

Michelle M. Endresz

From: Heidi D. Chapman on behalf of Amy Tucker
Sent: Friday, September 24, 2021 4:27 PM
To: Amy Tucker
Subject: CMO Blast: Operational changes in response to staffing shortages

Importance: High

Team Upstate,

Thank you for your support, engagement, and feedback as we address the most critical staffing crisis in our history, occurring simultaneously with unprecedented demand in patient volumes. As we continue to navigate these challenges, we are reassessing hospital operations daily. To date we have:

- Reduced 4B Psychiatry by 8 beds
- Closed 4E Rehab at Community (15 beds)
- Closed 7U at University Hospital (10 beds)
- Closed 10G at University Hospital (13 beds)

In response to ongoing staff shortages and the anticipated impact of the vaccination mandate on our workforce, we must now further modify operations to ensure safe staffing. We will be temporarily closing additional inpatient beds, consolidating beds on some units, further reducing surgical activity, and increasing the scrutiny of transfer requests. When possible, we will also transfer patients back to their hospitals of origin when they no longer require services that the referring hospital cannot provide.

Inpatient beds modifications will be as follows:

- Reduce by 6 ICU beds on 9E and 9F at University Hospital
- Reduce by 4 ICU beds in the Community ICU
- Close the 6 EMU beds at Community
- Close the 27 3W beds at Community
- Increase by 4 beds on 4W at Community
- Increase by 6 beds on 6O at Community

Surgical cases will be reduced by:

- Limiting surgical cases to those that are emergent, urgent, and most time-sensitive. Case requests will continue to be reviewed by the Surgical Chairs and Dr. Marx for prioritization
- Temporary closure of 550 Harrison
- Reduction of active ORs to 6 at University Hospital and 4 at Community

We anticipate that the recent approval of increases in overtime pay for PEF and CSEA employees and the authorization to offer more competitive traveler rates will have a positive impact on our workforce in the near future.

In the interim, to minimize deleterious impact of the vaccination mandate on our team and our ability to provide patient services, please encourage those who are vaccinated and have not done so, to share their vaccination status with Employee Student Health at ESHealth@upstate.edu. And encourage those who are willing, but have not done so, to get vaccinated.

We hope that our operational changes are short-lived and appreciate your engagement and patience as we fine tune our responses to the challenges at hand. Leadership welcomes your suggestions and feedback.

We cannot thank you enough for your many efforts on all fronts to help us keep meeting the needs of our region during these difficult times.

With great appreciation,

Scott Jessie
Chief Nursing Officer

Amy Tucker
Chief Medical Officer

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