

Partnership Is the Energy That Holds Us Together

Entropy, collaboration, and lessons from the COVID-19 pandemic

Alexander Garza, MD, MPH
Chief Community Health Officer
SSM Health


December 2019

"All the News That's Fit to Print"

The New York Times

Late Edition

Today, cloudy early, afternoon sunshine, high 49. **Tonight,** clearing, low 34. **Tomorrow,** clouds and sunshine, high 43. Tomorrow night, clear, low 32. Weather map is on Page A16.

VOL. CLXIX . . . No. 58,558 © 2019 The New York Times Company NEW YORK, TUESDAY, DECEMBER 31, 2019 $3.00



HUSSEIN FALEH/AGENCE FRANCE-PRESSE — GETTY IMAGES

Iraqis in Basra held a demonstration on Monday to denounce U.S. airstrikes on an Iranian-backed militia's base in Iraq on Sunday.

Business Got Big Tax Cut; Lobbyists Made It Bigger

Campaign to Add Loopholes to the Law — Deficit, Up 50%, Nears $1 Trillion

By JESSE DRUCKER and JIM TANKERSLEY

The overhaul of the federal tax law in 2017 was the signature legislative achievement of Donald J. Trump's presidency.

The biggest change to the tax code in three decades, the law slashed taxes for big companies, part of an effort to coax them to invest more in the United States and to discourage them from stashing profits in overseas tax havens.

Corporate executives, major investors and the wealthiest Americans hailed the tax cuts as a once-in-a-generation boon not only to their own fortunes but also to the United States economy.

But big companies wanted more — and, not long after the bill became law in December 2017, the Trump administration began transforming the tax package into a greater windfall for the world's largest corporations and their shareholders. The tax bills of many big companies have ended up even smaller than what was anticipated when the president signed the bill.

One consequence is that the federal government may collect hundreds of billions of dollars less over the coming decade than previously projected. The budget deficit has jumped more than 50 percent since Mr. Trump took of-

loses.

Starting in early 2018, senior officials in President Trump's Treasury Department were swarmed by lobbyists seeking to insulate companies from the few parts of the tax law that would have required them to pay more. The crush of meetings was so intense that some top Treasury officials had little time to do their jobs, according to two people familiar with the process.

The lobbyists targeted a pair of major new taxes that were supposed to raise hundreds of billions of dollars from companies that had been avoiding taxes in part by claiming their profits were earned outside the United States.

The blitz was led by a cross section of the world's largest companies, including Anheuser-Busch, Credit Suisse, General Electric, United Technologies, Barclays, Coca-Cola, Bank of America, UBS, IBM, Kraft Heinz, Kimberly-Clark, News Corporation, Chubb, ConocoPhillips, HSBC and the American International Group.

Thanks in part to the chaotic manner in which the bill was rushed through Congress — a situation that gave the Treasury Department extra latitude to interpret a law that was, by all ac-

Suspect Wrote About Hitler and Nazis in Journal

By MICHAEL GOLD and BENJAMIN WEISER

In his journal, prosecutors said,

Charges of Hate Crimes Filed After Stabbings

Jewish population. The authorities have boosted police patrols in ultra-Orthodox neighborhoods and bolstered security at area synagogues and yeshivas.

