

The Challenges of Responding to the COVID-19 Pandemic from a Public Health Planning and Management Perspective

Lessons for Future Emergencies

Municipal Secretary of Health

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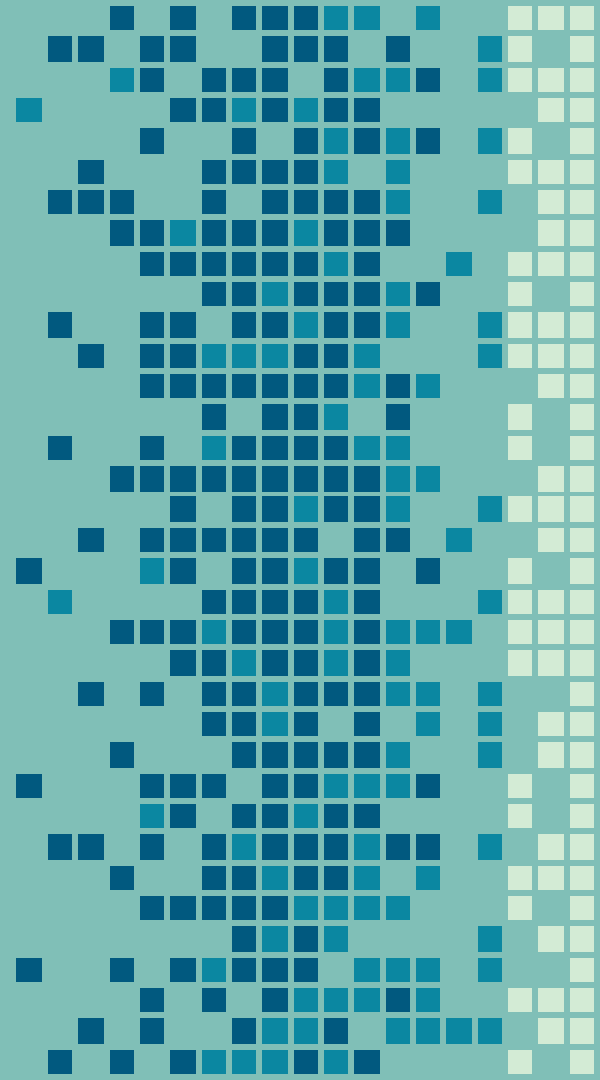
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The beginning of the health crisis in the City

❑ After first cases in China (01/10)

- Secretariat of Health (SMS in portuguese) started to rearrange the health policy network to face the new disease that appeared
- SMS technicians have already signaled the imminent risk of the disease arriving in Brazil, given the proximity of Carnival.

São Paulo had the biggest street carnival in history

São Paulo teve o maior Carnaval de rua da história, diz Prefeitura



Folões no Bloco da Preta, no Ibirapuera, zona sul de São Paulo
Imagem: Gabriela Barinmann/UOL



Thais Sant'Anna
Colaboração para o UOL
02/03/2020 12h03

RESUMO DA NOTÍCIA

- Prefeitura de São Paulo informa que o Carnaval de rua em 2020 foi o maior da história
- O total de público nas ruas foi de 15 milhões de pessoas, entre os dias 14 de fevereiro e 1º de março
- Foram 575 blocos de rua e 615 desfiles, de acordo com a Secretaria Municipal de Cultura

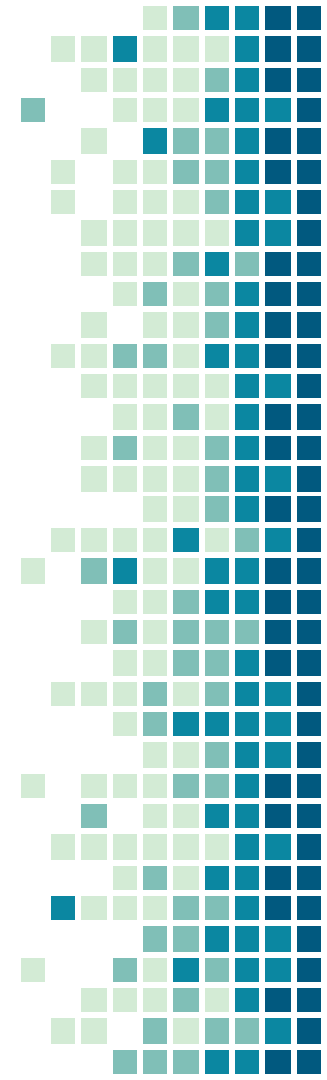
The beginning of the health crisis in the City

❑ First cases in the Municipality of São Paulo - MSP (02/26)

- Control, monitoring actions and protocols were developed
 - Intensified with the advent of Community Transmission on 03/12.

❑ Evaluation of the Secretariat

- It was necessary to integrate the Health Care Network
 - But it was also necessary to **think beyond immediate assistance**.



Diagnosis of management capabilities

☐ Health professionals and technical teams

- Overwork e weak coordination

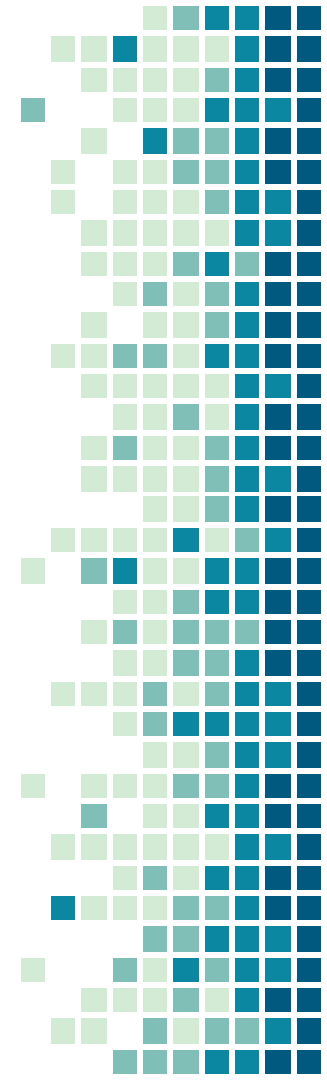
☐ Information: little standardized and very decentralized

