

Team Composition Recommendation Tool (TCRT)

Introduction

The Team Composition Recommendation Tool (TCRT) identifies key stakeholders to engage when repurposing non-clinical internal space, creating an external alternate care site, or repurposing existing internal clinical space to meet surge demand, while supporting infection prevention and control. The TCRT below lists all the necessary roles for each operational need. The size of your facility's team may be adjusted based on available staffing. It is recommended that you review the description of each role as some individuals may fulfill multiple roles in this process.

Use the TCRT to build your team based on the anticipated plan:

- 1) repurposing non-clinical internal space,
- 2) creating an external alternate care site, or
- 3) repurposing existing internal clinical spaces.

This tool is Step 2 in a 5-step process and users are encouraged to use Step 1 - Health Care Leader Pre-assessment Tool to determine the most appropriate TCRT for their anticipated repurposing, enhancing space needs.

Repurposing Internal Space in the Facility

Assumption: Consider use of, or alignment with, roles and positions in the Hospital Incident Command System (HICS).

Acronyms:	AHJ Authority Having Jurisdiction	HICS Hospital Incident Command System
	ED Emergency Department	IT Information Technology
	EMR Electronic Medical Record	OR Operating Room

Role	Rationale
Executive Lead(s)	<ul style="list-style-type: none"> Approves proposed requests and allocates resources Approves revised operational workflows and regulatory requests required for emergency alterations to existing spaces
Design and Construction Lead	<ul style="list-style-type: none"> Provides floorplans and as-builts for existing spaces Recommends options for alterations to existing spaces based on described requests Manages communications and approvals with AHJ
Facilities Management Lead	<ul style="list-style-type: none"> Understands current building operations Assesses potential impacts of proposed alterations that may affect existing conditions Proposes and evaluates options to minimize disruption to existing physical plant operations and optimize success of altered spaces
Safety Officer	<ul style="list-style-type: none"> Ensures fire protection components are maintained
Clinical Lead(s) for affected area(s)	<ul style="list-style-type: none"> Describes physical challenges for clinical care in repurposed space Proposes and evaluates options for alterations based on patient care needs and adaptability of repurposed space for clinical use
Clinical Lead(s) for primary support departments (e.g., respiratory therapy, pharmacy, clinical laboratory, radiology)	<ul style="list-style-type: none"> Describes alteration challenges for service provided in repurposed space Proposes and evaluates options for alterations to existing space based on service care provided and adaptability of repurposed space for clinical use
Infection Prevention Lead(s)	<ul style="list-style-type: none"> Evaluates existing space for deficiencies that may impede correct and consistent application of standard and transmission-based precautions, infection prevention interventions, and increased infection transmission risks for patients, visitors, and facility staff Proposes and evaluates options for physical alterations to support best infection prevention practices Evaluates proposed changes in medical equipment and supplies from an infection prevention perspective Participates in an infection control risk assessment for space modifications and renovations

Repurposing Internal Space in the Facility

Role	Rationale
Biomedical Engineering Lead	<ul style="list-style-type: none"> Ensures new/additional medical equipment added to existing inventory is documented and maintained
Supply Chain Lead	<ul style="list-style-type: none"> Gathers requests of new and/or additional supplies or services needed for expanded or changing services and secures to provide as able Provides information on supply chain impacts to inform decision-making
Patient Flow/Bed Placement Lead	<ul style="list-style-type: none"> Provides information on patient census and flow, ED diversion times, and OR/procedural impacts to inform decision-making
Emergency Management Lead	<ul style="list-style-type: none"> Provides data on disease case counts, hospitalizations, and other metrics to anticipate demand for services in surrounding community to inform decision-making
Internal/External Communications Lead(s)	<ul style="list-style-type: none"> Coordinates internal and external communications about alterations to the existing space
IT Lead(s)	<ul style="list-style-type: none"> Evaluates and proposes solutions for requested functionality based on IT capability Implements EMR reconfigurations, hardware requirements, and connectivity requirements
Security Lead	<ul style="list-style-type: none"> Assesses safety and security impacts based on proposed alterations Recommends solutions to optimize area security
Risk/Regulatory Affairs Lead	<ul style="list-style-type: none"> Coordinates with regulatory agencies for waivers and variances
Patient Experience and Equity Lead	<ul style="list-style-type: none"> Provides input to proposed alterations to optimize patient experience (e.g., privacy optimization, noise reduction, facilitation of communication)
Quality and Safety Lead	<ul style="list-style-type: none"> Manages an array of collaborative activities designed to improve the quality and safety of care when repurposing space
Finance Lead	<ul style="list-style-type: none"> Provides mechanism for tracking expenses to facilitate projected expense and budget constraints
Revenue Operations Lead	<ul style="list-style-type: none"> Works with EMR configuration to ensure charges are captured with new space alteration

