

**Michelle M. Endresz**

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**From:** Heidi D. Chapman on behalf of Amy Tucker  
**Sent:** Wednesday, August 25, 2021 5:04 PM  
**To:** CMO BLASTS  
**Subject:** CMO Blast: Important Message Regarding Bed Closures/OR Reductions

**Importance:** High

Dear Upstate Clinical Staff,

Thank you all for your support, engagement, and feedback as we address the most critical staffing crisis in our history simultaneously with unprecedented demand in patient volumes. We are working collaboratively to try to thread the needle of providing needed care for our patients, while preserving the well-being of our staff. The landscape is changing rapidly and we will need to pivot frequently, so please stay alert for communications from us about changes to staffed beds and OR activity.

Bed closures

Beginning immediately, we will stop taking new admissions to the 4E Inpatient Rehabilitation Unit at Community Campus and to 8 of the beds on the 4B Behavioral Health Unit. These beds will close through attrition. We will re-examine patient census and staffing on a weekly basis to determine the need for closure or reopening of beds.

OR reductions

Beginning on Monday, August 30 we will limit requests for inpatient post-surgical beds across the organization to 60 beds/week (similar to the "Yellow Zone" in Policy COV P-09). We will attempt to shift as much outpatient surgical volume as possible to our Community Campus and 550 Harrison ORs. We will depend on Dr. Marx and his Tiger Team of Surgical Chairs to prioritize which/when inpatient surgical cases are scheduled. Thanks in advance to the Surgical Chairs for their engagement in the process; your expertise and feedback will be vital to getting this right. We are also grateful to the surgeons who are moving cases to Community and 550.

As noted, we will be reviewing and revising regularly. This is our chosen starting point. Hopefully, we will reopen from here. However, with COVID admissions climbing, we must also be prepared to scale back further. Many thanks to our nursing, ancillary, and physician colleagues for the work you do and for helping us get this right.

Best,

Scott Jessie  
Interim Chief Nursing Officer

Dr. Amy Tucker  
Chief Medical Officer

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