- Notorious example: we didn't have consistent information about occupancy rate

☐ Contracts: adjust purchases and contracts

☐ Organize Secretariat to deal with the atypical offer of donations

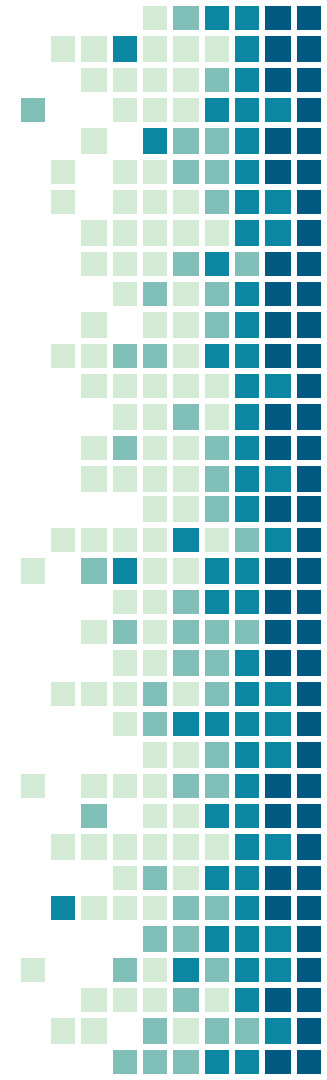
In addition to technical knowledge, knowledge in public management was necessary to extract the best from the technical teams



BUILDING AN ACTION PLAN

□ Steps

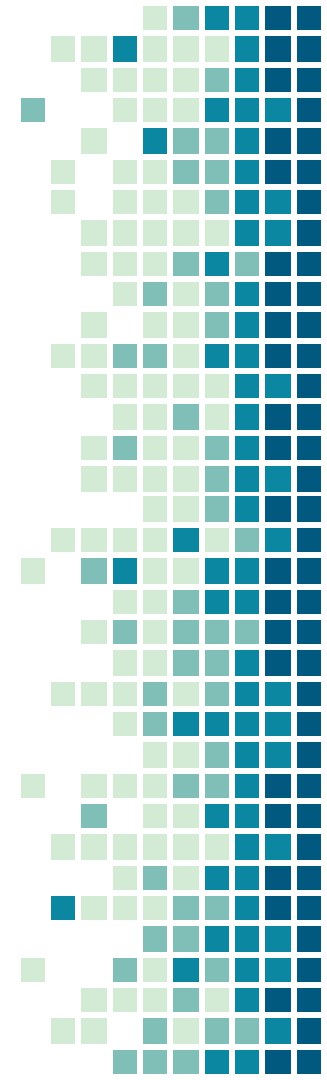
- 1 - Survey of Problems and classification by Thematic Working Groups (TWG)
- 2 - Survey of corresponding actions to mitigate the Problems
- 3 - Prioritization of Problems/Actions
- 4 - Establishment of Daily Work



PROBLEM INVESTIGATION

☐ Methodology: problem tree

- By Thematic Groups
 - Management of technological resources
 - Partnerships and inputs
 - Assistance
 - Surveillance
 - Communication
 - People management
 - Internal and external engagement
 - Legal



ACTIONS MAPPING

Actions

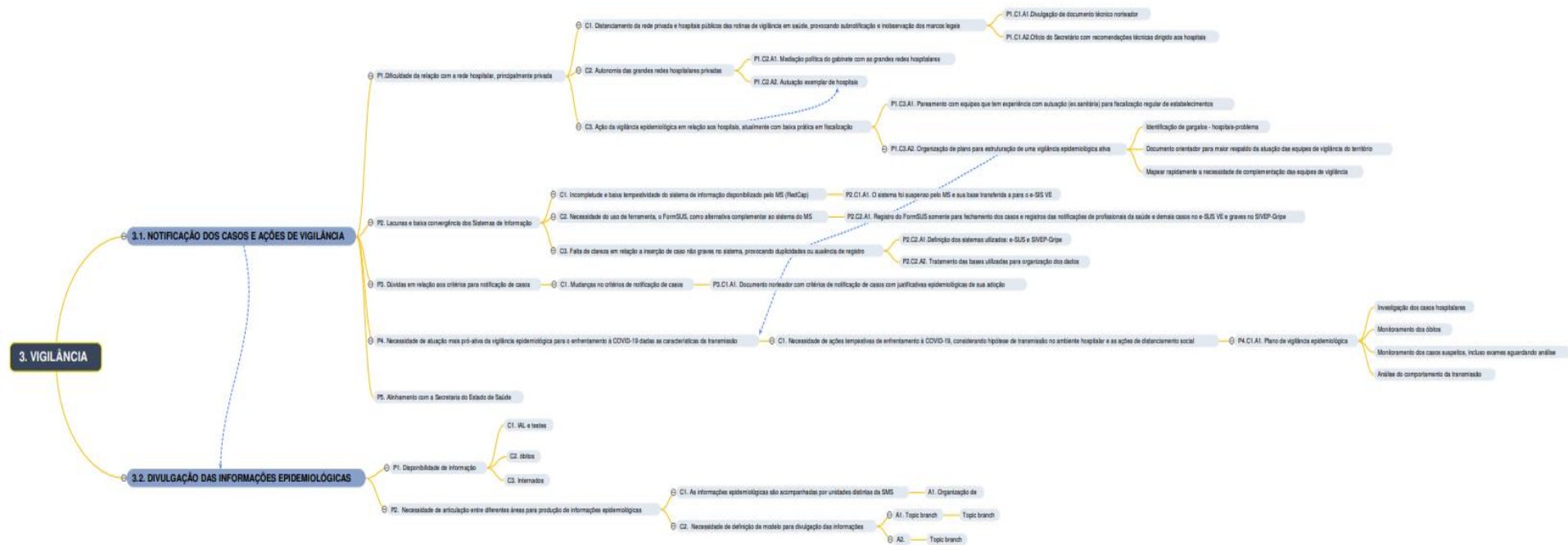
- Corresponding to the problems identified within the scope of each TWG

