

3/28/2020

- **Cuomo**

- This situation is disorienting. It doesn't seem like Saturday.
- NYS had its first COVID-19 cases just 27 days ago.
- NYS schools closed on 10 days ago
- The New Rochelle cluster began 18 days ago
- Shut down started 8 days ago
- Some perspective: China's first case was 12 weeks, ago, South Korea 9 weeks ago, Italy 8 weeks ago
- **Ventilators**
 - Every emergency situation is unique. They wind up focusing on things you would have never thought of before.
 - In this emergency, the vital piece is the ventilator.
 - Average length of stay on a ventilator is 3-4 days
 - For COVID patients, it's 11-21 days
 - President is right to use the Defense Production Act
 - What if we don't have enough ventilators?
 - Bag valve mask – manual pump (We've bought 3,000, and ordered about 4,000 more), training National Guard to operate. You need a lot of people to operate them 24 hours a day for each patient.
 - Do you really need 30k ventilators?
 - Numbers/data/science says 140k beds, 30k ICU/ventilators at apex
 - Ventilators cost about \$25k-45k each. The State is buying most of these even when we're in a terrible revenue position. I don't want to buy more than we need. After this is over, we'll have a great stockpile of ventilators.
 - Feds currently have 4k ventilators. We're not at our critical need. We're 14-21 days away from it.
 - "You go to war with what you have, not with what you need." (but do everything you can do to prepare)
- Apex is 14-21 days from now, changes based on modeling
- Need 140,000 beds – working on this every day
- We have enough PPE in stock in the short-term. Talking with Feds to get more.
- CDC guidelines on PPE and masks are causing concern among health care providers
- Staff – putting reserve staff in place, we have 72,000 volunteers
- A word to local health systems:
 - Think more holistically. A single hospital can get overwhelmed within a regional system. The systems need to operate and plan as if the system is one. We have to stop operating as individual hospitals. I need the local officials to do that.
 - Patients can and should be moved among hospitals as the need requires. Staff must be moved as circumstance requires.
 - here may come a point where the State steps in and allocate among health systems (e.g. move a patient from downstate to upstate).
- Asking pharmacies to deliver at no charge

- DOH monitoring density and activity in NYC parks (specifically playgrounds)
 - We accepted the Mayor's and Speaker's plan
 - There are reports that social distancing is not happening
 - We could get to a point where we need to close all playgrounds.
- 1100 tests of Hydroxychloroquine and Zithromax are being administered
- Javits will open Monday. I thank the Army Corps of Engineers and the National Guard.
- USNS Comfort arrives Monday. (1000 beds, 1200 medical personnel, 12 operating rooms, pharmacy, laboratory)
 - Will be used to backfill and take pressure off hospitals
- Spoke to the President this morning and he approved four new sites for emergency medical facilities
 - Brooklyn Cruise Terminal
 - Aqueduct racetrack
 - CUNY Staten Island
 - New York Expo Center
 - 4000 beds total, one in every borough
- Three new sites: 695 beds
 - South Beach Psychiatric Center
 - Westchester Square
 - Health Alliance
- New approach: COVID-only sites (600+ beds)
- DOH is starting precedent setting antibody test (to see if someone was infected and has developed an immunity)
- NYS Presidential primary will be delayed and linked to the congressional and legislative primary elections on June 23
- Tax filing deadline extended to July 15
- **Numbers**
 - 156k total tests (17.4k yesterday)
 - 7681 new cases
 - 52k total positive
 - 7328 hospitalized currently
 - 1755 ICU patients
 - 2726 patients discharged
 - 728 deaths in NYS, up from 519
 - Good news
 - daily ICU admissions fell from 374 (3/26) to 172 (3/27)
 - new hospitalizations dropped from 1154 (3/26) to 847 (3/27)
 - Don't put too much stock in these numbers, but let's see if this is a trend.
 - 614k cases worldwide
- Don't forget the basics (wash hands, don't touch face, 6 feet apart, don't get complacent)
- Rule 1: Plan Forward
 - The virus has been ahead of us from Day One
 - As a nation, we need to get ahead of this

- Can't have 50 states and the Federal govt competing for the same equipment and supplies
 - We need a nationwide buying consortium and then distribute by need
- Need more and faster tests, open the market
- Only way to open the economy up quickly is with millions of tests
- **Q&A**
 - President is considering a quarantine for NY/NJ/CT. Did you speak to him about this?
 - Cuomo: No. I don't know what that means.
 - What can we do to prepare for the April 5 deadline in NYC?
 - Cuomo: It's earlier than the State apex. Those hospitals need to be planned and operated as one system. You need to be able to use the surrounding hospitals for support. Each local health system has to do that. If the local systems reach capacity, the State can shift patients to other regions or use the additional capacity we have been creating.
 - Is an enforceable quarantine in the tri-state area a sound policy?
 - Cuomo: I don't know what it means or how it's legally enforceable. I don't know what you would be accomplishing medically. I don't like the sound of it.
 - There are folks in New Rochelle who have been quarantined for 24-25 days now. Many are past the point they would have presented symptoms. Comments?
 - Zucker: Quarantine has been lifted for asymptomatic individuals.
 - Cuomo: We never said you can't travel out of New Rochelle. We didn't set geographic constraints. Mandatory quarantine is a scary concept if you tell people they can't leave.
 - Police in Rhode Island are stopping cars with New York Plates. Comments?
 - DeRosa: We're reaching out to the Governor's office there.
 - Have you talked to with Governor Lamont recently?
 - Cuomo: I'm in constant communication with Governors Lamont and Murphy. I haven't spoken to them today.
 - Can the common cold throw off the swab test?
 - Zucker: No. Each coronavirus has its own fingerprint.
 - Can you comment on MRT cuts to public hospitals?
 - Cuomo: The places that get the most funding now from the Federal stimulus are the hospitals. They receive more funding than any other area the State budget covers. They get \$100b. The State has no money. They are doing better than anyone else.
 - *Couldn't hear the question*
 - DeRosa: We're going to move all the elections to June.
 - Update on policy regarding partners in delivery room?
 - DeRosa: We updated the guidance to a directive and will reinforce it with an executive order to allow one support person in the room.
 - The State needs 30k, down from 40k ventilators?
 - Cuomo: That change is because we acquired some.
 - We need 140,000 beds total?
 - Cuomo: Total. In this case, you're not doing an operation or open-heart surgery. These are people who have an identical respiratory problem. It's simpler to set up a