Strikes by U.S. Renew Anger Among Iraqis

REUTERS

World Business Markets Breakingviews

HEALTHCARE & PHARMA DECEMBER 31, 2019 / 1:55 AM / UPDATED 2 YEARS AGO

Chinese officials investigate cause of pneumonia outbreak in Wuhan

By Reuters Staff

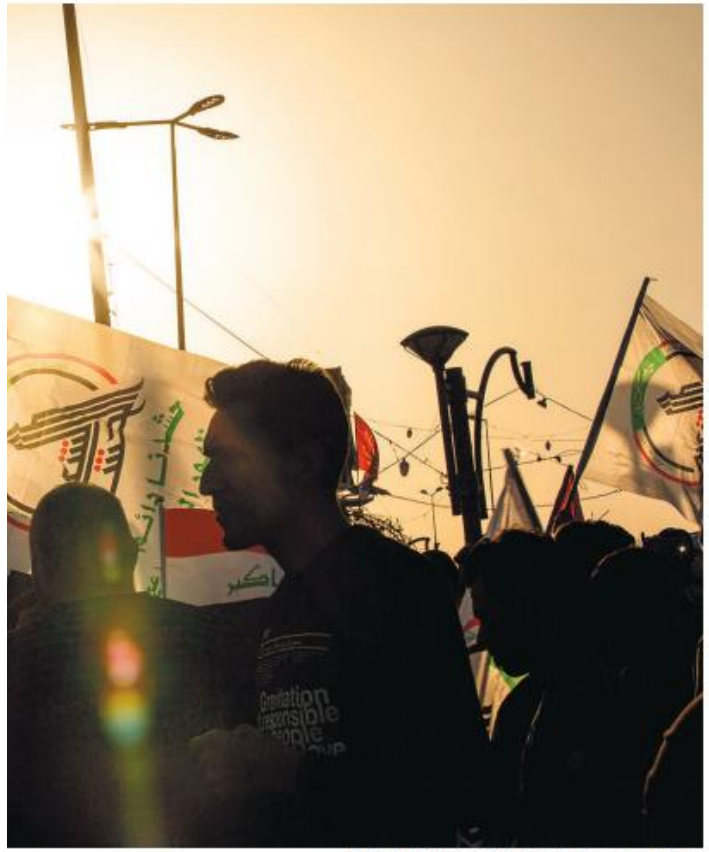
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Company NEW YORK, TUESDAY, DECEMBER 31, 2019



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← Thread

World Health Organization (WHO) ✓
@WHO

#China has reported to WHO a cluster of #pneumonia cases —with no deaths— in Wuhan, Hubei Province 🇨🇳 . Investigations are underway to identify the cause of this illness.

12:13 PM · Jan 4, 2020 · Twitter for iPhone

640 Retweets **813** Quote Tweets **1,545** Likes

World Health Organization (WHO) ✓ @WHO · Jan 4, 2020

Replying to @WHO

WHO is closely monitoring this event and will share more details as we have them.

WHO is working across the 3 levels (country office, regional office, HQ) to track the situation. #pneumonia #China

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VOL. CLXIX ... No. 58,619 NEW YORK, SUNDAY, MARCH 1, 2020 $6.00

Readiness of U.S. for an Epidemic Raises Fears About Shortages

By ANDREW JACOBS and SHERI FINK

In 2005, the federal government sought to assess how a respiratory-related pandemic might play out in the United States. Its report estimated that a severe influenza pandemic would require mechanical ventilators for 740,000 critically ill people.

Today, as the country faces the possibility of a widespread outbreak of a new respiratory infection caused by the coronavirus, there are nowhere near that many ventilators, and most are already in use. Only about 62,000 full-featured ventilators were in hospitals across the country, a 2010 study found. More than 10,000 others are stored in the Strategic National Stockpile, a federal cache of supplies and medicines held in case of emergencies, according to Dr. Thomas R. Frieden, a former director of the Centers for Disease Control and Prevention.

Tens of thousands of other respiratory devices could be repurposed in an emergency, experts say, but the shortfall could be stark, potentially forcing doctors to make excruciating life-or-death decisions about who would get such help should hospitals become flooded with the desperately sick.



A patient at a nursing home on Saturday in Kirkland, Wash. The facility has two cases of the virus.

reach severe proportions in the United States or affect many regions at once. With its top-notch scientists, modern hospitals and sprawling public health infrastructure, the country was well prepared to manage such an epidemic.

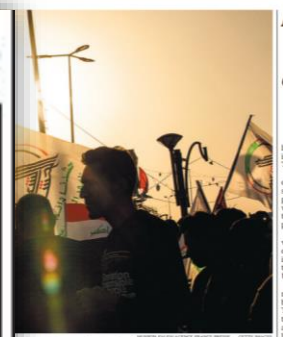
But the coronavirus, which appeared in China in December and has stricken more than 86,000 people around the world, killing



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GLOBAL HEALTH

From Jan. 2020: China Identifies New Virus Causing Pneumonialike Illness

The new coronavirus doesn't appear to be readily spread by humans, but researchers caution that more study is needed.