Example: Thematic Working Group 1



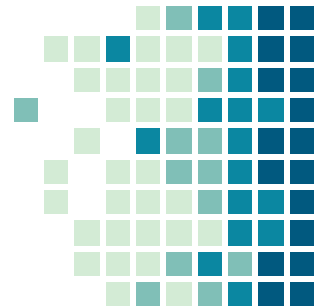
ACTIONS MAPPING

Example: TWG 3



Actions mapping

Example: TWGs 5 and 6



PRIORITIZING PROBLEMS/ACTIONS

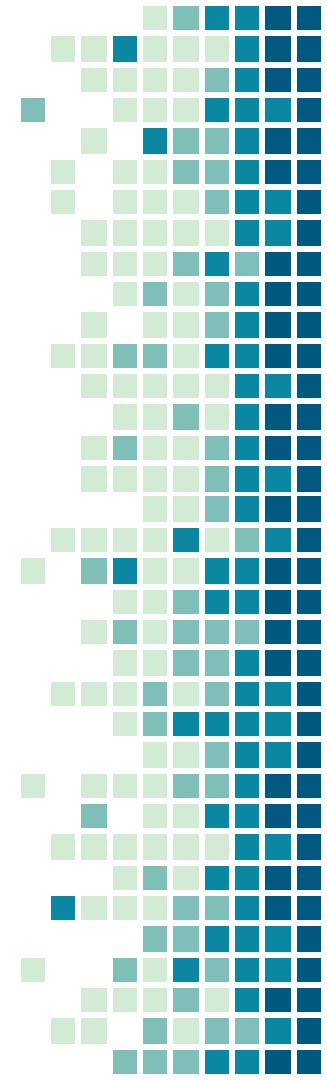
☐ Identify the temporality

- Imposed by each corresponding problem/action

☐ Identify what is more severe, urgent

- and with a tendency to get worse;

☐ Methodology: GUT matrix



ESTABLISHMENT OF NEW WORK PROCESSES

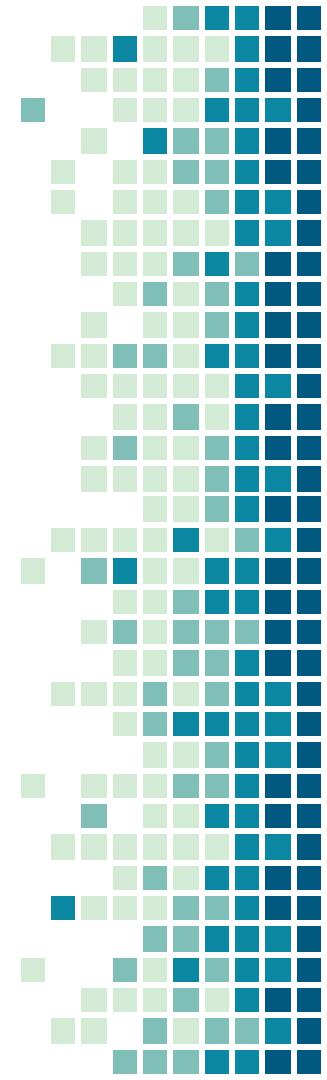
- ❑ Support for coordination among TWGs
- ❑ Subsidies for engagement and decision-making
- ❑ Production of information and registration of the decisions
 - In more systematic ways
 - New databases, models and data visualization boards
- ❑ Deliveries with periodicity, responsible and delimited objectives



ACTION PLAN

❑ **Justification: large-scale emergency which requires**

- To demonstrate management and organizational skills
- Timely action on several simultaneous fronts
- Construction of scenarios to anticipate the action
- Interdepartmental and interfederative engagement
 - Closer contact with the Control Center of the State of São Paulo



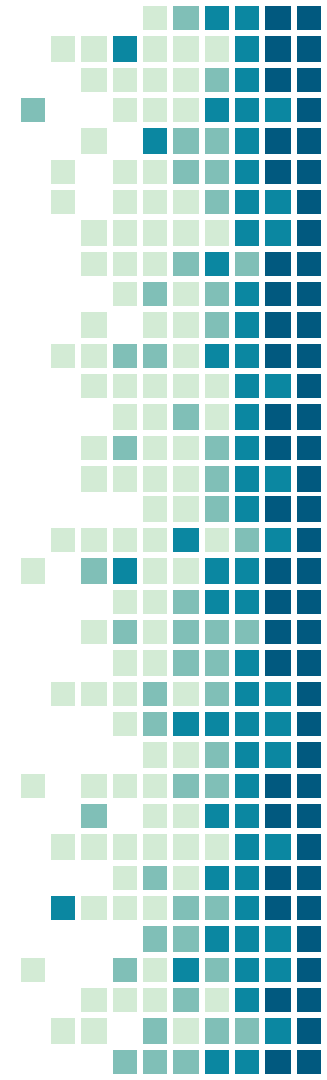
THEMATIC WORKING GROUPS

❑ Groups responsible for planning emergency actions to face COVID-19

- Plan the actions within the competence of action
- Mobilize resources and teams to perform the tasks in responsibility
- Monitor the implemented actions and correct deviations along the route

❑ Groups

- Management of technological resources, partnerships and inputs
- Assistance
- Surveillance
- Communication
- People management
- Internal and external engagement
- Legal



