driving readiness in
dynamic times

Disaster Planning for California Hospitals

CALIFORNIA
HOSPITAL
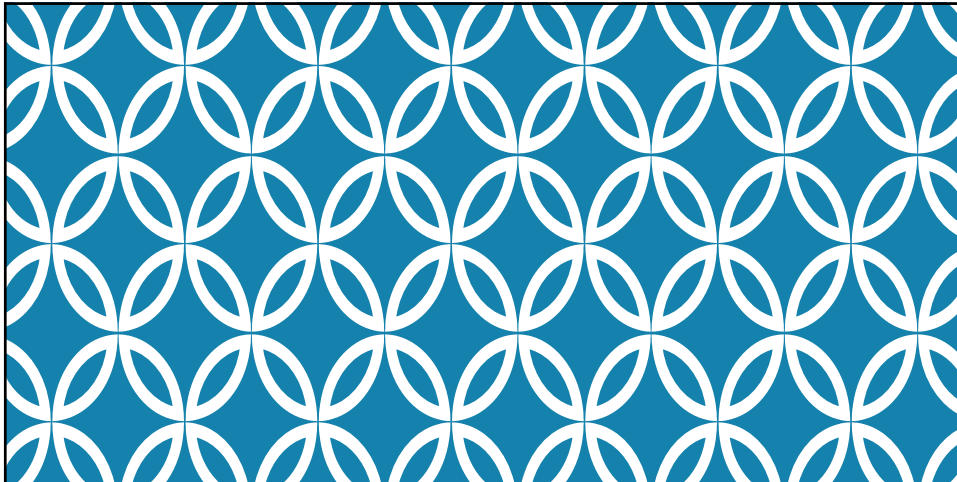ASSOCIATION

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driving readiness in
dynamic times

Disaster Planning for
California Hospitals

Customizing HICS for Everyone

Kristina Spurgeon, MPH
Emergency Management Consultant
Kaiser Permanente

Philip Lo
Emergency Management Consultant
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CALIFORNIA
HOSPITAL
ASSOCIATION

CUSTOMIZING HICS FOR EVERYONE

Kristina Spurgeon
Philip Lo

PRESENTATION OBJECTIVES

Show how we simplified HICS to teach Command Center coordination and improve response capabilities within various health care settings
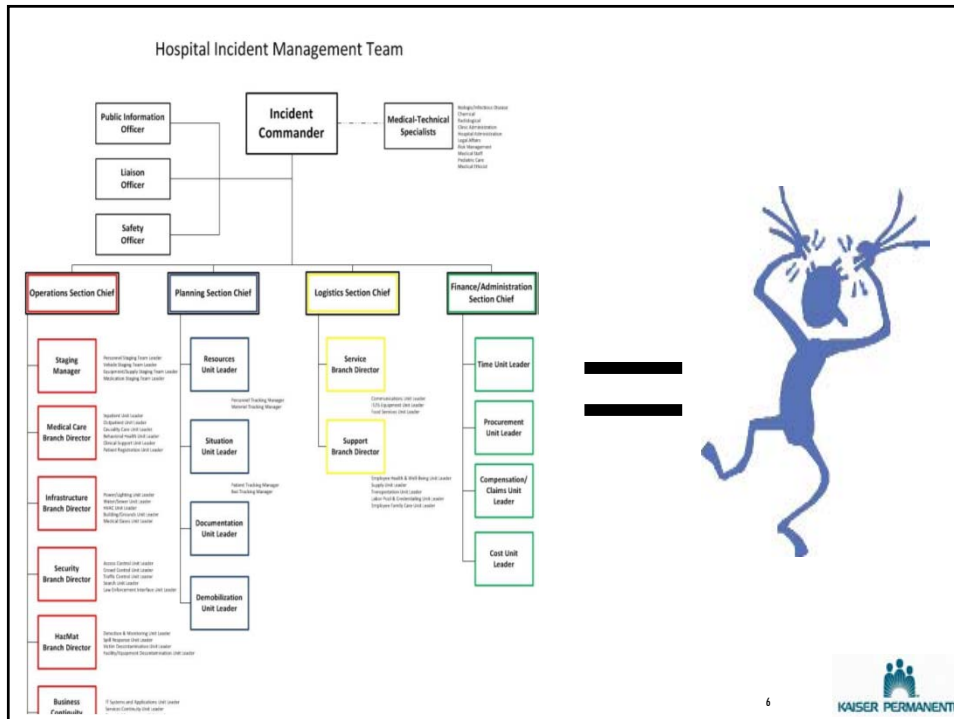
Share our 30-minute training program and how we use it across different facilities

Share training tools and insights for implementation and evaluation

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HOW DID WE GET HERE?

