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Welcome to Business Breathers

Crisis Leadership

Lynn Guerriero
President & CEO, Niagara Health

Taking businesses, careers and ideas to the next level

Leading in a Healthcare Crisis: Hospital Leadership during the COVID-19 Pandemic

Lynn Guerriero, President and CEO



October 13, 2021

niagarahealth

Extraordinary Caring. Every Person. Every Time.



Compassion in Action



Driven by Optimism



Achieving Ambitious Results

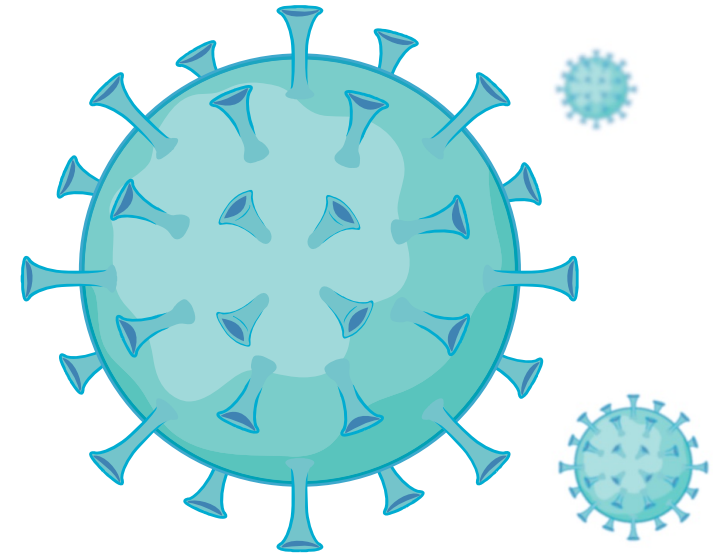
EXTRAORDINARY



Objectives

Today's discussion:

- The situation – joining Niagara Health just prior to the COVID-19 pandemic being declared
- How the pandemic influenced my approach to leadership
- Key considerations and character traits necessary for successful leadership





About Niagara Health



More than 7,300

staff, physicians and volunteers



Annual operating budget of

\$610 million



Fourth busiest

Emergency Department in Ontario



Five sites and a growing number of

**community-based
and virtual services**

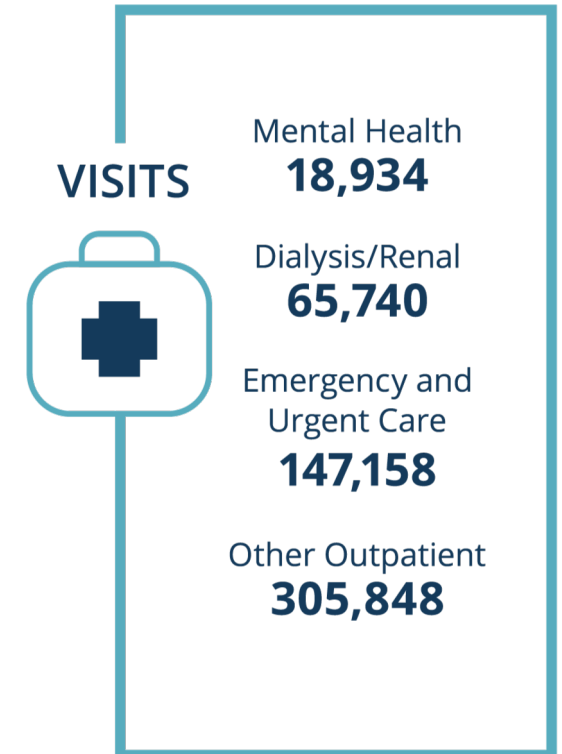
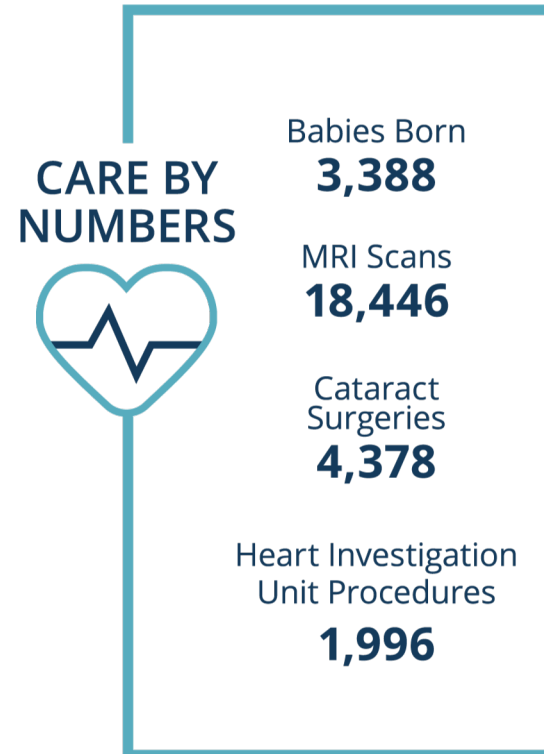
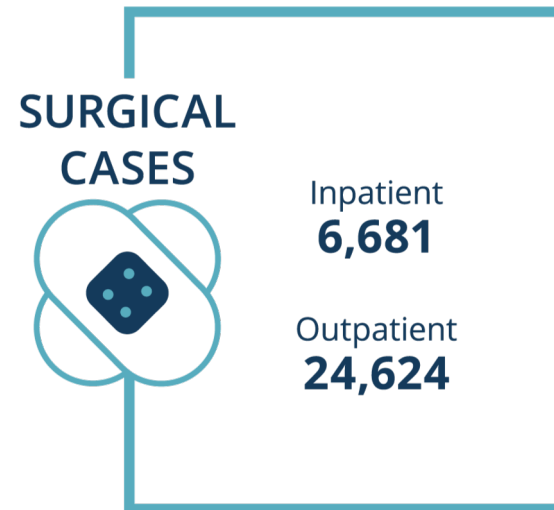
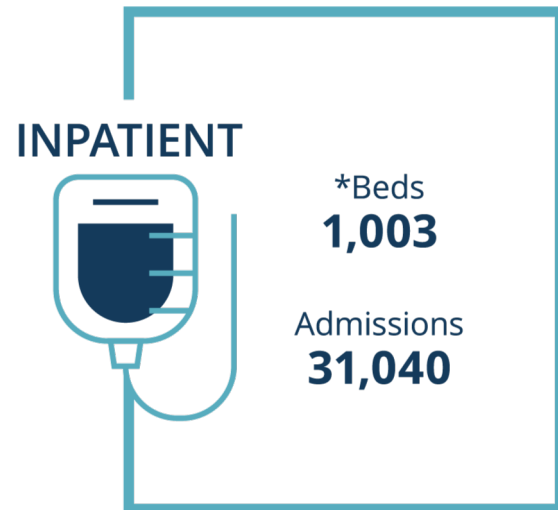