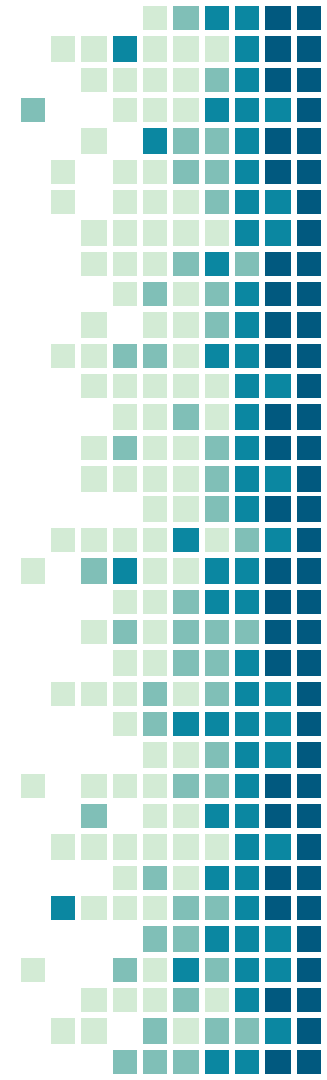
MANAGEMENT

☐ Attribution

- Ensure the supply of necessary inputs, resources and services

☐ Scope of action

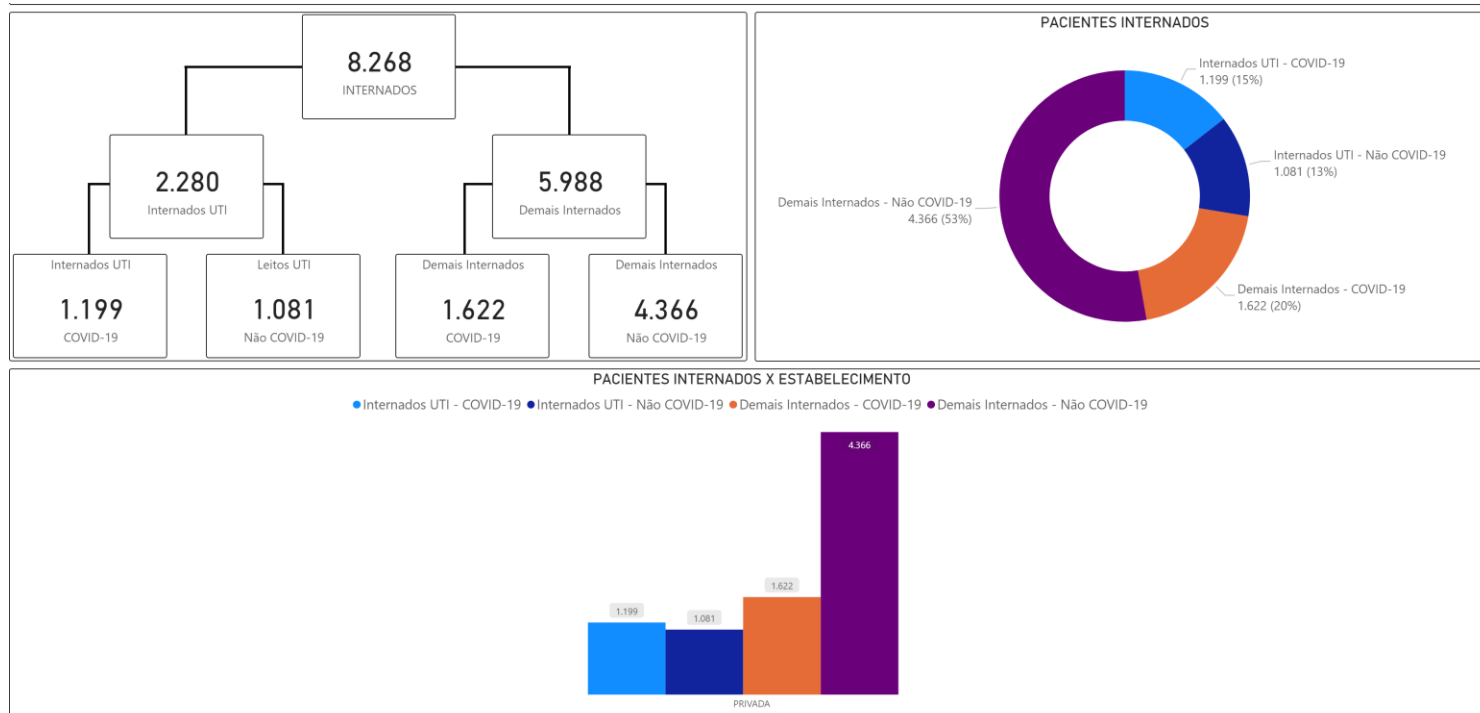
- Purchasing/Administrative Contracts
- Logistics
- Donations
- Partnerships - Formalization of agreements with Partners
- Budget/Financing
- Information and Communication Technologies
- Support and infrastructure



MANAGEMENT

Business Intelligences focused on decision making

■ Distribution of Users Admitted to the Private Hospital Network (05/19/2020)



MANAGEMENT

□ Declaratory

Information Challenges

- News and announcements regarding hospital bed management policy may influence Censo occupancy statements
- Risk: public use request

São Paulo city hall makes agreement with private hospitals to expand SUS beds in the fight against coronavirus

Prefeitura de SP faz acordo com hospitais particulares para ampliar leitos do SUS no combate ao coronavírus

Segundo o prefeito Bruno Covas, a medida vai permitir à rede municipal ampliar em 3.456 leitos, entre os de UTI e os de enfermaria

