



MONTAGE
Health

INSIDE THE PANDEMIC

ON THE COVER:

Nurse Maria Koscar follows a precise ritual as she starts and ends her rounds in the triage tent, the front line of care for people who may be infected with coronavirus. A carefully scripted process guides how she puts on a gown, gloves, mask, and protective eyewear, and, perhaps more importantly, how she takes it off.

“

At the beginning, people were more anxious — they needed more support. I had a couple of people who were crying with me, particularly when nobody else was in the tent; it was more private. They were anxious and afraid.

”

— Maria Koscar, RN, who spent many days in the triage tent, the first stop for people who might be COVID-19-positive

[APRIL | 2020]

An unprecedented public health crisis.

A journey of determination and human compassion.

A commitment to do what it takes.

Normally at this time of year, you would receive a Montage Health annual report from me.

But this is not a normal year.

With lives turned upside down by the COVID-19 pandemic, 2019 seems like a million years ago. Rather than report on last year, we want to share with you what it's been like at Montage Health in the last months, navigating a shifting daily landscape, sometimes exhausted, at other times exhilarated, and always focused on serving our patients and our community with expertise, confidence, and compassion.

In the first months of 2020, as the coronavirus tide moved toward the U.S. and California, we began preparing for its inevitable arrival in Monterey County. We went into our formal "incident command" mode on March 3, and in the days that followed, erected a triage tent, began building up our stock of protective gear, ratcheted up some services, and scaled back others. We

wanted to be able to both care for the community and to calm its fears.

As you read this report, I hope you'll get a sense of why I'm so proud of all the women and men I have the privilege of working with. When faced with uncharted territory, they've relied on their individual capabilities and drawn from each other, as well as experts from around the world. They've worked as a team, taking on challenges we've never faced before.

That pride is tempered by loss — a loss of normalcy, of economic security for too many, of connection to one another, and hardest of all, loss of life. As a healthcare system, we have been fortunate, if you can use that word, to have experienced relatively few COVID-19

cases, so far. Yet the impact has still been deep — emotionally and financially; many of our employees experienced significant loss of income as their hours were cut when services were canceled to make way for a potential surge. As I write this, we are returning to our new normal, but what is "normal" will undoubtedly change again.

This report captures just one moment in time, in one place. Whatever comes next, we are committed to working through it, learning from it, and, with your continued support, coming out stronger for all of you.



Steven Packer, MD
President and CEO



People were asked to shelter in place, to stay at home, and they did, emptying the streets and highways, the malls and restaurants, and the halls and patient rooms at Community Hospital.

[MARCH 25 2020]



Ryan Croft, supervisor in respiratory therapy, with his tools of the trade — ventilator and a black bag of protective gear.

“

It's important to be safe but unhealthy to obsess. If you start thinking in terms of how many people touched that cereal box at the grocery store before you did, I think you can work yourself into a frenzy. There's only so much you can do, and I feel like I'm doing as much as I can reasonably do. Beyond that, I try not to let it worry me.

”

— Croft, 32, and father to 5-year-old twins

[APRIL 17 2020]



“

When I take care of a patient with coronavirus, I have to take a pause and make sure I'm not rushing and that I have mine and my patient's health in mind. I have a family and a daughter, and I have to be as sensible as I can.

”

— Casey Grover, MD, Emergency department medical director,
husband of an Emergency department doctor,
and father of Kai, 10

[APRIL 13 2020]



The triage tent check-in desk was quickly erected with MacGyver-style ingenuity, a shower curtain from Target separating staff from patients.

“

We are ER people. We use duct tape and all sorts of stuff to make things happen.

”

— Susan Burnell, RN, director, Emergency department

[APRIL 13 2020]

From Emergency department doctor Stephanie Gardner's Instagram:

“

My makeshift work station. I'm excited to trial video telemedicine into our CHOMP ER disaster tent from home! ... If it works, I will still physically work my shifts in the ER, but will also be available to see patients on my off hours from home to help. I'm happy to work in a hospital that's open to new ideas and supports physicians to trial cutting-edge technology. Also I like wearing flip flops while working.