Community-based

academic centre

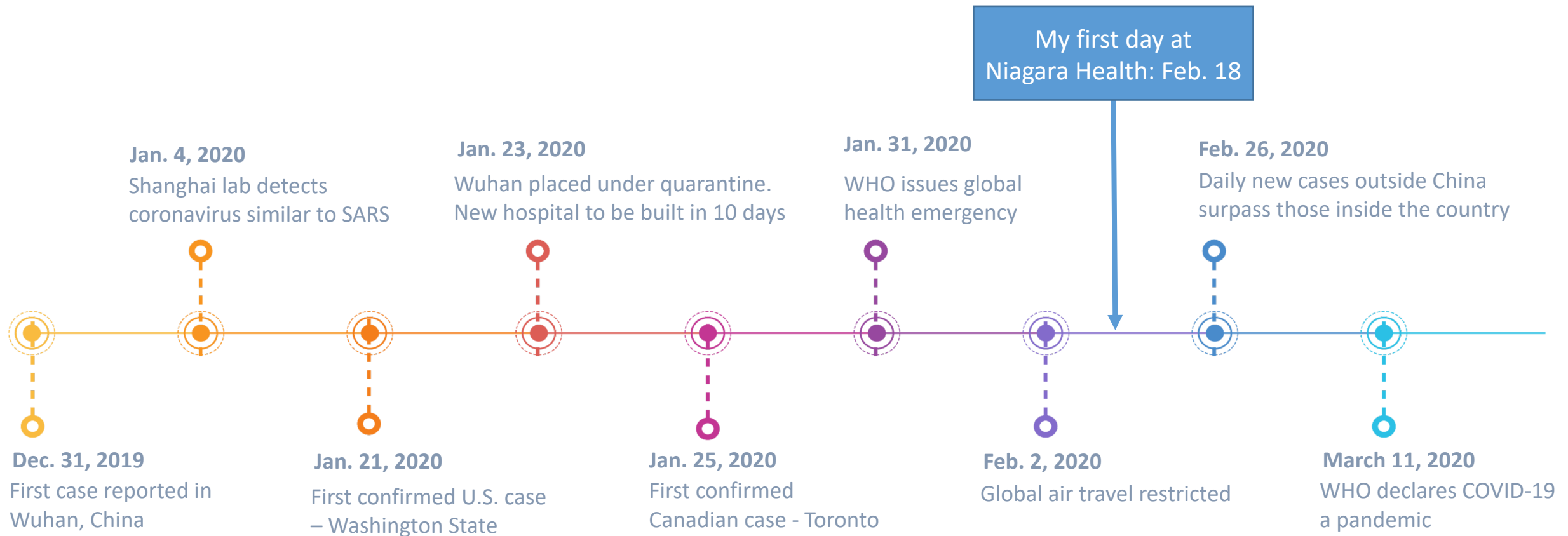


Key Facts – 2020-2021





The Beginning of the Pandemic – Global View





The Beginning of the Pandemic – Global Map



Coronavirus COVID-19 Global Cases by Johns Hopkins CSSE



Total Confirmed

43,141

Confirmed Cases by
Country/Region

42,670 Mainland China

135 Others

49 Hong Kong

45 Singapore

32 Thailand

28 South Korea

26 Japan

18 Malaysia

18 Taiwan

Country/Region

Last Updated at (M/D/YYYY)

2/11/2020 10:23:04 a.m.