Guilherme Caetano

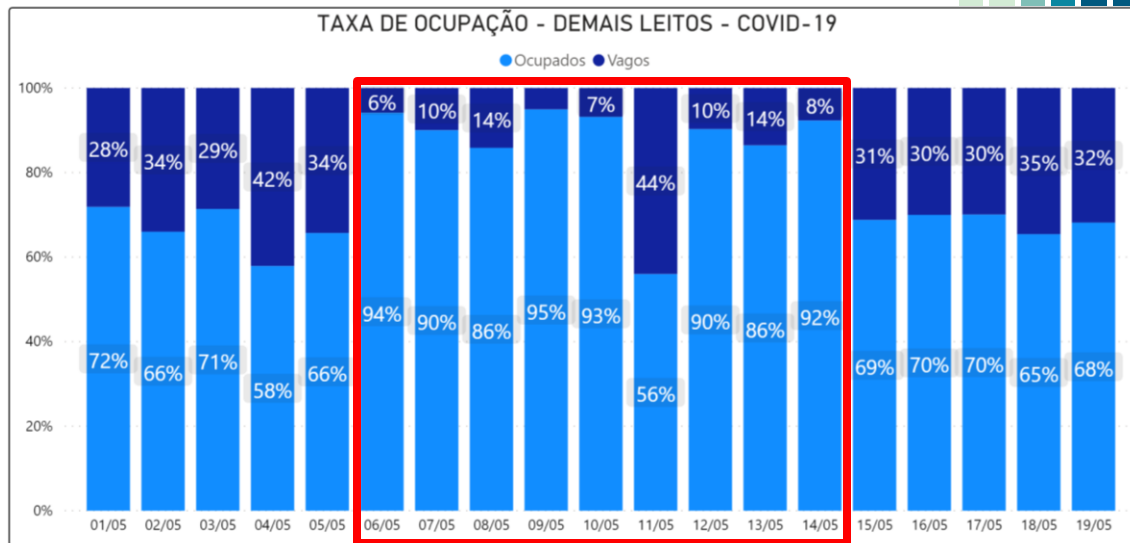
06/05/2020 - 11:04 / Atualizado em 06/05/2020 - 12:26

Prefeitura de SP abre edital solicitando mais 100 leitos de UTI da rede privada para atendimento de casos de coronavírus

Gestão municipal diz já ter entregue 835 leitos de UTI em convênios firmados com 13 hospitais da rede particular. Ampliação tenta evitar colapso do sistema com o avanço no número de casos.

Renato Barbado, G1 SP — São Paulo

13/05/2020 08:50 - 15 minutos há uma semana

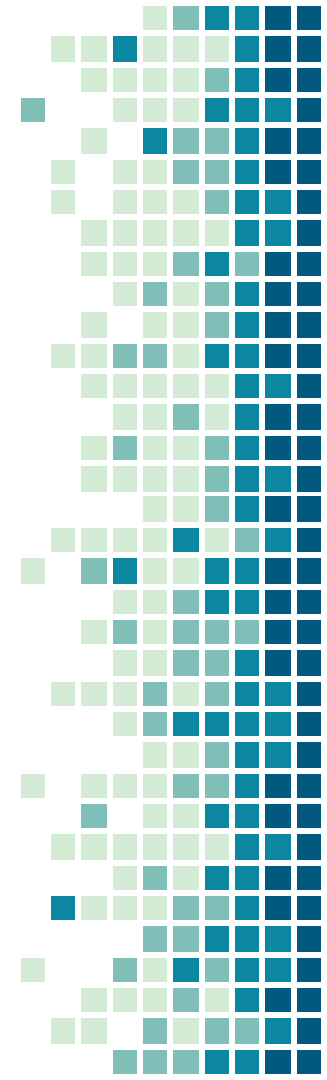


MANAGEMENT

Input management

■ 17 simultaneous requests for cancellation of Minutes of Price Registration

PURCHASE REGISTER	OBJECT	COMPANY
201/19COTA	MÁSCARA, FACIAL, TIPO RESPIRADOR, DESCARTÁVEL, TAMANHO ADULTO	GOLD CARE COM. DE MAT. CIR. E HOSP.LTDA
123/19	SERINGA, 20 ML, DESCARTÁVEL, ESTÉRIL	CIRURGICA KD LTDA
	LUVA, PROCEDIMENTO, BORRACHA NITRILICA, AMBIDESTRA, USO UNICO, TAMANHO PEQUENO	CIRURGICA KD LTDA
	LUVA, PROCEDIMENTO, BORRACHA NITRILICA, AMBIDESTRA, USO UNICO, TAMANHO MEDIA	
510/19		
511/19	LUVA, PROCEDIMENTO, BORRACHA NITRILICA, AMBIDESTRA, USO UNICO, TAMANHO G	CIRURGICA KD LTDA
372/18	COLETOR DE URINA, SISTEMA FECHADO, DESCARTAVEL, ESTERIL, 2000 ML	CIRURGICA KD LTDA
236/18	CETOCONAZOL 20 MG/G (2%) CREME BISNAGA 30 MG	CONQUISTA DE MEDICAMENTOS E PRODUTOS HOSPITALARES LTDA
	LUVA, PROCEDIMENTO, BORRACHA NITRILICA, AMBIDESTRA, USO ÚNICO, TAMANHO PP	MARINGA HOSPITALAR DISTRIB. DE MED. E CORRELATOS EIRELI
	LUVA, PROCEDIMENTO, BORRACHA NITRILICA, AMBIDESTRA, USO ÚNICO, TAMANHO P	
	LUVA, PROCEDIMENTO, BORRACHA NITRILICA, AMBIDESTRA, USO ÚNICO, TAMANHO M	
509/19COTA		
200/19	MÁSCARA, FACIAL, TIPO RESPIRADOR, DESCARTÁVEL, TAMANHO ADULTO	CIRURGICA FERNANDES COM.E REPRES.DE MAT.CIR.E HOSP. LTDA.
120/18	LUVA, PROCEDIMENTO, VINIL, S/ TALCO, AMBIDESTRA, DESCARTAVEL, TAMANHO M	CIRURGICA KD LTDA
122/18	LUVA, PROCEDIMENTO, VINIL, S/ TALCO, AMBIDESTRA, DESCARTAVEL, TAMANHO P	CIRURGICA KD LTDA
377/18	MASCARA, CIRURGICA, C/ FILTRO, C/ FITILHO, DESCARTAVEL	DE PAULI COMERCIO REPRESENTACAO IMPORTACAO E EXPORTACAO LTDA
183/19	ACETILCISTEÍNA EM PÓ PARA USO ORAL COM 40 MG/G	SMC FARMACÊUTICA LTDA – EPP
211/19	TRAMADOL 50 MG COMPRIMIDO OU CAPSULA	
243/19	BICARBONATO DE SODIO 84 MG/ML(8,4% - 1 mEq/ML) SOLUCAO INJETAVEL AMP. 10ML	