Repurposing External Alternate Care Site

Assumption: Consider use of, or alignment with, roles and positions in the Hospital Incident Command System (HICS).

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Role	Rationale
Executive Lead(s)	<ul style="list-style-type: none"> Approves proposed requests and allocates resources Approves revised operational workflows and regulatory requests required for emergency alterations to existing spaces
Community/Government Relations Officer	<ul style="list-style-type: none"> Represents organization with potential community-based sites for care
Public Health Officer	<ul style="list-style-type: none"> Provides perspective on overall community impact of pandemic and priorities for care needs
Authority Having Jurisdiction	<ul style="list-style-type: none"> Provides agency approval for plan Communicates plan for care expansion with other local, state, and federal AHJs Coordinates organization's requests for resources with other external agencies to execute the plan
Owner's Representative and/or Design and Construction Lead	<ul style="list-style-type: none"> Provides floorplans and as-builts for existing spaces Recommends options/alterations to existing spaces based on described requests Manages communications and approvals with AHJ
Facilities Management Lead	<ul style="list-style-type: none"> Understands current building operations and assesses potential impacts of proposed alterations that may affect existing conditions Proposes and evaluates options to minimize disruption to existing physical plant operations and optimize success of altered spaces
Safety Officer	<ul style="list-style-type: none"> Ensures fire protection components are maintained
Clinical Lead(s) who will assume care in the new space	<ul style="list-style-type: none"> Describes physical challenges for clinical care in the repurposed space Proposes and evaluates options for patient care needs and adaptability of repurposed space for revised clinical use
Clinical Lead(s) for primary support departments (e.g., respiratory therapy, pharmacy, clinical laboratory, radiology)	<ul style="list-style-type: none"> Describes physical challenges for service provided in new space Proposes and evaluates options for alteration based on service care provided and adaptability of repurposed space for clinical use

Repurposing External Alternate Care Site

Role	Rationale
Infection Prevention Lead(s)	<ul style="list-style-type: none"> ▪ Evaluates existing space for deficiencies that may impede correct and consistent application of standard and transmission-based precautions, infection prevention interventions, and increased infection transmission risks for patients, visitors, and facility staff ▪ Proposes and evaluates options for physical alterations to support best infection prevention practices ▪ Evaluates proposed changes in medical equipment and supplies from an infection prevention perspective ▪ Participates in an infection control risk assessment for space modifications and renovations
Biomedical Engineering Lead	<ul style="list-style-type: none"> ▪ Ensures medical equipment is documented and maintained
Supply Chain Lead	<ul style="list-style-type: none"> ▪ Gathers requests for supplies or services needed for expanded or changing services and secures to provide as able ▪ Provides information on supply chain impacts to inform decision-making
Patient Flow/Bed Placement Lead	<ul style="list-style-type: none"> ▪ Provides information on patient census and flow, ED diversion times, and OR/procedural impacts to inform decision-making
Emergency Management Lead	<ul style="list-style-type: none"> ▪ Provides data on disease case counts, hospitalizations, and other metrics to anticipate demand for services in surrounding community to inform decision-making
Internal/External Communications Lead(s)	<ul style="list-style-type: none"> ▪ Coordinates internal and external communications regarding additional site(s) for care
IT Lead(s)	<ul style="list-style-type: none"> ▪ Evaluates and proposes solutions for requested functionality based on IT capability ▪ Implements EMR reconfigurations, hardware requirements, and connectivity requirements
Security Lead	<ul style="list-style-type: none"> ▪ Assesses safety and security impacts of alternate facility ▪ Recommends solutions to optimize area security
Quality and Safety Lead	<ul style="list-style-type: none"> ▪ Manages an array of collaborative activities designed to improve the quality and safety of care when selecting new spaces

