

Lessons Learned in Healthcare Operations during a Pandemic

ASPR TRACIE Speaker Series

April 2025

This ASPR TRACIE speaker series highlights lessons learned by healthcare and public health, emergency medical services, ancillary services, and emergency management during the COVID-19 pandemic.

[Community Pharmacists' Role in COVID-19](#)

Dr. Alfred L'Altrelli, PharmD, Administrative Director of Pharmacy, UPMC Presbyterian discusses how the role of pharmacists has evolved in general—beyond product dispensing to patient-centered care—and how this has manifested during the COVID-19 pandemic.

[Creating a COVID-19 Specialty Hospital](#)

Erica Kuhlmann, DO, COVID ICU Medical Director, M Health Fairview (MN) shares how her facility made history when it became one of the nation's first, and only, hospitals dedicated solely to treating people with severe, confirmed cases of COVID-19. [Access the related article](#) for more information.

[Denver Health Virtual Hospital at Home](#)

Patrick Ryan, MD, MPH, **Rebecca Hanratty**, MD, and **Connie Price**, MD (Denver Health and University of Colorado School of Medicine) discuss the goals, workflows, outcomes, and lessons learned from implementing a novel “Virtual Hospital at Home” model to treat COVID-19 patients. [Access the related article](#) for more information.

[Excess Mortality and COVID-19 Surges-Defining the Problem and Solutions](#)

Dr. Sameer S. Kadri (Head, Clinical Epidemiology Section, Tenure Track Investigator, Critical Care Medicine Dept., NIH Clinical Center) and **Dr. John Hick** (Hennepin Healthcare) discuss the role patient surge plays in mortality, share a surge index formula, and explain how Medical Operations Coordinating Cells can help with patient loading.

[Infection Prevention and Control \(IPC\) and Environmental Health and Safety for COVID-19 Isolation and Quarantine Hotels](#)

Janet Wang, MPA (in progress), Director of Regulatory Affairs; **Priya Dhagat**, MS, MLS(ASCP), CIC, Associate Director, System-wide Special Pathogens Program; and **Syra Madad**, D.H.Sc, MCP, Senior Director, System-wide Special Pathogens Program (all from NYC Health + Hospitals; Dr. Madad is also a Fellow, Belfer Center for Science and International Affairs, Harvard Kennedy School at Harvard University) highlight how they prepared for, selected, and maintained operations and safety at a hotel set aside to treat clients in COVID-19 quarantine and isolation.

[Kentucky State Penitentiary COVID-19 Strike Team Response](#)

Jim Duke, Paramedic/RN, Owner/Operator, Com-Care EMS, and WKYHCC Chair and **BJ Newbury**, MS, CHES, WKYHCC Coordinator share how the West Kentucky (KY) Healthcare

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Coalition, KY Department of Corrections, KY State Penitentiary, and local emergency medical services collaborated to identify and treat COVID-19 positive inmates.

[Lessons Learned from a COVID-19-Designated Hospital](#)

Dr. Bonnie Arquilla, Dr. Pia Daniel, and Patricia Roblin, Emergency Preparedness Leadership Team from SUNY Downstate Health Sciences University, and University Hospital of Brooklyn share the operational adjustment made when the University Hospital of Brooklyn (the primary teaching hospital for the State University of New York Downstate Health Sciences University) became the only COVID-19 designated hospital in Brooklyn.

[Managing the Nation's Blood Supply During the COVID-19 Pandemic](#)

David Green (President & Chief Executive Officer, Vitalant, and President, AABB), **Leo DeBiandi** (Vice President, Analytics, Production and Inventory Planning, American Red Cross, and Vice Chair, AABB Interorganizational Task Force on Domestic Disasters and Acts of Terrorism), **Brian Gannon** (President & Chief Executive Officer, Gulf Coast Regional Blood Center, and Chair, AABB Interorganizational Task Force on Domestic Disasters and Acts of Terrorism), and **Dr. Claudia Cohn** (Chief Medical Officer, AABB Professor of Laboratory Medicine and Pathology, and Director, Blood Bank Laboratory, Associate Director, Clinical Laboratories, University of Minnesota) discussed the role of blood centers during disasters in general and specifically the COVID-19 pandemic.