ASSISTANCE

❑ Assignment: managing health care actions in coping with COVID-19

❑ Scope

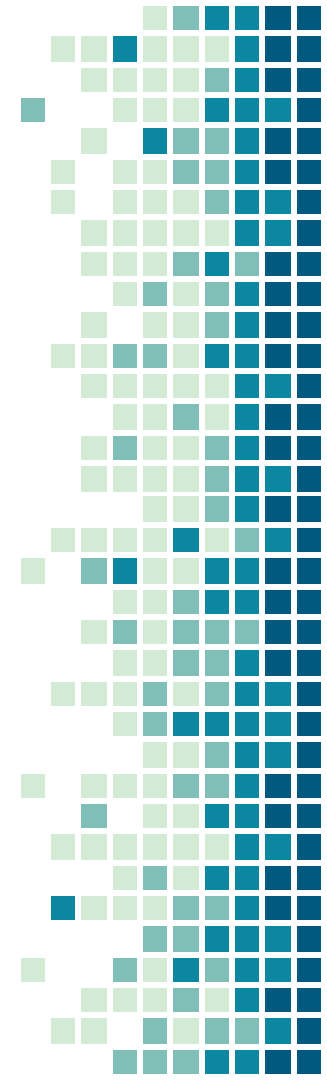
- Diagnosis (laboratories, protocols)
- Ambulatory (mild cases)
- Hospital care (hospitalization)
- Severe cases (bed management)

❑ Attention points

- 1. bed regulation and management strategy
- 2. Field hospitals – and strategy review

❑ Legacy: Objective: strengthen the Hospital Network

- Mar/2020 = 18 hospitals
- Dec/2021 = 29 hospitals

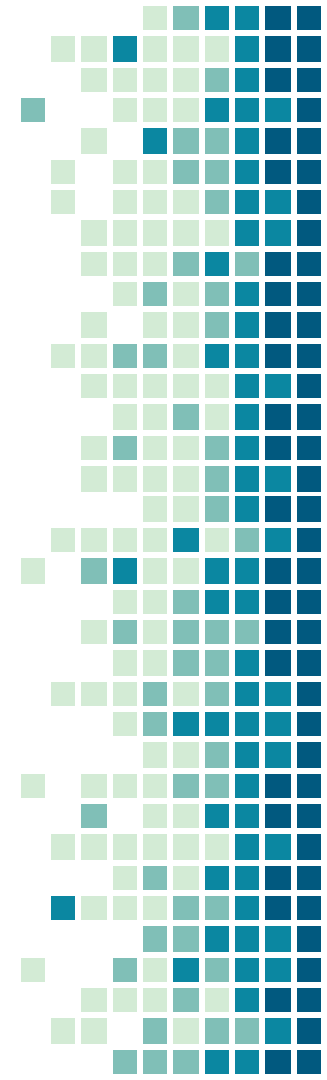
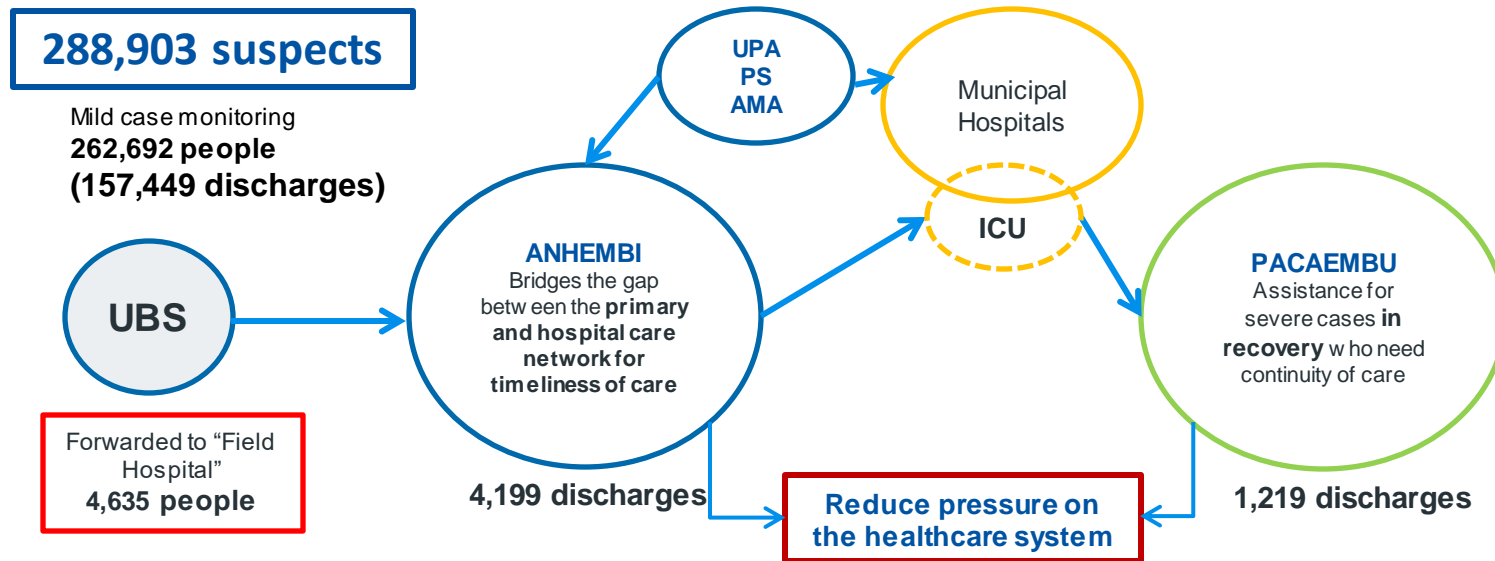


