

COVID-19 experience & lessons learned

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Our Purpose

To improve care and outcomes through inspired and world leading healthcare solutions

F&P Products and Therapy applications

HOSPITAL

HEMOCARE

Invasive
Ventilation

Noninvasive
Ventilation

Hospital
Respiratory Support

Surgical
Humidification

Home
Respiratory Support

CPAP
Therapy



Preparation for COVID-19 (Business as usual)

- Dynamics of our hospital business
 - Humidifiers (70-80% of world's supply)
 - Nasal High Flow Therapy (70-80% of world's supply)
 - Each patient gets a consumable set
- Intrinsic in our thinking:
 - If we can't supply our product a hospital can't treat someone
- Safety stock on hand
- Manufacturing extra capacity available



Timeline and response

- Mid January - First hand experience in Wuhan
- January 28 - Crisis Management Team activated
- February - Rapid scaling up of activity globally and demand
 - Pulling forward raw materials
 - Capacity ramp up & people
 - On-site safety
- March - Organisational Pivot
- Safe, Stable and Sustainable operating states



Lessons learned

The process

- Each stream invited to one hour facilitated session
- Two frames introduced
 - PMI – Plus Minus Interesting
 - SSC – Start Stop Continue



Lessons learned

Biggest things we learned:

- The value of optionality
- Crises stress organisational culture
- Alignment on the purpose and the goal
- Empowerment, ownership & responsibility

Biggest surprises:

- Logistics
- Internal comms failed
- Context is everything

The things we have changed:

- New approach to internal comms – from the “source”
- Daily end to end value chain meeting
- Stand up our external comms room sooner



Thank you