[Poison Center Roles during the Pandemic](#)

Julie Weber, RPh, CSPI, President, American Association of Poison Control Centers, and Director of the Missouri Poison Center in SSM Health Cardinal Glennon Children's Hospital highlighted the role of poison centers in public health and response, how staff are integrated into disaster response, and data related to calls received during the COVID-19 pandemic.

[The Impact of the Pandemic on Oral Health](#)

Timothy Ricks, DMD, MPH, FICD, FACD, FPFA (USPHS Chief Dental Officer); **Folasayo Adunola**, DDS, MPH (Dental Officer, Health Resources & Services Administration); **Ray Cohlmi**, DDS (Executive Director, American Dental Association); and **Ann Lynch**, Director of Advocacy, American Dental Hygienists' Association discuss the effect of the COVID-19 pandemic on oral health in general and oral healthcare providers in this brief recording.

[The Role of the Kentucky National Guard in the COVID-19 Response](#)

Lieutenant Colonel Curtis Persinger, Director of Military Support, describes how The National Guard was activated to provide non-clinical medical support throughout the State of Kentucky.

[Access the related article](#) for more information.

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[The Role of the Physical Therapist in Pandemic Response](#)

Lindsay Harmon-Matthews, PT, DPT, MPH, **J.J. Kuczynski**, PT, DPT, OCS, **Anthony Ganim**, PT, MPT, MBA, and **Michael Martin**, PT, MPT (The Ohio State University Wexner Medical Center and other affiliations) discuss providing physical therapy to COVID-19 patients during and after hospitalization. [Access the related article](#) for more information.

[The Role of Respiratory Therapists during COVID-19](#)

Douglas S. Laher, MBA, CAE, RRT, FAARC, Chief Operating Officer American Association for Respiratory Care, provided an overview of the AARC and their role during the pandemic. **J. Brady Scott**, PhD, RRT, RRT-ACCS, AE-C, FAARC, FCCP, Director of Clinical Education, Associate Professor, Department of Cardiopulmonary Sciences, Division of Respiratory Care, College of Health Sciences, and **David L. Vines**, PhD, MHS, RRT, FAARC, FCCP, Chairperson, Academic Program Director, Associate Professor, Department of Cardiopulmonary Sciences, Division of Respiratory Care, College of Health Sciences (both of Rush University) highlighted the critical role played by respiratory therapists during the pandemic and discussed the rapid training they developed on prone positioning for acute respiratory distress syndrome. [Access the related article](#) for more information.

[The Work-Life Pandemic Puzzle: Putting the Pieces Back Together, but Better](#)

Dr. Lois Lee (Senior Associate in Pediatrics), **Dr. Rebekah Mannix** (Senior Associate in Pediatrics), and **Dr. Kelsey Miller** (Attending Physician) (all from the Division of Emergency Medicine at Boston Children’s Hospital) shared how the COVID-19 pandemic has altered the emotional and professional landscapes for healthcare professionals—particularly women in healthcare.

[Using Electronic Health Records to Track Patients at an Alternate Care Site](#)

Diane Constantine, MSN, RN-BC, Director of Clinical Informatics, University of Maryland Medical System and **Tiffany Kuebler**, PA-C, MMS, Co-Medical Director of Clinical Informatics, University of Maryland Medical Center discuss how multiple stakeholders collaborated to create a surge facility at the Baltimore (MD) Convention Center.

[The Pandemic’s Impact on Radiology Practices](#)

William T. Thorwarth, Jr., MD, FACR (Chief Executive Officer, American College of Radiology) and **Dana H. Smetherman**, MD, MPH, MBA, FACR (Chair, Department of Radiology, and Associate Medical Director, Ochsner Medical Center-New Orleans) discuss the impact of the COVID-19 pandemic on hospital radiology practices.