Medical Center Flood 12.24.22 – 12.26.22

Title: Director, Operations
Telephone: 646-317-7984
Email: ert9005@nyp.org

EPIC Secure Chat /Rover on hospital mobile devices

Blue messages reflect communication by Lucille Austria, DNP, MBA, RN, OCN, NE-BC, Director of Nursing, Oncology and Neurosciences.

Communication exchange includes dates and times and other participants in the exchange.

 You, Angela King, and Dawn Constancio, RN were added by Pacifico Marquez, RN.
12/28/22, 1:37 PM

 Pacifico Marquez, RN
we have a lot of patient was informed to come early...but their appointment is at later time. They are all upset coz they were told to come early but most of them has 4 PM appt and we are still assigning 12pm appts
12/28/22, 1:38 PM

 Pacifico Marquez, RN
this patient and another one for Dr Ingham patient and 2 with dr Marjjs patient ⓘ
12/28/22, 1:41 PM

 Kersten Dosumu, NP
Understood, our fault on having them come early, I think there were crossed wires on when to have patients come because of the ones being cancelled after arrival at their assigned times yesterday. I will let our 2 know there is a wait and to read a book and have a snack.
12/28/22, 1:45 PM

 Matthew A Ingham, MD
Thanks. Sorry, I was just down there talking to [REDACTED]
12/28/22, 1:50 PM

 Pacifico Marquez, RN

Who do the patients below to?
belong
12/28/22, 1:40 PM

Thank you for understanding. When speaking with any patient, please let them know that under the current conditions we are doing our best to accommodate all appointment times scheduled and there may be considerable delays even to the best of our efforts.
12/28/22, 1:55 PM

EPIC Secure Chat /Rover on hospital mobile devices

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Communication exchange includes dates and times and other participants in the exchange.

Angelica- I will look into this.

If we can't get the chairs from HIP 14. What other type of chair would work for you in Riverview?
12/28/22, 6:04 PM
Martin Igmat, RN

I can grab her a chair. problem solved
12/28/22, 6:07 PM
Angelica Martinez, RN

Any chair that can adjust the height.

thanks Martin and Zach..
12/28/22, 6:08 PM
Dawn Constancio, RN

Thank you Martin Zach and Angelica
12/28/22, 6:08 PM
Zachary Worman, RN

Right away :)
12/28/22, 6:09 PM

How does PACU look? Last treatment?
12/28/22, 6:11 PM

Angelica Martinez, RN
Pacu 8pm last patient
12/28/22, 6:12 PM

Great!

Thank you everyone for another strong day.
I don't have any updates at this time about HIP 14 opening back up. But as soon as I do you'll be the first to know
12/28/22, 6:22 PM

Kokou Djegnon, RN
Ok thanks
12/28/22, 6:53 PM

Participant list: [Avatar] SJ [Avatar] [Avatar] [Avatar] [Avatar] [Avatar] [Avatar] [Avatar] [Avatar] +4

EPIC Secure Chat /Rover on hospital mobile devices

Blue messages reflect communication by Lucille Austria, DNP, MBA, RN, OCN, NE-BC, Director of Nursing, Oncology and Neurosciences.

Communication exchange includes dates and times and other participants in the exchange.

The screenshot shows a chat interface titled "Conversation with Angelica Martinez, RN". The chat history includes:

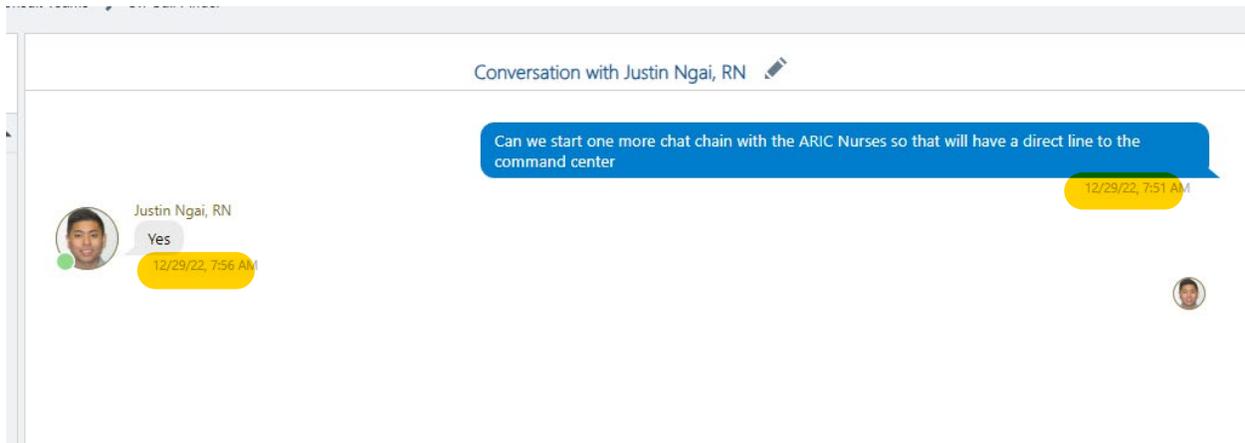
- Blue message: "Morning, I'm sending 1 volunteer to river view to help with navigation and running" (12/29/22, 7:34 AM)
- Blue message: "Whose charge RN in LL1?" (12/29/22, 7:34 AM)
- Grey message from Angelica Martinez, RN: "ning. It's Jinhee" (12/29/22, 7:36 AM)
- Grey message from Angelica Martinez, RN: "sorry. Godd morning" (12/29/22, 7:36 AM)
- Blue message: "Great I'm going to send to runners down there to LL one for specimens to be delivered" (12/29/22, 7:36 AM)
- Grey message from Angelica Martinez, RN: "YES, THANKS" (12/29/22, 7:41 AM)

A small profile picture of a woman is visible at the bottom right of the chat window.

EPIC Secure Chat /Rover on hospital mobile devices

Blue messages reflect communication by Lucille Austria, DNP, MBA, RN, OCN, NE-BC, Director of Nursing, Oncology and Neurosciences.

Communication exchange includes dates and times and other participants in the exchange.



EPIC Secure Chat /Rover on hospital mobile devices

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Communication exchange includes dates and times and other participants in the exchange.

Conversation with Justin Ngai, RN; Danielle Germinario, NP; Jennifer Marin, RN; Pasang Sherpa, RN; Dawn Constancio, RN

Dawn Constancio, RN was added by **Justin Ngai, RN.**
12/29/22, 8:05 AM

Danielle Germinario, NP
Hi! Command Center is escalating EVS. Eva Cox has emailed me separately
12/29/22, 8:06 AM

Dawn Constancio, RN
Good morning everyone!!
12/29/22, 8:27 AM

Danielle Germinario, NP
Morning! Can we have a runner up to 6HS to collect lab specimens
12/29/22, 8:44 AM

Danielle Germinario, NP
Oh Jocelyn from HIP13 is here, she is going to run our labs for us
12/29/22, 8:46 AM

Lucille Austria, DNP, MBA, RN, OCN, NE-BC
We are working on it
12/29/22, 8:23 AM

Lucille Austria, DNP, MBA, RN, OCN, NE-BC
Morning
12/29/22, 8:25 AM

Lucille Austria, DNP, MBA, RN, OCN, NE-BC
We have a request for suction? what specifically do we need? holders? canisters?
12/29/22, 8:51 AM

Danielle Germinario, NP
Hmm we are unaware of a request for suction. We shouldn't need any of those supplies
12/29/22, 8:52 AM

Danielle Germinario, NP
Does it show who placed the request? Maybe one of the nurses on the 6HS side
12/29/22, 8:53 AM

Lucille Austria, DNP, MBA, RN, OCN, NE-BC
mystery solved. I think its for another area
12/29/22, 8:54 AM

Lucille Austria, DNP, MBA, RN, OCN, NE-BC
Did you get the pillow requests?
12/29/22, 11:00 AM