temporary hospital because you're dealing with the same symptoms over and over. The compounding problem is that they all need those ventilators.

- Do you intend on taking any other steps to grant clemencies?
 - Cuomo: We're looking at that now.
- Any thought on what sort of benchmarks would you need to see on the backside of the apex to start lifting some of these measures? Have you thought about this?
 - Cuomo: No. We're focused on this side of the apex.
- *Question about tests*
 - Cuomo: I asked the FDA for more leeway over new testing. The new tests are the fastest way to get there.
- Are raising taxes on the rich and wealthy businesses still on the table?
 - Cuomo: I don't know how you do that when business are close.
- *Question about medical workers dying from the disease*
 - Cuomo: We lost a nurse yesterday. It's not surprising to me. They are not doing this for the money. They are extraordinary. Their public service rises above. I am in awe of what they do.

3/29/2020

Malatras, Zucker, DeRosa, Mujica

Increase continues to climb. Local health providers should be watching what's happening downstate.

This is going to be a rolling apex across NYS. You'll see different curves.

Current projections say NYC will face first height of the curve, then you'll see Westchester and LI on a delay of their height. No agreement on whether Westchester or LI will go first. Expect curve in Upstate NY to follow.

If you are not in highly affected area now, doesn't mean you won't be.

No hospital is an island. No hospital can exist onto itself. Need a new mentality of hospitals working with each other, including the public and private working together. There is an artificial wall between those two systems right now. That needs to come down.

One hospital gets overwhelmed, other hospitals have to flex to help.

Elmhurst in NYC is under stress. Number of cases is high. Stress on hospital is high. Level of stress is very intense. Elmhurst part of public system. Those 11 hospitals have to work together. Going to ask de Blasio and stringer to work get together to get that system working together better.

That stress does not abate in short term future. What can we do to improve H/H. Going to meet with GNYHA and private hospitals tomorrow.

State's role is getting health systems to work together. If needed we will ask Upstate systems to help downstate. And vice versa. When upstate hospitals get overwhelmed, downstate takes over.

Wadsworth has developed less intrusive saliva and short nasal swab test. Can be self-administer. Helps limit exposure to health care workers. Should be online next week.

Dr. Fauci: Faster easier testing. If you can test millions of people, you can get them back to work tomorrow.

Tomorrow, USN Comfort is coming. 1K bed capacity staffed by Fed medical professionals. Not for COVID patients, to fill the backfill.

Still working on PPE and staff. Up to 76K volunteer health care workers.

Virus continues to spread across the State. Only two counties without cases. 59K positive 8K hospitalized. 2K ICU. 3K discharged.

965 deaths up from 728.

NY still number one in the country.

Total new hospitalizations. 1175. Was 871 the night before. Relying on hospital reporting. Have to look at trend line. Now it's doubling every 6 days. The doubling rate is slowing, good news. But number of cases is going up toward the apex.

Change in daily ICU. 282 up from 172. Trendline in people being discharged. 846 up from 681.

Being a first responder, public health, hospital workers, labor of love. Lost a detective, Nurse Kious Kelly at Sinai West. I don't have the words to express my gratitude.

You think these police officers, nurses, not afraid to leave their house? They are afraid. But their passion and belief in helping others overcomes their fear. Makes them truly outstanding human beings.

Pres/CDC travel advisory for NY, NJ, CT. Not a lockdown. Nothing we haven't been doing. Non essential people should stay home. Support what he did. Affirms what we have been doing.

RI issued EO that NY license plates would be stopped at border for mandatory quarantine: has been repealed and we thank them.

Personal opinion: disorienting, frightening, disturbing. Try to find joy, silver lining. Sunday was family day in my family. I didn't really appreciate as a kid. Today we are going to have family dinner, Matilda on the telephone.

I know as NYers we feel under attack. Frantic calls when Trump first suggested quarantine. We are epicenter. These are different times, people are frightened. This is NY. We will make it through this. Made it through far greater things. We specialize in strength, stamina, and stability.

No state in the nation is better prepared or better mobilized.

Excelsior and E Pluribus Unum.

When patients going to Javits?

Cuomo: Javits online this week. We are building capacity and assembling supplies for the apex. I want to get ahead of the virus. When we actually utilize is when we need it.

Family dinners – stay at home goes through Easter and Passover – advice?

Cuomo: It's hard, but I say look at what happened in NR. What brought them together was religious gatherings and many, many people got ill. You worship the way you can. But from a distance. Patient zero from NR has gone home from hospital.

Cuomo: Spoke to RI gov yesterday. I don't think order was called for, legal, or neighborly. RI gov was receptive and thank her for reconsidering.