”

[MARCH 26 2020]



Getting it right in training keeps everyone
safe during the real thing.

[APRIL 13 2020]





The faces of our Emergency department staff —
our front line of defense.

[APRIL 2020]

Dr. Martha Blum embraces family time with her children, Ellie and Miles (and rescue dog Kodachrome), in between long stretches of intense work — a stint of 33 straight 12- to 13-hour days — as medical director of infection prevention, the point person for much of the COVID-19 battle plan.

[APRIL 25 2020]





“

People don't really know what supply chain is until they reach for something, and it's not there.

”

— Barney Morgan, warehouse supervisor, 21 years,
now in charge of the mountain of pandemic supplies

[APRIL 24 2020]

“

I'm going to do the best I can do. I could be the one using this room tonight.

”

— Maria Barajas, as she scrubs the walls, the door, everything
in a room where a COVID-19 patient was cared for

[APRIL 21 2020]



With visitor restrictions, chaplains were called upon more than ever for comfort, for company, and even to help set up video calls that connect patients with their loved ones in the outside world.

[APRIL 21 2020]



Montage Wellness Center, shuttered and still during the state-ordered shelter in place.

[MARCH 18 2020]



Information has been one of the best medicines; infection prevention coordinator Heather Bowers shares masking practices with KSBW's Erin Clark.

[APRIL 24 2020]



As harvests ramped up in the Salinas Valley, growers reached out for help to talk to farmworkers about COVID-19. Nurses from Community Hospital and the county's three other hospitals headed to the fields, to share information about the dangers of the virus and how to reduce its spread.

[MAY 14 2020]

The world learned a new acronym — PPE — personal protective equipment — the gear that stands between us and the virus.

[APRIL 21 2020]



Wendy McCraner stepped away from her nursing role at Community Hospital and into her second job, with the Navy Reserves, flying to Guam for a 9-month commitment to help with the hundreds of sailors on the USS Roosevelt infected with COVID-19.

“

I'm not nervous for my own health. I'm more worried about not being home with my friends and family, and if anything happened to them while I was so far away.

”

[APRIL 22 2020]





Generous gifts from hundreds of community members like the Baszuckis have provided more than \$2 million to date to support the health, safety, and resilience of our patients and healthcare workers, including free COVID-19 testing for 500 frontline staff to keep our hospital as safe as possible.



“

With this gift, we are letting the entire medical team know that we support you and appreciate your hard work. You are fighting and risking your health every day to treat patients and save lives. We hope to show you that we are in this with you.

”

— Paul and Helen Baszucki, whose \$500,000 gift to Montage Health Foundation started a fund to raise money for COVID-related critical needs

[APRIL 14 2020]

“

I could never have imagined teetering between life and death, and that I would end up on a life-support ventilator for 8 days. The good Lord above is giving me a second chance at this life.

”

—Andy Weis, a Monterey jazz drummer, going home after his 25-day fight for survival

[APRIL 27 2020]



A community comes together

From generous donations to Montage Health Foundation that support critical needs to sewing masks to donating food to posting signs of appreciation, your warmth and resolve inspire us every day. We are profoundly grateful to be part of such a strong, compassionate community. **Support our continued effort at montagehealthfoundation.org**



The pandemic unfolds

DECEMBER

31 First confirmed COVID-19 case in Wuhan, China

JANUARY

21 First confirmed COVID-19 case in the U.S.
First COVID-19 test sent from Community Hospital to CDC

26 First confirmed COVID-19 case in California

30 World Health Organization declares global emergency

FEBRUARY

6 First confirmed COVID-19 death in U.S.

MARCH

2 Monterey County activates Emergency Operations Center

3 Montage Health activates Hospital Incident Command System

4 California declares a state of emergency

9 Montage Health launches free online doctor visits for those with respiratory symptoms

11 Community Hospital opens emergency triage tent

16 Elective surgeries and procedures suspended at Community Hospital
Montage Medical Group rolls out video visits

APRIL

6 MoGo Urgent Care, Marina, opens

11 First in-house COVID-19 testing available at Community Hospital

17 First two confirmed COVID-19 cases in Monterey County
Monterey County issues shelter-in-place order

20 First death in Monterey County due to complications from COVID-19

21 First COVID-19 positive case at Community Hospital

27 MoGo Urgent Care, Monterey, opens

30 First death at Community Hospital related to COVID-19
Garden West unit at Community Hospital designated a COVID-19 unit