Hospital Incident Management Team

LESSONS LEARNED

➢HICS is complicated

➢It's very different from daily operations

➢Practice opportunities are limited

➢Retention is challenging

➢We are talking about disasters …

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flexible useful

familiar

memorable

simple teachable

calming

quick easy short

LEARNING OBJECTIVES

 Describe priority roles during a response

 Demonstrate critical actions to manage an incident

 Discuss how this can work for you

HOW DO WE KNOW AN INCIDENT HAS HAPPENED?

INCIDENT, EMERGENCY OR DISASTER?

- **Broken water pipe**

  Incident

- **Main water break**

  Emergency

- **Massive disruption**
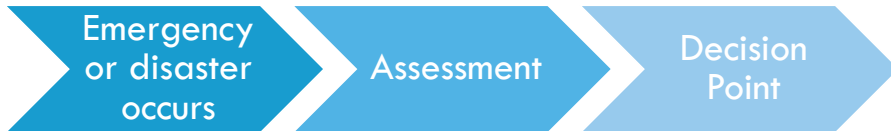
  Disaster

  What do you think?
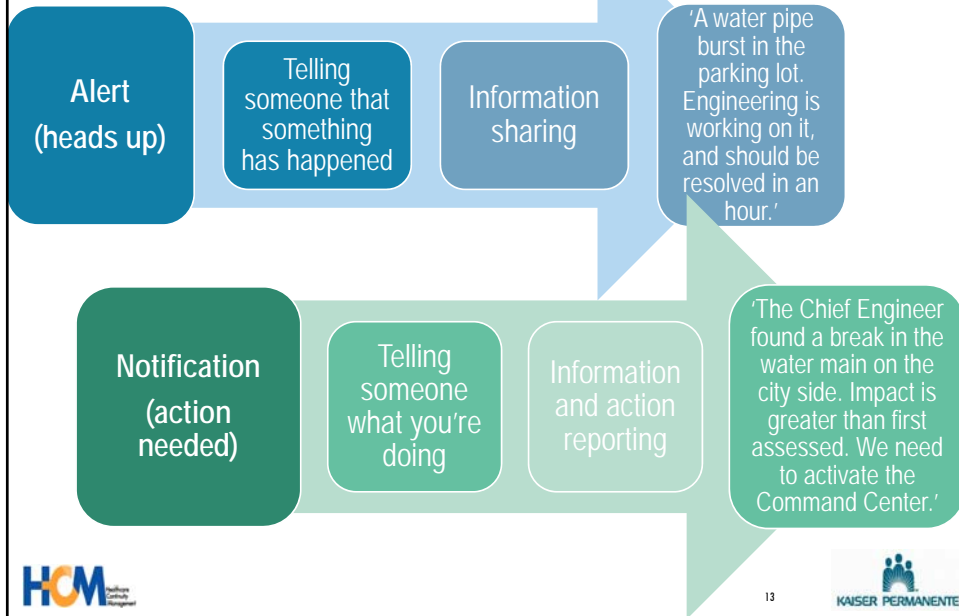

ACTIVATION TRIGGERS

Emergency or disaster occurs → Assessment → Decision Point

| Can we respond with daily operations? | How big is it? | Should we activate the Command Center? |

© Can Stock Photo

COMMUNICATE: ALERT & NOTIFICATION

Alert (heads up)	Telling someone that something has happened	Information sharing	'A water pipe burst in the parking lot. Engineering is working on it, and should be resolved in an hour.'
Notification (action needed)	Telling someone what you're doing	Information and action reporting	'The Chief Engineer found a break in the water main on the city side. Impact is greater than first assessed. We need to activate the Command Center.'

HCM

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HEY, LET'S ACTIVATE

Internal Notification

External Notification

Email/ Text	Overhead Page
Your mass communication system	Your Internal Hotline

Regulators	County
Other	City

HCM

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FIRST STEPS TO TAKE

You have received the notification that the Command Center has been activated

What happens next?