Health officials last week at Hong Kong International Airport awaited travelers to scan, in response to a mysterious infectious disease outbreak in central China. Andy Wong/Associated Press

By Sui-Lee Wee and Donald G. McNeil Jr.

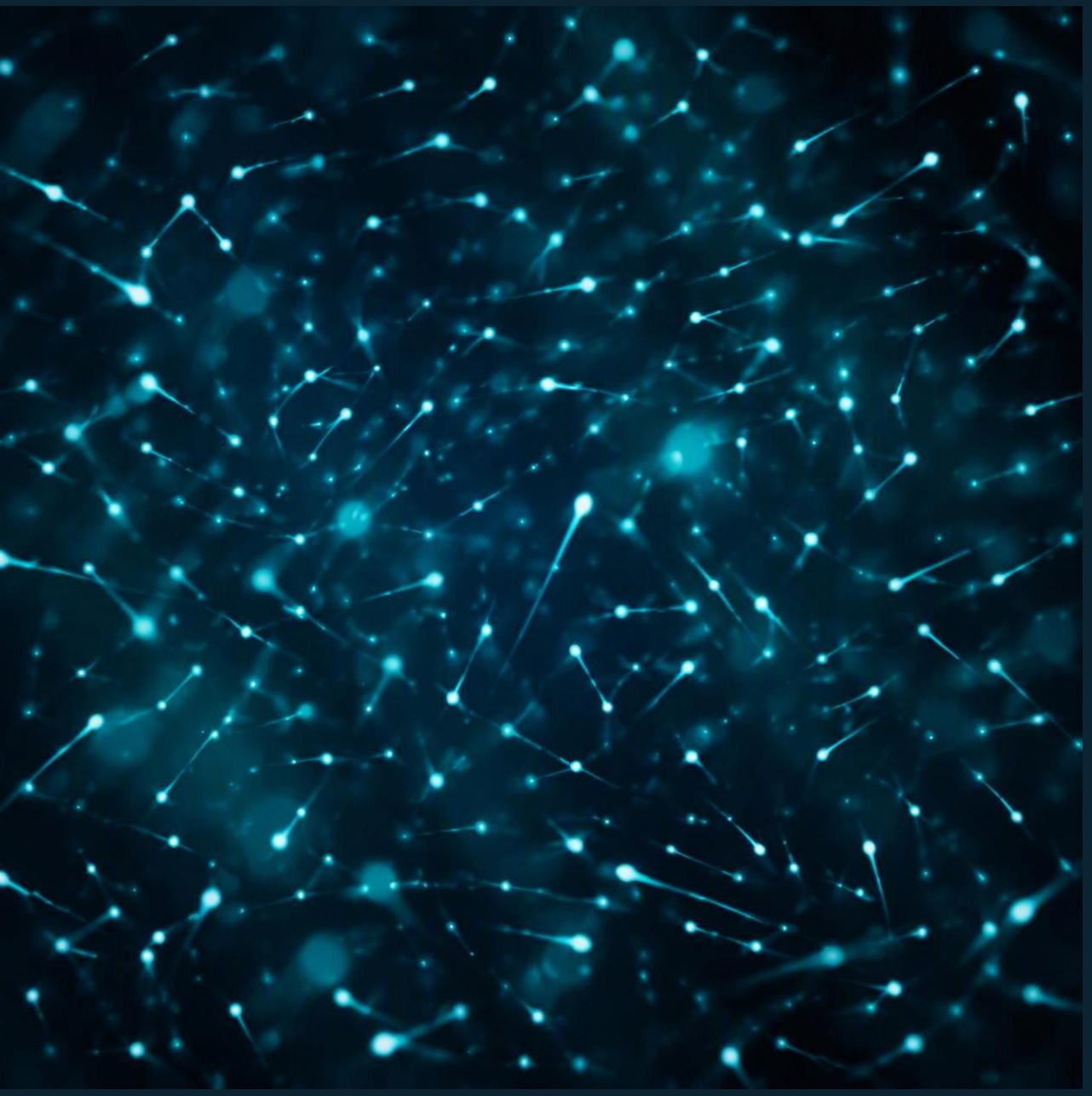


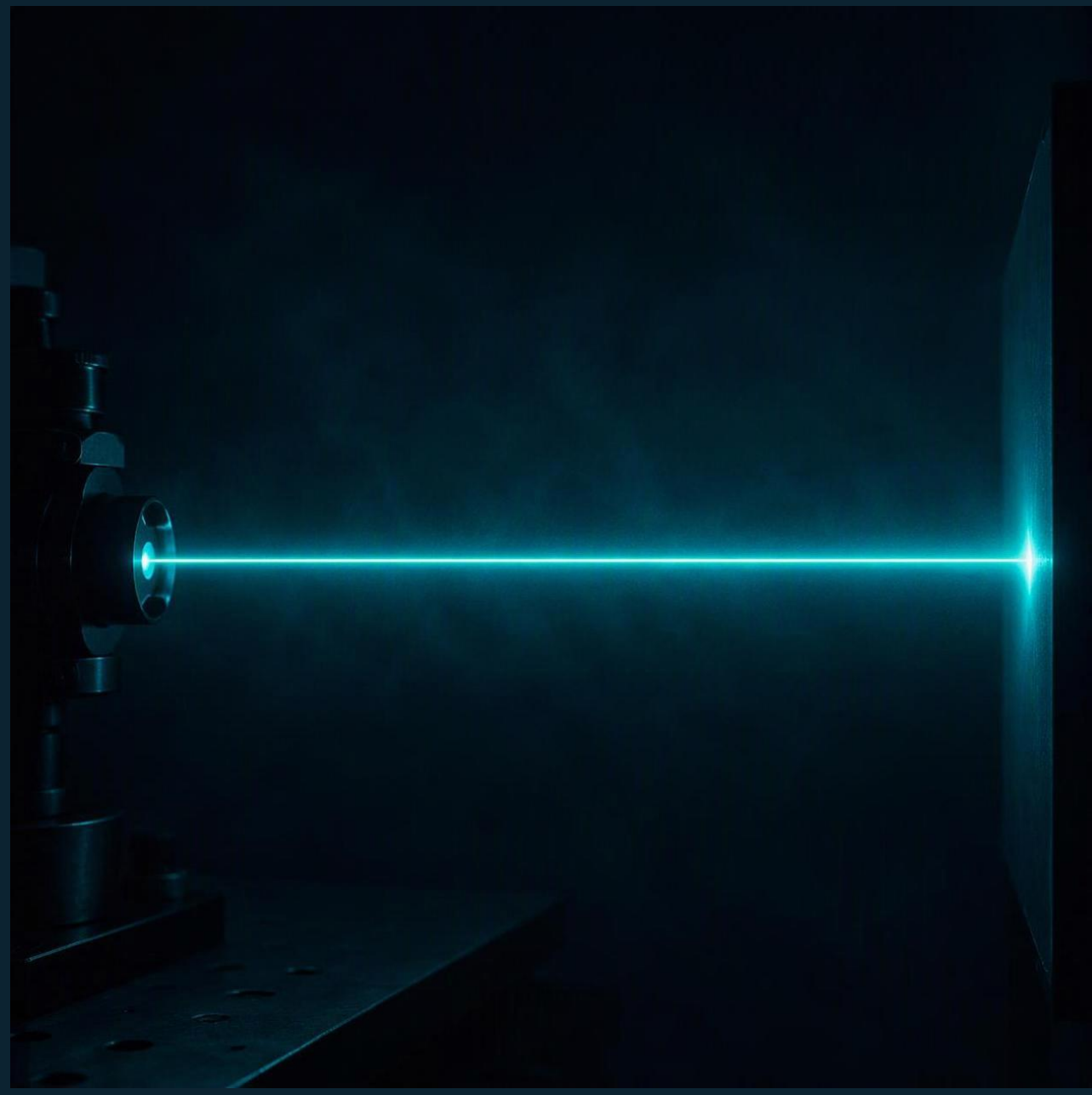


Entropy



"Disorder, randomness, or unusable energy within a closed system"