Deaths overnight: projections showing in terms of deaths

Zucker: Many different projections we are looking at. We do see in the thousands. These are models and we have to plan for what they show, but hope for less deaths. Small percentage unfortunately end up dying. That percentage hovering around 1%.

Cuomo: my opinion: I don't see how you look at that number and expect anything less than thousands of deaths. I hope its wrong.

Nursing homes ¼ of deaths in NYC

Cuomo: Frankly, we are lucky its only ¼ covid. Nursing homes are a toxic mix. This virus preys on the vulnerable, seniors. Covid in nursing home is like fire through dry grass. Not allowing visitors in, which is harsh. Staff tested before they go in. Doing everything we can. But this is truly a terrible virus to stop.

Testing at large rate, getting more positive than others, so what rate are you looking at?

Zucker: we look at all of it. Trends are very important.

Cuomo: I would not look at testing numbers or overweight them. They are not randomized. We don't do the projections ourselves. Weill Cornell, CDC, McKinsey are doing projection models. The models are all over the place. We do the best we can to pick a reasonable model, plan for that model, plan for that apex. Then you have actuality. You can see day to day.

Malatras: monitoring reports of domestic violence.

Zucker: working with all different agencies on this issue.

Cuomo: I think we were one of the first states to shut down. Shutting it down is a very drastic measure. Also want to do in a way that doesn't create more fear. Can't tell you how many people called after Trump made his comment on quarantine. But people are so on edge, people panicked. Need to manage fear and panic. I never used the term shelter in place because I believe it was inflammatory and incorrect.

How many first responders have the virus?

Cuomo: no specific numbers.

Schumer: blatantly rejecting Fed money because of budget.

Cuomo: Would be nice if he passed leg that actually helps NY. Leg passed stopped the State from putting in place a process that was effective. MRT was going on since Jan. Leg he passed said you can't redesign Medicaid. For what reason, I have no idea. So it disqualified this state.

Cuomo: I have no choice. 2.5 billion a year recurring is worth more than 6 billion one shot. And I called every Congressional Rep and told them why would you want to stop a redesign going on since Jan. Don't know what their political calculus was. Why want to stop a process lead by Rivera and Dowling, passed by the Senate and Assembly?

Mujica: There is nothing in that bill that says that money will last a year. Choice is waste the money or do a bill that provides funding for NYS.

Cuomo: not a sticking point for the budget. It's take 2 billion for sure or 2.6 billion. I pick 2.6 billion. Why would you do that to NYS? Why would you say stop a Medicaid redesign that saves taxpayers money that has to be passed by the Legislature. Why trample States right to redesign a program it runs to save money?

Second, problem with budget is the numbers. Why? Because Fed gov't, we get 1.9% of our state budget, about 5 billion, only to use for covid expenses. First point, you have states that got 10% of their budget, 20% of their budget in covid expenses that don't have covid cases. We got the lowest level of reimbursement in the bill. Second, Fed bill had no funding for fact that States have lost revenue. Speaker Pelosi asked today, said yeah, we have to come back and pass another bill. WE have 10-15 billion revenue hole. Now I have to do a state budget. Leg doesn't want to hear it. How do you do a budget with that big a hole. Great heartbreak was we were all waiting for this last piece of Fed legislation. All believed it would have money to help with revenue shortfall. Now we have to do budget next week. Help from DC never came. Now we have to make drastic cuts like you have never seen.

How do you consider non essential travel?

Cuomo: Same definitions. If non essential worker, should not be leaving your home.

Impact of across the board cuts MRT is looking at?

Cuomo: How do we fund health care costs. Fed did provide 5 billion for covid. But every hospital has covid costs. Ironically our last problem is the health care. We received 5 billion and hospitals received money. How do you fund the schools. That's where we have zero dollars.

Mujica: No revenue in first quarter, so with no revenue, we will have to potentially borrow resources. That's different than actual revenue shortfall.

Cuomo: when you have that big a hole to close, you can sort of paper over it with expectations. I'm not comfortable doing that. I believe postponing a problem makes it worse. If Fed was going to do it, they would have already. Not going to be a quick down, quick up. Looking at months. Recovery is going to be complicated. Not going to say that there is a theory of economics that I don't believe.

3/30/2020

Zucker, Raske, Dowling, Israel, Commish of NYCEM,

Curve continues to go up. NYS doing more testing than anywhere globally. 6984 new cases overnight. Only one country now that does not have a covid case.

No American is immune to this virus. What is happening to NY is not an anomaly. What you see us going through here you will see throughout the country.

Believe we are dealing with this pandemic at a level and density that no one has seen before.

66,497 positive. 9517 hospitalized. 2352 in ICU. 4204 discharged. Acutely ill people have the most problems. 1218 deaths up from 965 yesterday.

Still looking for pattern in the data. No doubt that the rate has slowed. We had a doubling every 2 days. Now have a doubling of cases every 6 days. Daily intubation rate is way up. Discharge rate is going up.

The situation is painfully clear. No question what we are dealing with. No question as to the consequences.

Only two missions: first, the public has to be responsible. You have to stay at home. It is a mandate. If you are out, no proximity. No density.

Second, the frontline battle is in the health care system. Hospitals across the city, state, and nation. Hospitals are where this will be fought. The health care system can't deal with that number of people. That's what's happening. First step was flatten the curve. Second, don't let hospitals get overwhelmed.

Soldiers in this fight are the health care workers. Docs, nurses, aides. We need to recruit more health care workers. Need to share health care professionals within the state and the country. Asking health care professionals across the country to please come help us now. We will return the favor.