ASSISTANCE

Representation of the Consolidation of the Health Care Network

- Timeliness of Care: absorb mild cases with potential for aggravation (10-15% of cases)
- Attention; mild cases, especially in patients with comorbidities and vulnerable patients
 - Observation: on average, on the fourth day of the onset of symptoms, worsening may occur.

Scenario: July 2020



SURVEILLANCE

❑ Assignment

- Coordinate prevention, investigation and control actions related to COVID-19

❑ Scope

- Information management for the confrontation committee
- Situation monitoring COVID-19

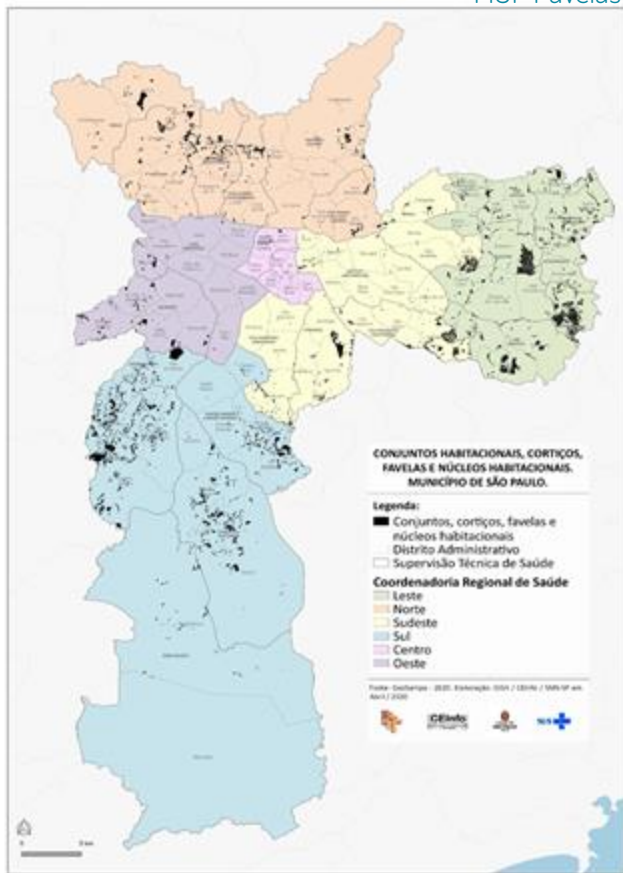
❑ Notification Flow

- Surveillance actions
 - Guidelines, monitoring and control
 - Relationship between SMS and Private Health Network

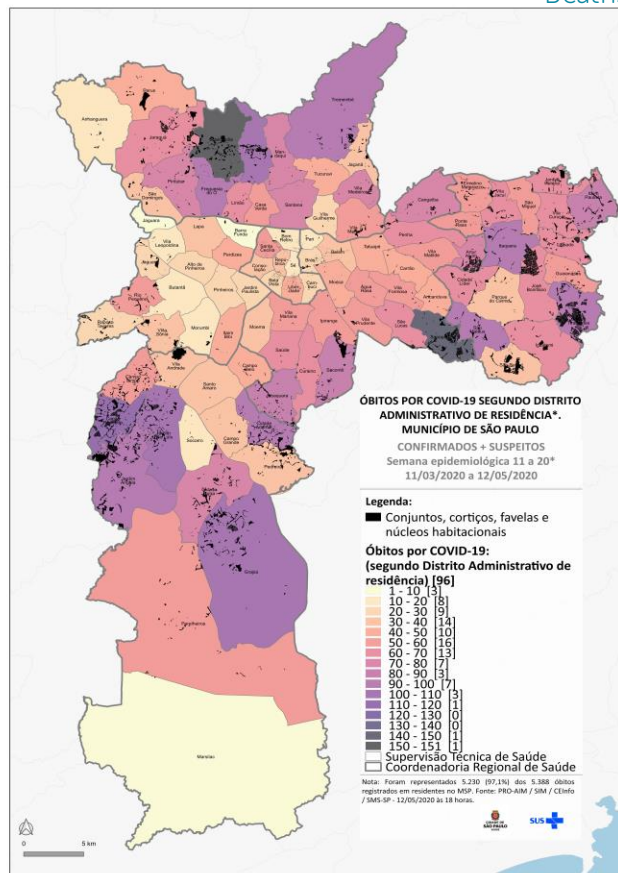


SURVEILLANCE

MSP Favelas



Deaths



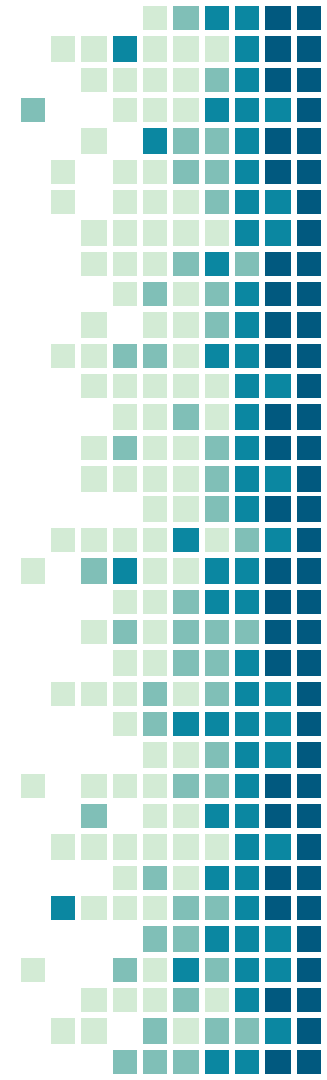
COMMUNICATION

□ Assignment

- Develop a communication plan to guide the Secretariat during the fight against the pandemic, in order to increase transparency, reduce risks

□ Scope

- Public Communication - Relations with the press
 - Establish information flow
 - Game rules
 - Technical spokes-persons
 - Engagement with partners
- Internal communication
 - Health Professionals - prevention actions; resources needed for work; motivation.