MAY

6 California launches first two free COVID-19 community testing sites for persons with or without symptoms in Monterey County

9 + 13 Lightning Formation Airshow Group and the California Air National Guard salute healthcare workers and first responders with hospital flyovers

18 Many Community Hospital services and elective surgeries that were scaled back due to COVID-19 resume, following strict CDC protocols

19 First Monterey Peninsula drive-through COVID-19 testing site opens at Monterey Peninsula College

21 Montage Health deactivates Hospital Incident Command System after 80 days

30 Monterey County gets approval from the state to start opening some non-essential businesses



The companies of Montage Health: Confronting a crisis with teamwork

Of all the moving parts that make up Montage Health, Community Hospital of the Monterey Peninsula has taken the lead in facing a constantly changing pandemic with fierce determination, compassionately caring for our community. The other entities of Montage Health have shown inspiring leadership as well, reaching out to their patients and customers in new and invaluable ways as part of our overall COVID-19 response.



You can't assemble a crack team in a crisis. They have to be there already — prepared, knowledgeable, and ready to rise to the occasion with selfless heroism — knowing the leadership and infrastructure will be there to support them. That's what I've seen from top to bottom at Montage Health.



— Kathleen Bang, Chair, Montage Health Board of Trustees



At the center of Montage Health's pandemic response is our hospital.

The amount of rapid change that has taken place is extraordinary. Inpatient units closed, non-essential surgeries and procedures rescheduled, visitors restricted, personal protective equipment guidelines revised and reinforced, infection control measures tracked in minute detail, patient protocols revised, critical-care supplies augmented, respiratory triage tent constructed. In the face of a worldwide public health crisis, Community Hospital has limited the risk of exposure, reduced the spread of coronavirus, and unified staff in a shared mission of caring for our community, our friends, our family.

BOARD OF TRUSTEES

Kathleen Bang, Chair
Diana Busman
Randy Charles
Matthew Fritsch, MD
Gene Hill
Stan McKee, Vice Chair

John O'Brien
Frederick O'Such
Steven Packer, MD
Montage Health President/CEO
Carrie Panetta
Leslie Snorf

Bill Warner, Secretary
Patrick Welton, MD
Sharon Wesley, MD
Phil Wilhelm
William Young



With nearly 60 physicians and other clinicians, Montage Medical Group has provided timely access to care, online and in-person, making a **difference in slowing the COVID-19 spread**, both in its clinics and at the hospital.

In early March, doctors began practicing COVID-specific protocols with patients and offering eVisits, including a free online coronavirus screening tool. Video visits were quickly put into place, allowing patients to “see” their doctors from the comfort and safety of home. By April, doctors were seeing more than 200 patients a day in these virtual visits.

BOARD OF DIRECTORS

Lancelot Alexander, MD
Mark Carvalho, MD, CEO
Randall Charles, Vice Chair
Jack Jewett

Guru Khalsa, MD
Stan McKee, Chair
Wayne Moon
Steven Packer, MD
Montage Health President/CEO

David Straface, MD
Laura Zehm,
Montage Health Senior Vice President/CAO



In the middle of the COVID-19 crisis, MoGo Urgent Care opened its doors, providing a critical new link in the healthcare continuum. For those without a doctor, or those who couldn't get in to see a doctor, MoGo has become an option for those with non-life-threatening conditions. With walk-in visits and reservations online, plus visit-related lab work, X-rays, and medications onsite, it's smarter, faster urgent care from a trusted source, with locations in Monterey and Marina. A Carmel MoGo will open late this year.