Thank Alibaba, Asia Society, helping source supplies. 50 states, fed gov't and private hospitals are competing for supplies. We're driving up the prices. We need to give our frontline health care professionals the supplies they need now.

NY: plan forward, get ahead of the problem. This virus has been ahead of us from day 1. Get ready for the apex. That's why were preparing stockpile now. You have to have equipment now. If you wait to prepare for the storm to hit, it's too late.

You follow science and data. Health professionals have studied this virus and its progress since China.

Just had a great meeting with entire NYS health care system. One coordinated plan. The entire health care system convened, coordinated as one, for the first time in decades. This is a statewide battle. Want to make sure we are all coordinated.

No time for politics, partisanship or division. If there is division the virus will defeat us. This virus doesn't discriminate.

President said this is war. I agree. Let's act that way now. Show a commonality and unity.

Respond to trump's backdoor comment.

Cuomo: First, there is a warehouse in Edison NJ. Creating a stockpile. For someone to say we should be using it today. That defies logic. If you are not preparing for the apex, you are missing the point of the entire operation. Fundamental error to prepare for only today. You have scientist and data showing you the curve. Prepare for the high point of the curve now. What am I going to say to the hospitals when they get a 50% influx? Sorry? Idea that ppe not going to the correct place, I don't know what that means.

Cuomo: We just had a conversation about that. In NYC there is two systems. GNYHA, the private voluntary hospitals. Then there is the H+H, the public hospitals. We just discussed that those two systems have to undertake a balancing that's never been done before. Distribute the load among those public hospitals. Same with GNYHA. Once one system near capacity, then the two systems will work together to share the load. No legal barriers. If a public hospital starts to get overloaded, transfer to another hospital with less of a load.

Raske: Were going to work as one cohesive family system. I think what were going to see is that balancing. Balance within the system, balance beyond it. Each day, stress points will increase. Balance is essential.

Cuomo: Right now hospital systems operate as separate systems. We said we have to work as one system. Share staff. Share resources. If one hospital doesn't have enough mask, another hospital shares. On top of state system, you have Javits and the Comfort. These are non covid beds. I asked to make covid, but fed wants non covid. Overflow valve for hospitals. When near capacity, hospitals can download to Javits and the comfort.

Cuomo: Am I unwilling to tangle with the President? Have you ever known me not to be a tangler. I thanked the President because I take it as a compliment. As far as the comment about having a political contest with me, I'm not engaging him in politics. Only goal is to engage him in partnership. I'm not going to get into a political dispute with President, not going to rise to the bait. I'm not running for President. I just want partnership to deal with this. When you do good things for our State, I will be the first person to say you are a good partner. If I believe that NY is not being served, I will say that too. Just tell the truth. Forget the politics. We have a national crisis.

Cuomo: no one can be evicted for non payment of rent. A lot of people can't pay the rent because no income. I said by EO there can be no evictions for 3 months period. If they want to pay, they can pay.

Cuomo: we spoke about that today. Elmhurst is NYC public hospital. It is struggling. Clear to everyone. Spoke about it directly in this meeting. Asked other hospitals to pitch in and help. They agreed.

Cuomo: 100 to 200K estimated death toll from WH. We don't have death projections for this state. We have models and projections. Whatever the number is, its going to be staggering. Number is already

staggering. We've lost over 1K NYers. We've reached staggering. Now all you can do is everything to save every life possible.

Cuomo: Right now, a hospital is basically an isolated entity. One hospital has its own staff, logo, etc. You can have association of hospitals. Then you have public system. That doesn't work in this environment. No one hospital can do this alone. There has to be a totally different operating paradigm. Going to set a load threshold so when you get near it, you can send to other hospitals to get a low vacancy rate. We have hospitals in upstate NY that are experiencing none of this. They have staff and bed capacity. We need you know.

Raske: What we're going to do is work cohesively with State gov't to put together a command center that will receive all this information on instantaneous manner. This will create a way of decanting the pressure on our institutions. That information will go to central place and be disseminated. Now in process of pulling off in complete basis.

Cuomo: central purchasing, central stockpile and distribute by need.

Cuomo: doctors are exactly right. We applaud you, inspired by you. They are rising to the challenge every day. We respect them and love them for what they are doing. They should have every piece of equipment to do their job. That's the least we can do.

3/31/2020

Malatras, Zucker, DeRosa, Mujica

Numbers going up. Total tested 205K, 18K new tests overnight.

Positive cases 75K, 9K new cases.

10,929 hospitalized. 2,710 ICU patients. 4,975 discharged.

1550 deaths up from 1218

2 missions: frontline of the battle of our hospital system and social responsibility to stay home.

We are following mathematical projections of experts. Still working to procure equipment.

Support the staff. They need relief. Physical/emotionally exhausted. This is ongoing and the duration itself is debilitating.

I'm tired of being behind the virus. You don't win playing catchu. You never underestimate your opponent. And plan forward.

Main battle is at the apex. Get a staffing plan now. Equipment stockpile now. Need social acceptance of time expectations now.

Yesterday we met with entire state hospital system. We need a different mindset and organizational transformation.

Need unprecedented set of cooperation.

Even in NYC you have two different hospital systems. Public health system and private hospitals.

Those two systems (GNYHA and H+H) must break barriers.

Added complexity. When I say we have 53K beds, that's statewide. No longer just the LI hospitals or CNY hospitals. One system.

WE have Javits and Comfort. These need to be coordinated on top of the current system.