PEOPLE MANAGEMENT

□ Assignment

- Actions for motivation, ensuring the necessary personnel and adequate working conditions

□ Scope

- Workforce Management
 - Motivation and engagement (direct communication)
 - Continuous update of guidelines
 - Working conditions: PPE, mobility and food
- Professional recruitment strategies
 - Management Agreement
 - Emergency Contracts
 - Volunteering (e.g., National Force of the SUS)



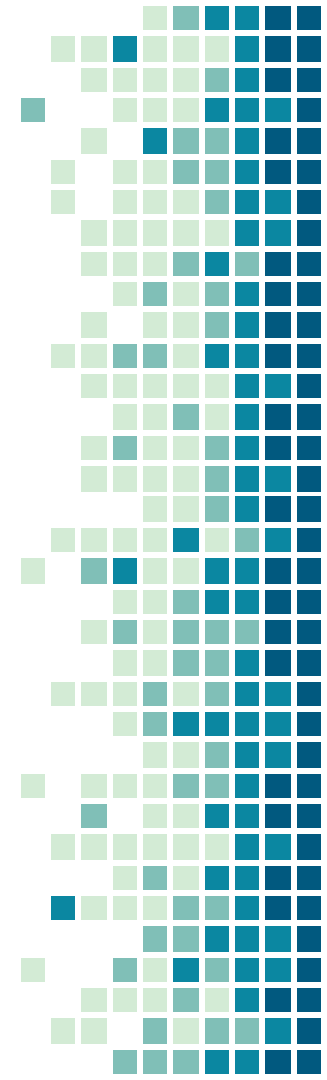
INTERNAL AND EXTERNAL ENGAGEMENT

□ Assignment

- Perform the necessary dialogue with other organizations

□ Scope

- External engagement
 - Other Secretariats and Office of the Mayor
 - federative entities
 - Civil society
 - Legislative and Control Bodies
- Internal engagement
 - Office SMS, AHM, HSPM, CRS and Partners



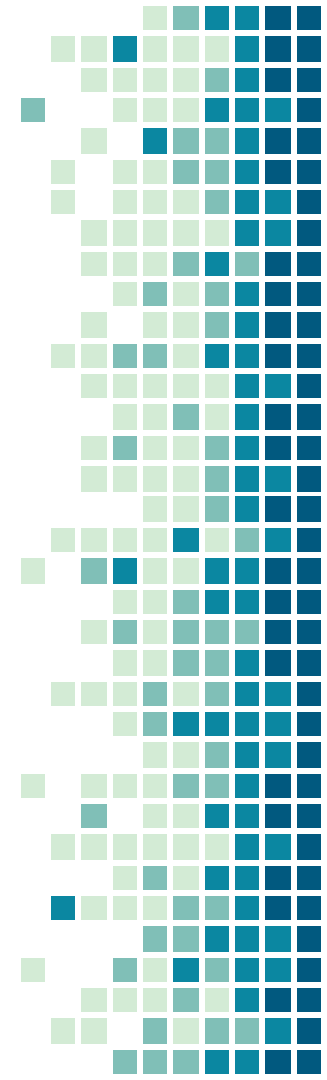
LEGAL

❑ Assignment

- Management of actions to standardize legal understandings and risk mitigation.

❑ Scope

- Legal advice
- Mapping of possible legal risks
- Ensure the standardization of understandings among the various SMS units, especially the decentralized ones



Crisis Committee COVID-19

CRISIS COMMITTEE

☐ Forum for linked actions among the thematic working group

- Monitoring and deliberation by the SMS office

☐ Need for quick decisions and linking actions

- Among the thematic working groups

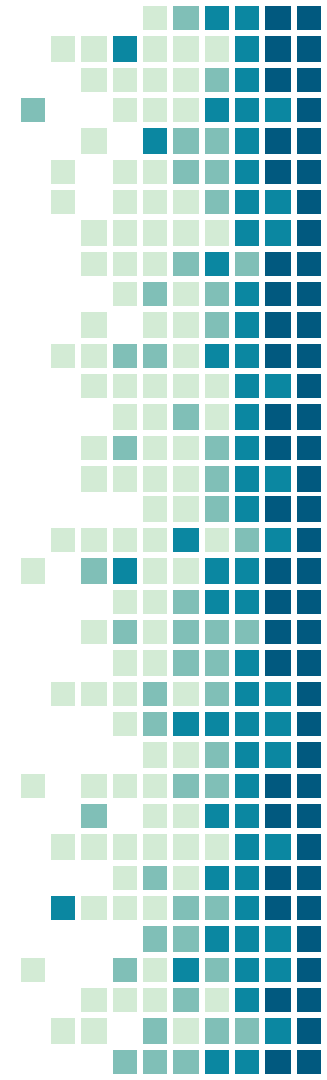
☐ Regular meetings / Composition:

- SMS Office - Secretary, Deputy and Head of Office;
- Leaders of the thematic groups;
- A representative from the Planning Office



LAST REMARKS

- ❑ From the crises committee towards a new structure
- ❑ Greater institutional capacities
- ❑ Review the administrative structure of the Secretary
- ❑ Implementation of new governance



Thanks

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