

Annex 1: Key messages tailored to audience

Patient messaging

- Work is going on in every department, in every hospital across the region, to increase services as safely, fairly and as quickly as the situation allows for as many people as possible.
- The pandemic has caused anxiety and stress for patients whose care has been deferred. Throughout the pandemic, hospitals have been delivering urgent and emergent care, with clinicians constantly evaluating the care needs of people who are waiting and moving individuals into the urgent and emergent categories as needed
- The pandemic is not over; we are only in a new phase. Hospitals across the region remain vigilant to keep patients safe. It is safe to come to the hospital for your care. Patient safety is the region's top priority.
- Decisions about which services are increased and when will be guided by principles of fairness, equity and transparency.
 - You will be treated similarly to others who are similar to you, no matter what service you need or what part of the region you live in. Care teams make decisions on a case-by-case basis. They will also consider the risk of further delaying treatment.
- Hospitals in the region must meet the provincial framework before increasing services. The criteria include:
 - regional occupancy (the number of patients in hospitals across the region) can't exceed 85 percent of capacity.
 - Personal protective equipment supplies and staffing must be stable.
- The province acknowledges that meeting the provincial framework will take time and increasing activity will occur slowly over weeks and many months. Decreasing care is possible if Covid-19 activity increases in hospitals
- The situation will be complex, and patients and their care teams could be asked to travel.
 - For example, if occupancy at one hospital in the region is greater than 85 percent (which is already the case in some of the larger centres) then your care could occur elsewhere within the region, where possible.

Staff and physician messaging

- Physicians and health-care providers across the region want to get activity underway as quickly as the situation allows for as many people as possible given the desire to provide excellent and compassionate care for all in a safe manner.

- The regional plan to increase scheduled activity will be guided by an ethical framework to ensure decisions are based on principles of fairness, equity and transparency.
- Hospitals and the Champlain Regional Response committee sign off on the plan and will review it frequently. Physician leadership from surgical, endo, DI and ambulatory care are engaged on priorities.
- How services are delivered will be different in the short-term, at the very least.
- Hospitals in the region must meet the provincial framework before increasing services. The criteria include:
 - regional occupancy can't exceed 85 percent of capacity.
 - PPE, medication supply and staffing must be stable.
 - availability of post-acute care
 - continued support of other settings such as long-term care homes
- There are regional interdependencies that may affect how care is increased. There could be differences in timeframes of services, based on geographic location and/or hospital site.
- The pandemic and its impacts in Ontario may last many months to years. The region foresees the possibility of phases of increased and decreased activity (within surgical, endo, diagnostic imaging and ambulatory service lines.) The region must be able to decrease care quickly if there's a re-emergence of multiple COVID positive patients. During those periods different care modalities could be impacted differently.
- The region is committed to finding and evaluating alternatives like virtual care, where possible. Efforts will continue to support different ways for physicians to provide care
- There will be an ongoing reassessment of services, scaling up and down as conditions change, in order to maintain safety for all involved.
- The situation will be complex, and patients and their care teams could be asked to travel.
 - For example, if occupancy at one hospital in the region is greater than 85 percent (which is already the case in some of the larger centres) then your care could occur elsewhere within the region, where possible.

Community messaging

- The province has asked hospitals to collaborate, regionally, to create a coordinated plan. Hospitals in the region have existing clinical interdependencies that allow the region to build off a strong foundation.

- Work is going on in every department, in every hospital across the region, to increase services as safely, fairly and quickly as the situation allows for as many people as possible. Staff and physicians understand that the pandemic has caused anxiety and stress for patients whose care has been deferred.
- We appreciate the patience of this community as we work through these challenges and increase services in a careful and incremental manner.
- The pandemic is not over; we are only in a new phase. Hospitals across the region are staying vigilant to keep patients safe. It is safe to come to the hospital for your care. Patient safety is the region's top priority.
- The pandemic and its impacts in Ontario may last many months to years. The region foresees the possibility of phases of increased and decreased activity (within surgical, endo, diagnostic imaging and ambulatory streams). The region must be able to decrease quickly if there's a re-emergence of multiple COVID positive patients. During those periods different care modalities could be impacted differently.
- Decisions about which services are increased and when will be guided by principles of fairness, equity and transparency.
 - You will be treated similarly to others who are similar to you, no matter what service you need or what part of the region you live in. Care teams make decisions on a case-by-case basis. They will also consider the risk of further delaying treatment.
- In this new phase of the pandemic we must continue physical distancing and proper hand hygiene in order to reduce the risk and severity of future peaks in transmission that could lead to the need to decrease care activity.
- Throughout the pandemic, hospitals have been delivering urgent and emergent care, with clinicians constantly evaluating the care needs of people who are waiting and moving individuals into the urgent and emergent categories as needed.
- Hospitals in the region must meet the provincial framework before increasing services. The criteria include:
 - regional occupancy can't exceed 85 percent of capacity.
 - PPE, medication supply and staffing must be stable.
 - availability of post-acute care
 - continued support of other settings such as long-term care homes
- The situation will be complex, and patients and their care teams could be asked to travel.
 - For example, if occupancy at one hospital in the region is greater than 85 percent (which is already the case in some of the larger centres) then your care could occur elsewhere within the region, where possible

- The region recognizes that some services and procedures will not increase as quickly as some people hope they will. The province acknowledges that meeting the provincial framework will take time and the increase to activity will occur slowly over weeks and many months. Decreasing care is possible if Covid-19 activity increases in hospitals