WE know were we must focus. Elmhurst, saw the burden on the hospital on the staff. It doesn't matter what link in the chain breaks, the chain is broken.

The health care system is a chain. Its breaks anywhere, it breaks everywhere.

Comprehensive hospital plan. Hospital operations, shifting supplies. Pool them and send to people who need them.

Fed gov't is a partner in this. Spoke to Pres and VP yesterday. WH has been very helpful.

PPE, want to know what everyone has on hand.

Testing; working on getting fast track test. At home test.

Central coordination team. DOH. Westchester, GNYHA, HANYS, NYC < LI.

Going to organize upstate/downstate transfers. When one hospital gets near capacity, move to other hospitals within the GNYHA system and then outside it.

Basic point: stay home.

Brother Chris is positive for COVID. He will be fine. He's an essential worker. He's going to be quarantined.

Yesterday asked health care workers across the country to come here. We will pay you. And return the favor.

How many extra health care workers on the ground now?

Cuomo: Problem is all health care workers are working too much. Working too many shifts. Afraid to go home, bring virus home. We put out request for retirees. 70K people said they would help.

Malatras: We have to check those people. People who had actions against their licenses were weeded out. Will be live today. Prioritizing instate workers by region. Then out of state employees.

Figures: new projections on when new apex hit.

Cuomo: we have literally 5 models we look at. It's true to say that no two are the same. Range is somewhere between 7 to 21 days.

Cuomo: hospitals have been cooperative. Question is do we have ability to appoint receiver if they are not. We're sending out rule today that says I want to know your stockpile is. Everyone put their stockpile in a pot. There's not going to be a lot of not listening. It's capacity level. As a general rule the public hospitals would have been on weaker spectrum. You now put weight on all 170 hospitals. You're going to see a difference in hospital depending on underlying strength. H/H what I said to public hospitals, private hospitals have to help them. When they get near capacity, you have to transfer. You almost have to shock the system.

Cuomo: first going to bring upstate staff to downstate hospitals.

Whose paying the staff? Who makes decision?

Cuomo: it's voluntary. WE will all figure out the cost. Do whatever we have to do to save lives.

Cuomo: We have ordered 17K vents from China. Complexity with vents is we ordered them from China and so did everyone else. Orders from china very slow in coming out. When we go back and do a

retrospective, every state does its' own purchasing, we're all trying to buy the same commodity. 50 states vying for the same thing. Wind up bidding against each other. FEMA should have been the purchasing agent on behalf of the states.

Cuomo: anyone could have told you a lot of these things. We all know that 50 states shouldn't compete, and FEMA shouldn't compete against them. Private hospitals and struggling public hospitals as two separate systems. NYC is separate, LI is separate. Shouldn't we have a comprehensive system. Without emergency, you couldn't break through those systems. What I was saying was so antithetical to hospital business model.

Cuomo: to the extent anyone could buy vents, FEMA is now capturing them. That's why Fed distribution is so important. I can't buy a vent, no matter what I'm willing to pay.

Cuomo: splitting vents, northwell using bipap, so we ordered those.

Mujica: Comptroller has authority to process payroll.

Cuomo: no update on the budget. Am I going to say I believe the Fed gov't is going to deliver money? Nope.

Cuomo: budget is contingent on projections we have now. If we get funding, we increase allocations. If we don't, we reduce.

Cuomo: Unemployment not working as it should. Can't get on the website. We have companies working on it. I apologize. It must be infuriating. Site is so deluged and it keeps crashing.

Mujica: we use get 50K calls a week, we had 1.2 million calls yesterday. Last week over 7 million.

Minor who died of covid?

Zucker: had underlying medical condition.

4/1/2020

Malatras, Zucker, DeRosa, Mujica

Numbers continue to go up. Testing has increased. Total tested is 220K, up 15K overnight

83K total positive cases. One county still without a case.

12K currently hospitalized, up 1200

3K ICU, up 312 overnight.

6K discharged

1941 deaths up from 1550

Still looking for a curve. Number of hospitalizations, intubated, ICU and discharged going up.

Nobody knows when this will be over. We are using models.

Model changes the more data that comes in. Started with assumptions and presumptions. More data affirms or discounts. Refine the model.

Now: McKinsey: Apex, roughly end of April. Apex could need 110K covid beds. 37K vents.

That model based on minimal impact from social distancing. How effective is the social distancing? Are people complying? To what extent and how effective is it?

High compliance with social distancing: 75K beds and 25K vents. This will reduce the number.

Also different models. Wuhan just locked up society. McKinsey is studying all the models to come up with moderate model to make planning decisions.

Other models project apex happening sooner or later. Some say 7 days. Some say 6 weeks. Broad range on number of beds and vents. Our course is a moderate model because in truth, higher models we don't have a chance of meeting that capacity.

Dr. Fauci: estimated 100K may pass away. Nobody really knows.

Gates Foundation-funded group: projects 93K Americans will pass and that 16K NYers will pass.

This is not just NY if you believe these numbers. Tens of thousands of deaths outside NY.

Lets address and cooperate in NY because it's going to be in other states. Let's learn to do it the best we can, then we can work cooperatively across the country.

This model projects you will have high death rate through July. If correct, this could go through the summer.

Now questions become nuanced. Could you still be dealing with the virus and get the economy up and running and get people out of their homes? Yes. Ways to do both.

Public health strategy consistent with people getting out of homes and back to work.

My way: come up with rapid testing. They know who is positive, who is negative, who can go back to work. People can do at home. Rapid testing also ends anxiety.