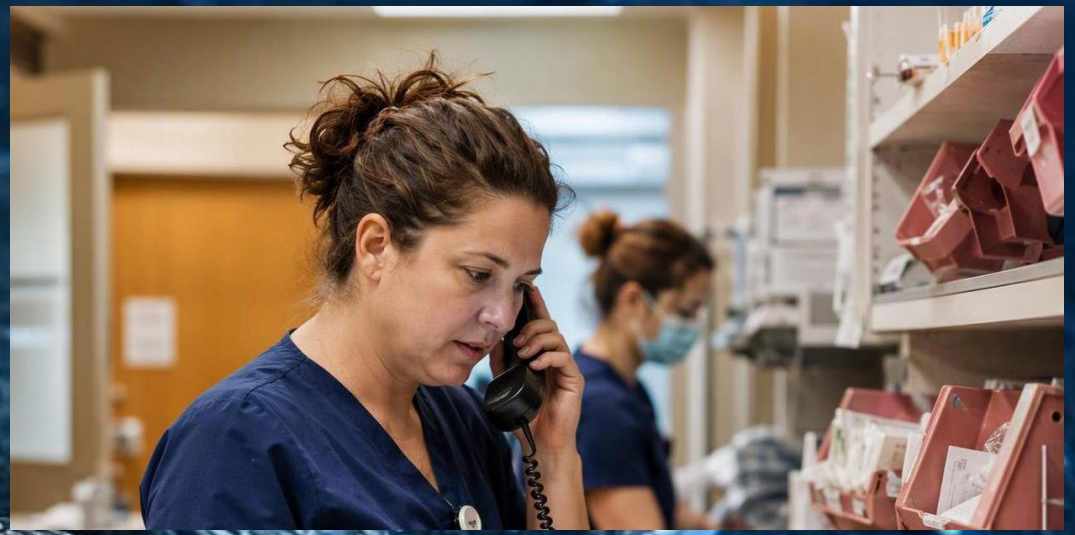




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PANDEMIC TASK FORCE

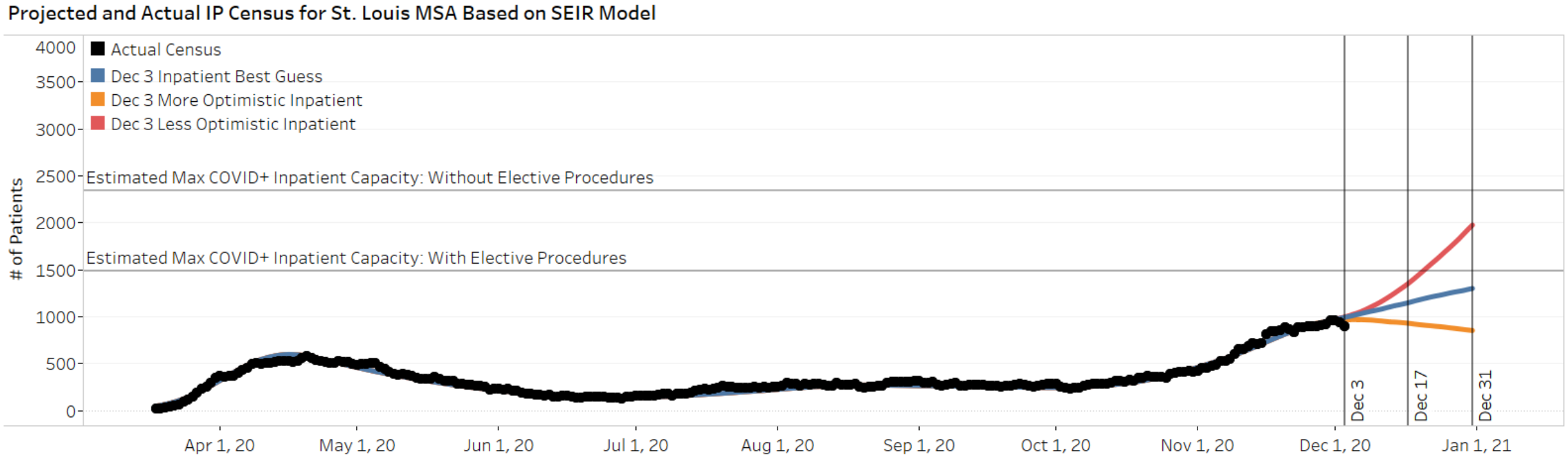
BJC HealthCare

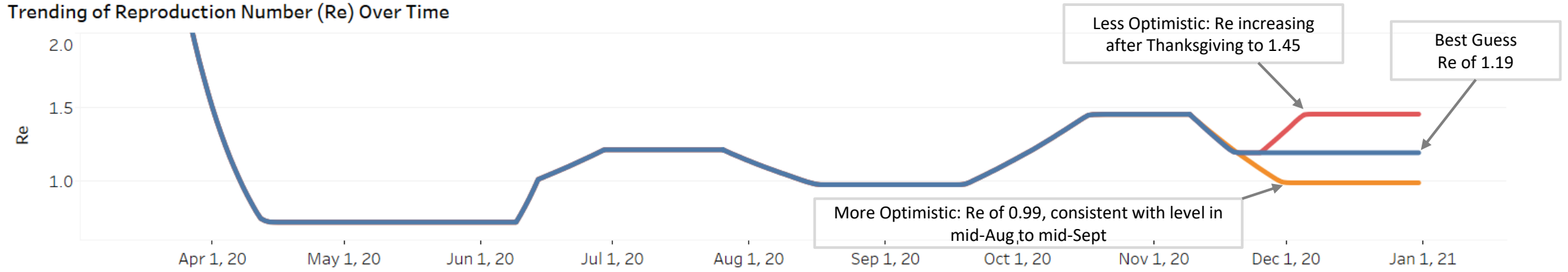
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SSMHealth