Pasang Sherpa, RN
no not yet
12/29/22, 11:01 AM

Lucille Austria, DNP, MBA, RN, OCN, NE-BC
Pillows should be arriving around 12 noon
12/29/22, 11:17 AM

Lucille Austria, DNP, MBA, RN, OCN, NE-BC,
Director of Nursing, Oncology and Neurosciences

Reminders Dismiss all X

- TL7 Flood Mitigation**
12:30 PM <https://nyph.z...> 26 min ago
1 suggested pre-read

Home View Help

New event Day Work week Week Month Split view Filter Share Print

December 2022

S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

Today	<	>	December 26-30, 2022	>
26 Mon		27 Tue	28 Wed	29 Thu
Christmas Holiday (Observed) United States				Jeffrey OOO Hammond, Jeffrey
				Quarterly RN File Audits (25% of RN Sta
10 AM			https://columbiacuimc.z Brogan, Frances L.	https://columbiacuimc.z Brogan, Frances L.
11 AM		Wellness Radiation Oncology Weigh Ins CH		Quick update https://nyph.zoom.us/j/980678415
12 PM			(Canceled) Columbi SGN 411 Chapman-Semple, J	
1 PM	LOS Touch Base 8H https://nyph.zoom.us/j/99031	NYP/CU/MSCHY Command Center Flood U https://nyph.zoom.us/j/91483817217?pwd=aXNKUz Blackstock, Daryle	Pharmacy Nursing C https://nyph.zoom.us/j/9 Folcik, Craig	NYP/CU/NY Flood U https://nyph.zoom.us/j/9 Blackstock, Daryle
2 PM		USN Touch Base - Core Team https://nyph.zoom.us/j/93730176531?pwd=N2VIVz Derico, Leandra		NYP/USN - Educatio https://nyph.zoom.us/j/9 Derico, Leandra
3 PM			Nursing Informatics https://nyph.zoom.us/j/9 Campbell-Tibby, Kan	"Dolores Farewell" Reemtsma Reemtsma Conl
4 PM		Check In https://nyph.zoom.us/j/93157745003?pw Research - Emergenc https://columbiacuimc.z Brogan, Frances L.	Please read body of	FYI: Delores Retirement Party 5GN Rm411
5 PM		Check In - Infusio https://nyph.zoom.us/j/9 Algeo, Alicia	ARIC Debrief https://nyph.zoom.us/j/9217764407	HIP 14/LL1 w FW: [EXTER https://nyp.web Campb
6 PM		Flood Updates https:// Debrief https://nyph.zc		Quick touch base - Strike Notice Zoom with Willie https://nyph HIP 14 Flood Update https://n
7 PM				HIP 14 Flood update https://nyph.zoom.us/j/953
8 PM				