Closing NYC playgrounds. Warned people to reduce the density. Spoke to Speaker Johnson, we agreed initially we would try compliance. It is still a problem. Working with Speaker and Mayor. Leaving open spaces available in parks.

Asking hospitals to cooperate like never before. Act as one. Share supplies and staff. Shift patients among hospitals, which has never happened to any great extent.

Must plan forward for the apex. That's where the enemy either overwhelms our health system or we win.

As a society, we should start looking forward to understand how this experience is going to change us. This will be transformative on a personal basis, on a social basis, on a systems basis. We will never be the same again. We will get back to a new normal. Lets make sure the change is positive.

How do you grow a resilient economy. How do governments work together. Figure it out before the next emergency. Why weren't we ready with a better teleeducation system? Same with telemedicine? Why don't we have medical supplies made in this country.

My brother is resting fine at home. He has the symptoms of a very bad flu. Fever, chills. Anyone can get this disease. Christopher is not in the category where it is problematic. It still scared me when he told me he had the virus. It's frightening because there's nothing I can do. He did his show from home last night. It shows the country what it's like to have coronavirus.

· Q&A

- o What's the policy for posthumous testing of suspected cases?
 - § Cuomo: I have no idea.
 - § Zucker: If someone tied on respiratory illnesses, they will be tested.
- o Can you confirm patients were moved from NYC to Albany Med?
 - § Cuomo: Yes. This is one state. One family. We support one another. Staff from upstate will be going downstate. Staff shortages and exhaustion are critical. Downstate hospitals can transfer patients upstate.
- o Are downstate hospitals full now? What is the total capacity?

- § Cuomo: 110,000. The transfer from NYC to Albany Med was a one off that I helped arrange. The first step is transfers within H+H and within the voluntary, then among both systems, then transfer upstate.
- o How much capacity is left downstate?
 - § Cuomo: They are not at capacity now. It depends how fast that curve goes up. When you get to the apex, you will be over capacity.
- o What is the criteria to move patients upstate?
 - § Cuomo: It was a one-off to Albany Med. Going forward, it will be capacity. If you will all the downstate hospitals, you then have Javits, Comfort as a relief valve for non-COVID patients. Try to transfer to Long Island. If they're at capacity, you move upstate.
- o What can the City do to keep people inside? There were crowds watching the ship dock.
 - § Cuomo: The NYPD has to get more aggressive. Period. It is a law enforcement issue. It's irresponsible, selfish, and reckless for people to not isolate on their own.
- o Any plans to shore up first responder workforces?
 - § Cuomo: We'll do whatever we have to do. The backfill will come from State police. We can deputize police officers from upstate to serve in NYC. The NYPD is so large that I don't know we will get to that point. Same thing with firefighters.
- o How many volunteer medical workers have been assigned to NYC hospitals?
 - § Cuomo: We have a pool of 82k people. We then route them to the hospitals. The hospitals basically will employ them. They have to fit the needs of the hospital and the hospital needs to vet them. It's going as quickly as those hospitals can make those decisions. We don't have a census yet. We made the pool available to the hospitals.
- o Have any staff moved from upstate to downstate already?
 - § Cuomo: Yes, we don't have numbers though.
- o Why not close playgrounds statewide?
 - § Cuomo: We don't have the same density problems upstate.
- o When do more temporary hospitals come online?
 - § Cuomo: When we need them to. They are the last resort. They are available when you max out your bed capacity. My fear is about beds, staff, and equipment. You will run out of staff before beds. You may run out of equipment before staff.
- o What do you make of Samaritan's Purse running temporary hospitals?
 - § Cuomo: Anyone who can else, God bless.
- o Do you think the Feds are being honest with their stockpile?
 - § Cuomo: I don't know what they have in the stockpile. I only know what I read. I pray that they have enough to meet the need because that is the only option. China is the main manufacturer for all of these things. The only hope for a State at this point is for the Federal government to deliver. That's why the Defense Production Act is so important.
- o Does this mean you support UBI or single payer?
 - § Cuomo: I don't know. I think it's more basic than that. How do you keep the economy running? No system will work if the entire economy is closed down? I don't have the answer. We're in the middle of a crisis. We're all trying to manage

hospitals and enforce social distancing. This is going to be over at one point and we will have to learn. I have not through any of that yet.

- o What are the numbers with low compliance with social distancing?
 - § Cuomo: The apex is not delayed.
 - § McKinsey rep: The timing is still the same. The number still comes down, but if you don't do anything to mitigate, the apex timing remains the same, but the intensity is greater and more concentrated.
- o Cuomo: We had to do the budget while dealing with this situation. I want to applaud my team for handling both at the same time. The same is true on the legislative side. I thank the Speaker and Andrea Stewart-Cousins. We have a conceptual agreement with the leaders on the budget. They're going to go to their members today to talk about it. If they are successful, we will pass the budget.
- o How will changes to Medicaid county share work?
 - § Cuomo: I don't want to get into specifics about the budget. The leaders are briefing their members. I'd rather let them do that first.
- o No tax increases to cover state operations?
 - § Mujica: State operations were initially \$105b. We're taking that down to \$95b. We'll look to see if we take more revenue over time.
- o Anything about bond sales?
 - § Mujica: We issued short term borrowing in order to extend the tax filing deadline.
- o Cuomo: We will make this state the progressive leader. All those items are still in this budget. We did not scale back our efforts or ambitions to advance this state to greater heights. It will be as productive a legislative session as we've had. We can't spend what we don't have, but if money comes in over the course of the year then we can spend it.
- o Is bail reform in the budget?
 - § Cuomo: You'll have to wait and see the budget.