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Alternate Models: More Optimistic and Less Optimistic Scenarios



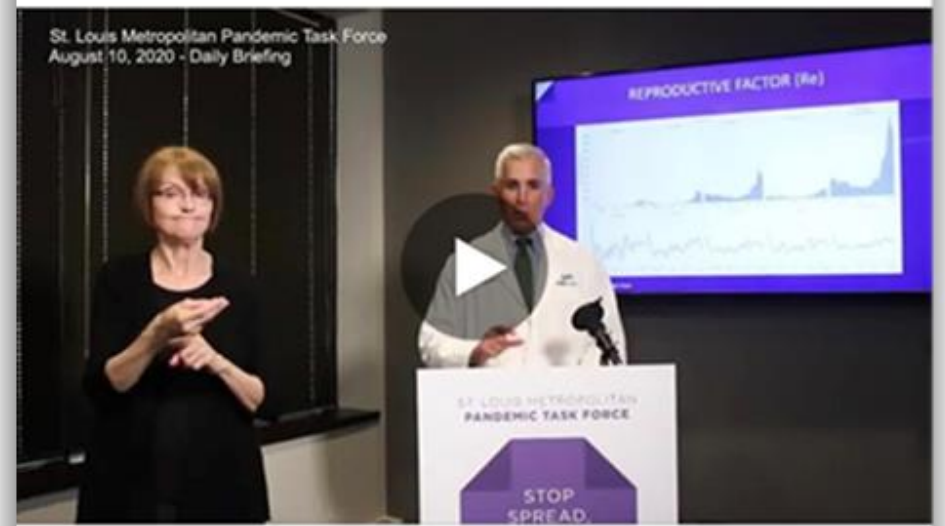


SOURCE: St. Louis Metropolitan Pandemic Task Force | UPDATED: 12/3/20

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St. Louis Metropolitan Pandemic Task Force was live.