Add calendar

Go to my booking page

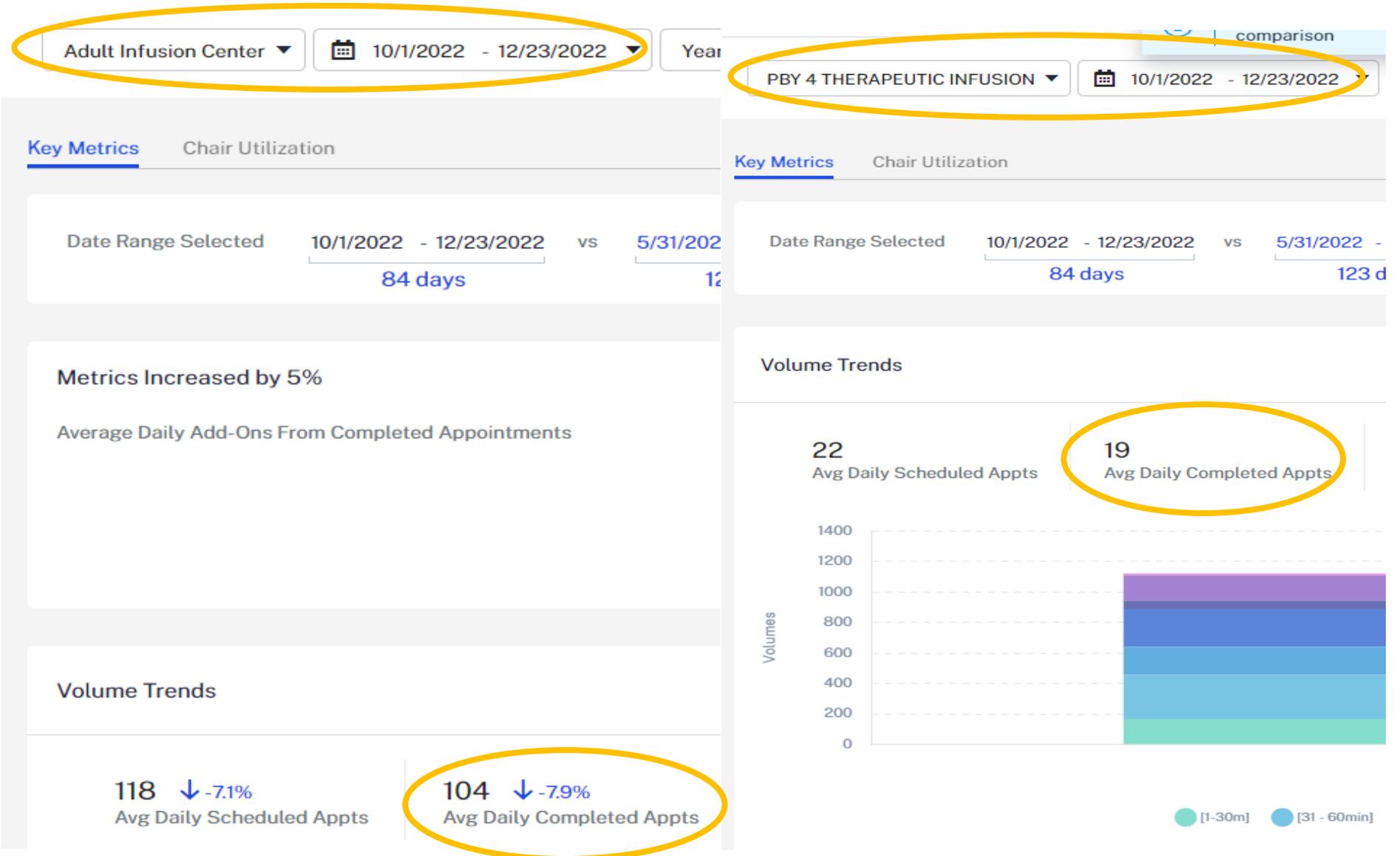
My calendars

- Calendar

Show all

Prior to Change

From 10/1/22-12/23/22, the Oncology infusion Center treated an average of 123 patients daily between its two areas: Adult Infusion and Therapeutic Infusion (104 + 19 = 123)



Following Change

From 12/25/2022-1/7/2023, the Oncology infusion Center treated an average of 117 patients daily between its two areas: Adult Infusion and Therapeutic Infusion (101 + 16 = 117)

Adult Infusion Center | 12/25/2022 - 1/7/2023 | Year

PBY 4 THERAPEUTIC INFUSION | 12/25/2022 - 1/7/2023

Key Metrics | Chair Utilization

Date Range Selected: 12/25/2022 - 1/7/2023 (14 days) vs 5/31/2022 - 9/30/2022 (123 days)

Date Range Selected: 12/25/2022 - 1/7/2023 (14 days) vs 5/31/2022 - 9/30/2022 (123 days)

Metrics Increased by 5%

- Average Daily Add-Ons From Completed Appointments
- Average Daily No-Shows And Same-Day Cancels From Scheduled Appointments
- Share Of Scheduled Appointments Are No-Shows & Same-Day Cancels
- Avg Compliance Score

Volume Trends

104 ↓ -18.0% Avg Daily Scheduled Appts	101 ↓ -11.0% Avg Daily Completed Appts	93 Tot
19 ↓ -9.6% Avg Daily Scheduled Appts	16 ↓ -15.8% Avg Daily Completed Appts	