4/2/2020

Increase continues. Up to 79,017. 238,965 total tested. 8,669 new cases. 92K total positive cases. New large numbers in Nassau, Suffolk and Westchester is troubling news. Every county in the state now has reported a case.

13K currently hospitalized
3K ICU

2373 deaths up from 1941

Number of intubations is up, but you can start to see a plateau, statisticians say optimistic view.

Everyone waging same battle. Can you handle the apex.

Apex depends on the model. Anywhere from 7 to 21 to 30 days depending on model. Depends on how model rates effectiveness of social distancing.

Models say will need between 70K and 100K

Right now have 53K statewide, 36K downstate. Every hospital has to add 50% increase, they have done that. Added extra facilities and shifted downstate patients to upstate hospitals.

When does it end. All basically say you come down from apex quickly. Some models then have it flattening out for a period of time. Models have it flattening out and continuing through the summer.

IHME model projected deaths. 93K projected nationwide. 16K in NY.

That hospitals that will have the greatest stress will have least tolerance. You need beds, staff, equipment.

Beds are easiest to find. Starting construction at Brooklyn Cruise terminal. Opening next week 750 beds.

Staten Island. Taking closed OMH hospital and transition to covid only hospital.

I personally am least worried about bed capacity.

Staff and supplies are harder component. Continuing to shift staff upstate-downstate. 21K volunteered from out of state to come to NY.

NY will return the favor. It's a NY tradition. I will never forget how people across the country came to the aid of NYers.

85K volunteers being deployed across the state.

PPE is still a problem. Hospital by hospital survey each night to determine what supplies they have. We have a central stockpile. Asking all hospitals to contribute what they have to that stockpile and we will distribute on a need basis. Asking hospitals that have surplus not to hoard.

We are looking for more suppliers. 212.803.3100 or covid19supplies@esd.ny.gov.

Cruel that we are dependent on China for these supplies. Everyone shopping China for these supplies. Gowns and gloves are not complicated components to manufacture. If you are a manufacturer who can convert to make and make quickly, we will purchase them and pay a premium and pay to convert or transition your facility. But we need it like now. Not talking about 2 or 3 months. If you are in garment manufacturing. Machine that can cut a pattern. If you can do it, it's a business opportunity. It's a state need it's a national need. No bureaucracy, no red tape. We will finance what you need.

Vents. We released 400 last night to H/H. Released 200 to LI and Westchester. At current burn rate, we have about 6 days of vents in our stockpile.

If apex happens within that time frame, if it increases, is longer, we have an issue with vents. These numbers also being compiled every night. The state is buying them. They are very expensive and the State is broke, so I have no desire to purchase more than I need.

Taking extraordinary measures. WE know where all vents are in the State. If we have a problem in any hospital, we will take any vents from upstate hospital that doesn't need, and transfer.

Also, ending all elective surgeries. Using anesthesia machine vents. Splitting vents. Using and converting bipap machines. Still looking to acquire more vents. Its too late to ask anyone to make them. No one can make them in the time we need.

750 bipap machines. Northwell has developed a protocol and teaching other hospitals to do that. Purchased 3K. 750 arrived and will be distributed.

Extending health care exchange enrollment period through May 15. Please get covered.

Chris Cuomo joined via video. C Cuomo. Im doing well. This is very tough. I get it now. Now that know the fight I'm in for, I'm more comfortable. I see why you have to rest. Body is fighting the fever. A lot of people are fighting it alone, can't imagine that.

Mandatory curfews?

Cuomo: depends on what the problem and situation is and what trying to solve.

Cuomo: Javits and comfort Fed facilities for non covid patients only. Fed gov't determines who comes in by their protocol.

Cuomo: Javits and Comfort can do whatever. Understand you don't want covid on the Comfort because how do you disinfect.

Zucker: recovering patients should be in convalescent stage. Non covid would need to be in relatively stable conditions.

Cuomo: We do not do models in house. Modelers will tell you they use Wuhan data when trying to calibrate rate of spread and social isolation. Also have a lot of data post china they are relying on. Model isn't solely dependent on China data.

Fed stockpile – faulty vents? Did NY receive any?

Cuomo: City and state received 4400 vents. Have distributed almost all. Haven't heard of any faulty.

Expecting any more from Fed?

Cuomo: spoke with Pres this a.m. I don't think the Fed is in the position to provide vents to the extent the nation needs them. They may have vents they are not distributing vents now on same theory I'm not distributing all now. I don't know if they have more in the stockpile. I know it's a problem for everyone. That's why our attitude is we are on our own. I will ask Feds if we get to that point. But that's why we're also taking extraordinary measures ourselves.

Compare the use of bilevel to use of vents.

Cuomo: I would love to respond except I have no idea. Also have plan for handheld vent. Bought 7K of them.

What do you make of Trumps praise and criticism of you?

Cuomo: I don't know.

Cuomo: number of people who come in per night needing vent – say 350 a night come in. Try to buy more vents, then you go to plan b, c, and so on. We're doing more than any other state or country has ever tried to do in terms of back up contingency plans.

Cuomo: I haven't changed. I defy change. I think it will change me. This is incredibly hard. I take my job very seriously. If I fail I fail. If something breaks or doesn't work, that's on me. I see those deaths every day and I take that personally. I feel the pain that families are feeling. I'm doing everything I can, but people are still dying and that is hurtful and humbling and painful. What do you look like when you come out the other side? I don't know.

Mujica: access to the market is limited right now. Looking at short term borrowing now. Will look at finances and market in September and see where we are. Looking at what market will allow us to borrow. Our shortfall is 10 billion.