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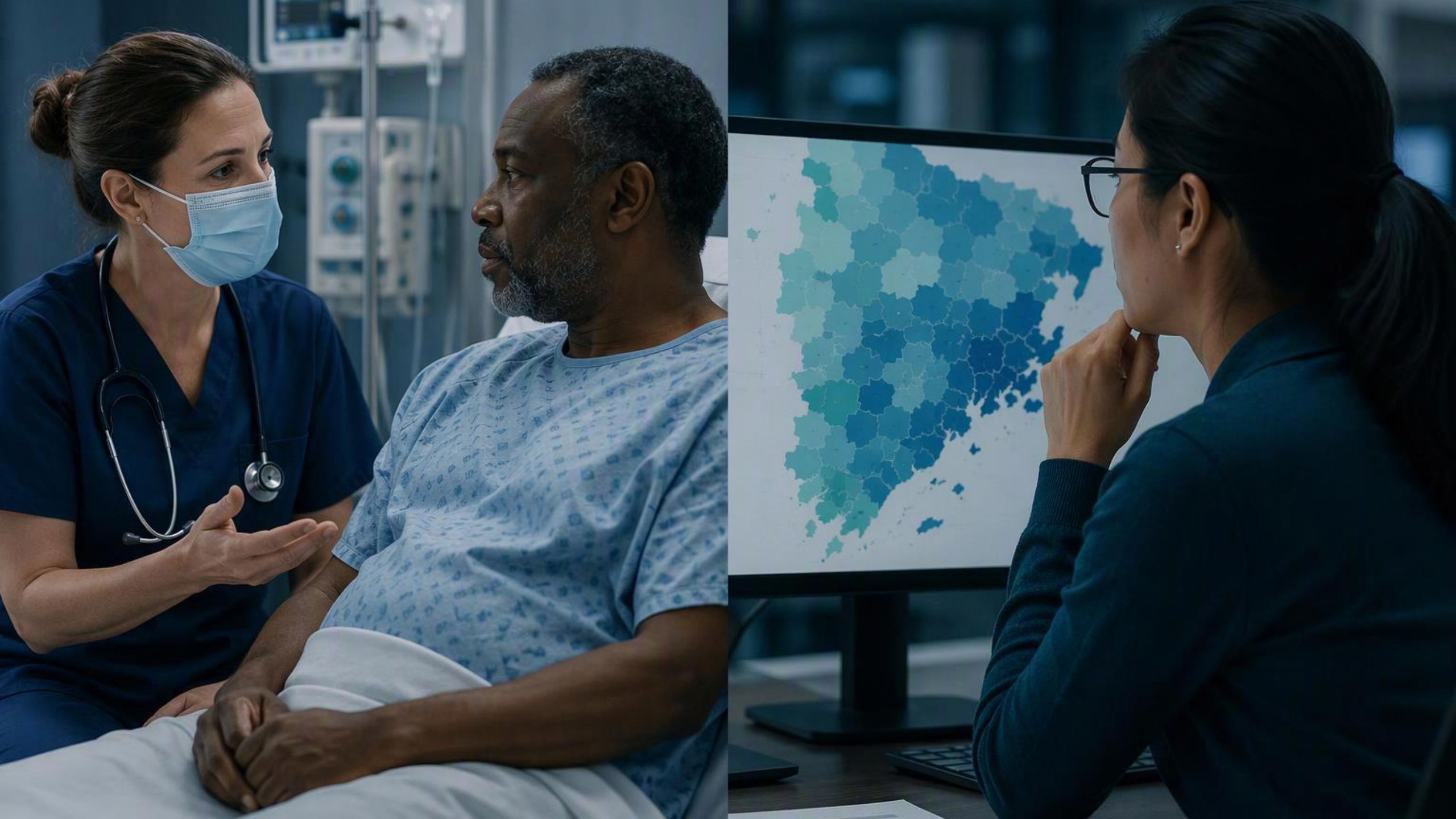


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trust




equity

return to normal




leadership


future



Thank You

Alexander Garza, MD, MPH