Repurposing External Alternate Care Site

Role	Rationale
Risk/Regulatory Affairs Lead	<ul style="list-style-type: none">▪ Coordinates with regulatory agencies for waivers and variances
Patient Experience Lead/Equity	<ul style="list-style-type: none">▪ Provides input to proposed revisions to optimize patient experience (e.g., privacy optimization, noise reduction, facilitation of communication)
Finance Lead	<ul style="list-style-type: none">▪ Provides mechanism for tracking expenses to facilitate reimbursement efforts
Revenue Operations Lead	<ul style="list-style-type: none">▪ Works with EMR configuration to ensure charges are captured for new or altered spaces located at alternate care site(s)
Analytics Support	<ul style="list-style-type: none">▪ Capture data and generate reports to fulfill required regulatory reporting related to pandemic event and to inform decision-making by team

Team for Alterations to Existing Spaces

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Role	Rationale
Executive Lead(s)	<ul style="list-style-type: none"> Approves proposed requests and allocates resources Approves revised operational workflows and regulatory requests required for emergency alterations to existing spaces
Design and Construction Lead	<ul style="list-style-type: none"> Provides floorplans and as-builts for existing spaces Recommends options for changes to existing spaces based on described requests Manages communications and approvals with AHJ as appropriate
Facilities Management Lead	<ul style="list-style-type: none"> Understands current building operations and assesses potential impacts of proposed alterations that may affect existing conditions Proposes and evaluates options to minimize disruption to existing physical plant operations and optimize success of altered spaces
Safety Officer	<ul style="list-style-type: none"> Ensures fire protection components are maintained
Clinical Lead(s) for impacted area(s)	<ul style="list-style-type: none"> Describes physical challenges for clinical care in existing space Proposes and evaluates options for alterations of existing space based on patient care needs
Clinical Lead(s) for primary support departments (e.g., respiratory therapy, pharmacy, clinical laboratory, radiology)	<ul style="list-style-type: none"> Describes physical challenges for service provided in existing space Proposes and evaluates options for alterations of existing space based on service care provided
Infection Prevention Lead(s)	<ul style="list-style-type: none"> Evaluates existing space for deficiencies that may impede correct and consistent application of standard and transmission-based precautions, infection prevention interventions, and increased infection transmission risks for patients, visitors, and facility staff Proposes and evaluates options for physical alterations to support best infection prevention practices Evaluates proposed changes in medical equipment and supplies from an infection prevention perspective Participates in an infection control risk assessment for space modifications and renovations

Team for Alterations to Existing Spaces

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Biomedical Engineering Lead	<ul style="list-style-type: none"> Ensures new and additional medical equipment added to existing inventory is documented and maintained
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Patient Flow/Bed Placement Lead	<ul style="list-style-type: none"> Provides information on patient census and flow, ED diversion times, and OR/procedural impacts to inform decision-making
Emergency Management Lead	<ul style="list-style-type: none"> Provides data on disease case counts, hospitalizations, and other metrics to anticipate demand for services in surrounding community to inform decision-making
Internal/External Communications Lead(s)	<ul style="list-style-type: none"> Coordinates internal and external communications regarding alterations to existing spaces
IT Lead(s)	<ul style="list-style-type: none"> Evaluates and proposes solutions for requested functionality based on IT capability Implements EMR reconfigurations, hardware requirements, and connectivity requirements
Security Lead	<ul style="list-style-type: none"> Assesses safety and security impacts based on proposed alterations Recommends solutions to optimize area security
Risk/Regulatory Affairs Lead	<ul style="list-style-type: none"> Coordinates with regulatory agencies for waivers and variances
Patient Experience and Equity Lead	<ul style="list-style-type: none"> Provides input to proposed alterations to optimize patient experience (e.g., privacy optimization, noise reduction, facilitation of communication)
Quality and Safety Lead	<ul style="list-style-type: none"> Manages an array of collaborative activities designed to improve the quality and safety of care when altering existing space to provide patient care
Finance Lead	<ul style="list-style-type: none"> Provides mechanism for tracking expenses to facilitate projected expense and budget constraints
Revenue Operations Lead	<ul style="list-style-type: none"> Works with EMR configuration to ensure correct charges are captured for revised existing spaces