4/3/2020

NYS has a new seal. Leg passed a modification to the seal. Excelsior and E Pluribus Unum.

102K total cases.

of deaths 2935 up from 2300

1400 Hospitalizations.

Hotspots: Increase in number of cases on LI. Concerning because hospitals aren't as sophisticated as NYC hospitals.



Showed an N95 mask and gown. Nothing sophisticated about the manufacturing. Can't be that companies in this country and this state can't quickly make these.

Javits is going to be converted to covid only. We don't have non covid people to any great extent in the hospitals.

Federal agents were not eager to convert. Spoke to Pres yesterday. He spoke to task force and they granted the request. Adds 2500 beds. Big deal.

Vents: we don't have enough. Situation very simple – people come in, almost all covid people. Ironically, non covid patients have dropped because everything is shut down. Don't have auto accidents, crime rate. No trauma cases coming in.

Many coming in go right to ICU. Need vents. Splitting and using bipap, anesthesia vents. Talking to Feds, don't believe Fed stockpile has enough to help all the states.

Still trying to buy from china. Working with Alibaba which has been very helpful. Going to have to redeploy from across the systems. Hospitals that have vents and PPE they are not using. Spoke to hospital administrators. They don't want to give up expensive pieces of equip. Theory is gov't won't give them back. I don't have an option.

Signing an EO allowing State to take vents and PPE from institutions that don't need them now, redeploy to other parts of the state, which will be returned, or they will be reimbursed.

Not going to be in a position where people are dying and we have vents in other parts of the state. There is no hardship, I will pay you for the vent.

National Guard will be deployed to pick up vents.

State budget. Passed a lot of domestic policy issues. Bail reform, child vaping, banned fentanyl, banned repeat sex offenders on subways, paid sick leave.

Budget was difficult because state has no money. How do you do when you can't forecast revenues. Budget is calibrated to future revenues or losses. Start with an assumption, when we see how fast the economy comes back, we will calibrate accordingly.

Fed is planning to pass another piece of legislation. Very important they include State gov't money. Spoke to Pelosi. Understands fully the needs of state/local gov't. Understands how NY was shortchanged in last bill. She's going to do everything she can to help NY.

CVResponse in general: State's rights versus federal interference. There is no gov arguing that their state's rights are being trampled. Every state is saying I need help, I need assistance.

This is a national disaster emergency situation. Only operational model I see that could potentially work here is you have curves in different part of the country, and they occur at different times. Only practical solution is focus on the emergency that is in front of you. And then, redeploy to the next situation.

NY is tip of the spear. We have the high numbers, first major encounter. Deploy resources to NY first. 7-21 days we will be on top of the curve. Then I don't need the vents. We can redeploy to place that curves next.

What is the alternative to the crisis we see looming nationwide. Fed does not have enough material to say, whatever you need I can get you. They can't. They have said, don't have enough in stockpile to handle this.

Simple analogy to this. During minor emergencies or disasters. What do we do? All responders descend on the impacted area. Help the place that has the crisis.

NY is in crisis. Help NY. Pick up, decamp and go to next place.

20K people volunteered to come to NY and help.

Zucker: no data to support effectiveness of facemasks. Like to base on evidence. Data doesn't suggest mask for those other than sick/health care workers.

Cuomo: fair to say masks couldn't hurt unless they give a false sense of security.

Cuomo: don't use the word seize. That's harsh. It's sharing of resources. Not going to have any part of the state that doesn't have the resources they need because we didn't share. WE are tracking every night what hospitals have and what they need. And shifting resources. Right now upstate numbers lighter than downstate. But that is going to change. Hospitals not dealing with covid are seeing very low activity. We are not going to leave any hospital without adequate equipment. We just wont let them have stockpile. Keep a one month supply, give me 4 months.

Cuomo: We have to see how many. Go hospital by hospital. How many do you have, how many do you need. There could be several hundred excess vents in hospitals that don't have covid cases right now.

Cuomo: burn rate is about 300 vents per day. If you find 300 excess vents, you've found another day.

Cuomo: human nature: let me borrow your equipment, nah, I'm going to keep it here. How do you track equipment when you take it.

Cuomo: you think hospitals might sue me? If they want to sue me for borrowing their excess vents, let them.

Cuomo: Javits have ICU beds.

Cuomo: situation across the board. Transit workers who have incredibly high rate of illness. They are doing heroic work. It's a problem in FDNY, NYPD, serious problem with health care workers. It will be on a case by case basis if the state steps in. Couldn't do a state takeover of NYPD. We have to perform public safety. If NYPD has serious staff shortage, would work with them how to remedy.

Zucker: have transferred several dozen patients over the last 2 days to the Albany area.

Comfort usage

Cuomo: did not speak to Pres about in any depth. Its non covid only. Going to speak to Defense Sec. Don't want to put covid on ship because too hard to disinfect after. The need right now is for the covid patients. They said from day 1, they would not take covid.

Cuomo: no measures to lessen crowding in state prisons. We don't have a way to do that right now.

DeRosa: State has domestic violence hotline. Women should know they do not have to stay in those situations. State Police did confirm an uptick in cases.

Cuomo: My father told me so many things, but he had tremendous stamina. Loved Churchill. Taught me to trust in love and love's triumph over hate and selfishness. Taking excess equipment to save lives. This is hard personally. It's hard to go through this all day. Then hard to stay up all night watching numbers tick up and know that you are in charge of the ship. I don't shirk that responsibility at all. You go through the darkness and you find the light.