BOARD OF DIRECTORS

Matt Morgan, CFO, Secretary

Steven Packer, MD
Montage Health President/CEO, Chair

Cynthia Peck, President/CEO, Vice Chair



Montage Health thrives in a community that is incredibly generous with its time and resources. When this pandemic began, community members stepped up and asked, “How can we help?” That sentiment prompted a fundraising drive to raise funds for critical resources to keep our community healthy during this crisis. To date, hundreds of generous members of our community have raised over \$2 million to support this cause, and continue to support the foundation’s other important work. We couldn’t do what we do without compassionate community members like you.

BOARD OF TRUSTEES

Theodore Balestreri, II	Craig Geiler, MD	Sharon Meresman, Secretary	Joanne Storkan
Kathleen Bang	Rebecca Heiser	Matt Morgan, Treasurer/CFO	Clark Struve
David Benjamin	Daniel Hightower, MD	Mike Murphy	Bill Tyler
Diana Busman	Bob Kavner	Steven Packer, MD, Montage Health President/CEO	Margi Wiest
Randall Charles, Chair	Lynn Knoop	Stephen Schulte	Bill Young
Bill Doolittle	Clay Larson	Stephanie Skinner	
Ryan Edwards	John Mahoney	Leslie Snorf, Vice Chair	
Nicholas Fantl	Kevin Mahoney		



Backed by Community Hospital of the Monterey Peninsula and Salinas Valley Memorial Healthcare System, **Aspire Health Plan improves access to and coordination of care, while ensuring its Medicare Advantage and commercial health plan members receive the best value through comprehensive health coverage.** Aspire has played an important role in communicating with its members — many of whom are in the high-risk categories for COVID-19 — about personal safety measures and telehealth, a 24-hour virtual service available at no extra cost, which provides diagnosis and treatment plans while adhering to social distancing.

BOARD OF DIRECTORS

David Awerbuck, MD	John O’Brien, Chair	Allen Radner, MD, SVMHS CMO
Pete Delgado, SVMHS President/CEO	Peter Oppenheim, MD	Harry Wardwell
Gene Hill	Steven Packer, MD	Laura Zehm, AHP President/CEO
Scott Kelly, VP/COO	Montage Health President/CEO	
Michael McGlue, MD	Tony Pruthi, MD	



We all know there can be barriers to good health — some emotional, some financial, some clinical. Community Health Innovations (CHI) breaks those down by bringing people together with the help they need, whether that’s education, community resources, screenings, or expertise from myriad health professionals. By promoting wellness and improving care, CHI also helps lower healthcare costs for everyone. As we face an unprecedented economic downturn, healthcare will suffer huge financial losses, and finding the way to creatively provide vital care in an efficient way will be one of the most important measures of success for all of us.

BOARD OF MANAGERS

Michelle Averill	Al Nicora	Orlando Rodriguez, MD
Sharon Crino	Steven Packer, MD	Bill Warner, Chair
Pete Delgado, SVMHS President/CEO	Montage Health President/CEO	Laura Zehm,
Elizabeth Lorenzi, VP/COO	Allen Radner, MD, SVMHS CMO	Montage Health Senior Vice President/CAO



I’m not a frequent visitor but in 40 years on the Peninsula I have seen those smiling, good humored caretakers at CHOMP Emergency every couple years or so. This time it was different. We have a pandemic hitting our nation and everyone in our town seems to be bracing for the full brunt to arrive. I was more concerned than usual when my doctor sent me to emergency...

...CHOMP seemed as prepared as you can be for a pandemic. Entrances have been temporarily changed, room positions and functions rearranged, partitioned spaces have been walled off with plastic sheets. The personnel are all wearing masks and protective gloves. The entire hospital seems futuristic and a little eerie.

Many things have changed — but one thing has not. The people at our hospital who risk it all, and come in day after day to face possible personal and family disaster have not changed. They smile and they make you feel better and they efficiently tend to your needs. To tell them they are angels is embarrassing to them. They all have only one comment, “It’s my job.”



— Burt Harris, Pebble Beach
An excerpt of a letter to the editor, *Monterey Herald*

[MAY 2 2020]

chomp.org/coronavirus



P.O. Box HH, Monterey, CA 93942 | (831) 624-5311 | montagehealth.org