Esri, FAO, NOAA

Total Deaths

1,018

974 deaths
Hubei Mainland China

1 deaths
Guangdong Mainland China

7 deaths
Henan Mainland China

1 deaths
Hunan Mainland China

4 deaths
Anhui Mainland China

Total Recovered

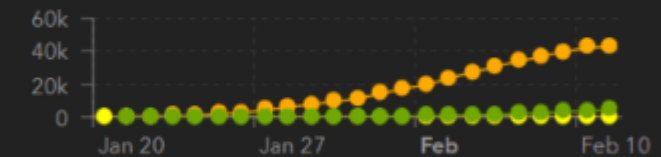
4,340

2,310 recovered
Hubei Mainland China

270 recovered
Zhejiang Mainland China

247 recovered
Hunan Mainland China

218 recovered
Henan Mainland China



Mainland China
Confirmed

Other Locations
Confirmed

Actual

Logarithmic

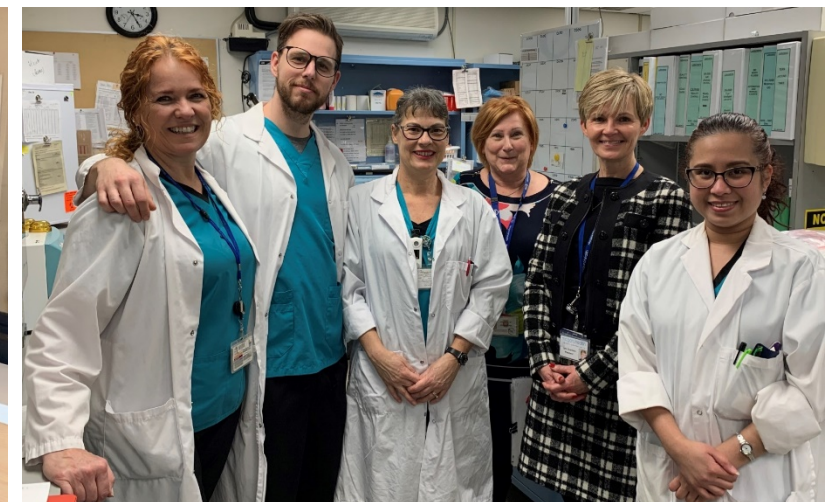
Visualization: JHU CSSE. Automation Support: Esri Living Atlas team.

Data sources: WHO, CDC, ECDC, NHC and DXY. Read more in this [blog](#). [Contact US](#).

GitHub: [Here](#). Google Sheet: [Here](#). Time series table: [Here](#). Feature layer: [Here](#).



Context – Weeks 1 & 2



Week 3: March 11, 2020



World Health
Organization

WORLD
ECONOMIC
FORUM



COVID-19 DECLARED A PANDEMIC



The Beginning of the Pandemic – Niagara View





Health and Safety Protocols

We were working on the front lines
with a highly contagious virus that we
learned more about each day



**Health and safety protocols became
the backbone of everything we did**

**Importance of compliance with safety
measures** necessary to maintain a safe work
and patient care environment



Personal protective equipment
Handwashing, masking and physical
distancing



Minimize the spread of infection and
manage outbreaks in the hospital

Healthcare professionals **being reassigned**,
working from home



Building Trust

Transparency,
authenticity and
vulnerability as a
leader to build trust,
demonstrate support
and inspire
confidence

104% of overall
ICU capacity

164% of Level 3
ICU capacity
(Highest level of ICU care)

125% of ICU-vented
bed capacity

We are also caring for patients on high-flow oxygen, typically managed in critical care beds, in our COVID-19 units.

*All numbers as of Tuesday, April 20, 2021 based on St. Catharines Site, which is our dedicated COVID-19 Site.

**STAY HOME
SAVE LIVES**

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Building Relationships



**Fostering mutually beneficial relationships
to manage the demands of the pandemic**



Communication is Critical

Two-way clear, candid and constant communication with the team to build trust, establish a common purpose and ensure alignment of the crisis response





Components of a Strong Leadership Response

- Listen and seek advice but be ready for rapid decision-making
- Inspire trust and confidence, then live up to it
- Trust your people without hesitation
- Take decisive action amid uncertainty
- Demonstrate resilience and adaptability to constant change
- Communicate with honesty and transparency
- Your verbal and non-verbal language is speaking volumes, your team is listening and watching



Thank you

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Thank you for joining us.

Join us on November 10 for “Identifying the best light for and revealing your new product through it” with Dr. Thongpapanl and Dr. Hultman from Goodman School of Business

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