You join the Command Center
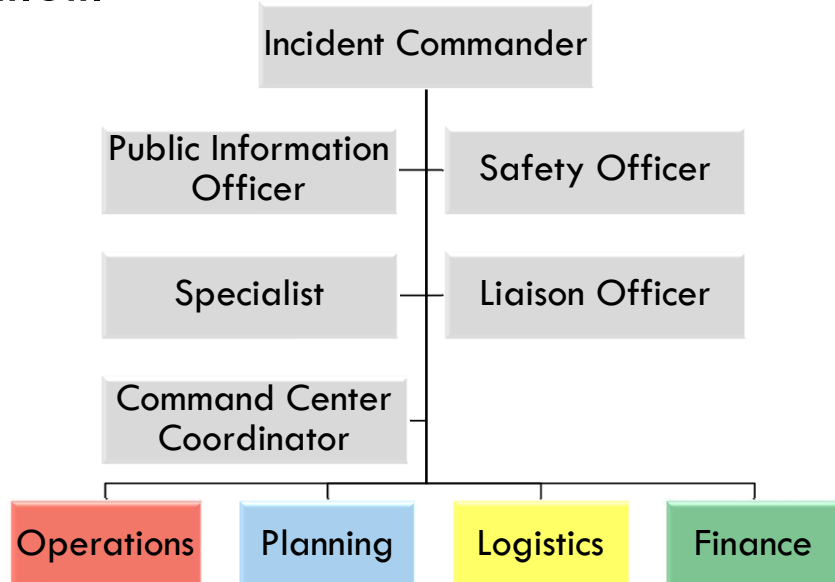
Do you know who to report to?

Assume your role

What happens once you put on that vest?

PRIORITY ROLES

Incident Commander

Public Information Officer — Safety Officer

Specialist — Liaison Officer

Command Center Coordinator

Operations | Planning | Logistics | Finance

GENERAL RESPONSIBILITIES

Command Staff	Operations	Planning	Logistics	Finance
• The LEADERS • Make decisions	• The DOERS • Implements and puts the plan into action	• The THINKERS • Gathers information about the incident and tracks overall incident status • Tracks the resources • Develops and maintains the Incident Action Plan	• The GETTERS • Provides the needed resources such as materiel and supplies	• The PAYERS • Tracks all incident related costs

HCM Healthcare Continuity Management

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COMMAND TEAM RESPONSIBILITIES

Incident Commander	Public Information Officer	Safety Officer
• Leads and directs the Command Center • Initiates and approves incident objectives • Responsible for all aspects of the response	• Develops internal and external messaging • Coordinates with media as needed	• Ensures health and safety of staff and visitors within the facility • Initiates corrective/ protective actions (e.g., unsafe situations or actions, full or partial evacuation, etc.) • Monitors ongoing risks or hazards

COMMAND TEAM RESPONSIBILITIES (CONT.)

Liaison Officer	Command Center Coordinator	Specialist
• Point of contact for assisting and coordinating activities between the Command Center and supporting agencies (police, fire department, etc.) • Coordinates requests for assistance and resources	• Open the Command Center • Facilitate and support Command Center operations • Be an Emergency Management subject matter expert	• Assigned only when needed • Technical subject matter expert that advises the Incident Commander and/or assigned section

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INCIDENT MANAGEMENT

Assess the situation

What happened?
How has it impacted us?

Create objectives & strategies

What are our priorities?
How are we going to do it?

Communicate

Who needs to know?
What do they need to know?
How will we tell them?

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INCIDENT MANAGEMENT

1. Assess the situation	2. Make objectives	3. Return to sections and share objectives	4. Sections develop strategies to meet the objectives
Planning	Planning	Everyone	Everyone

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INCIDENT MANAGEMENT (CONT.)

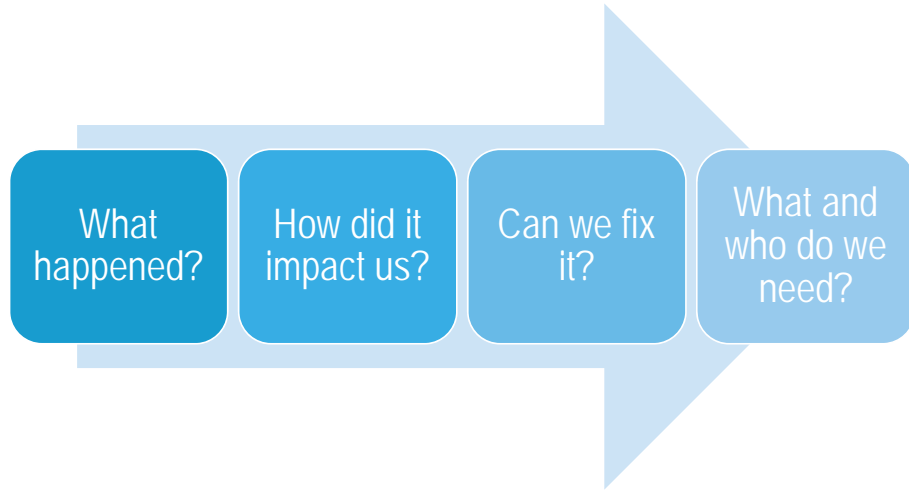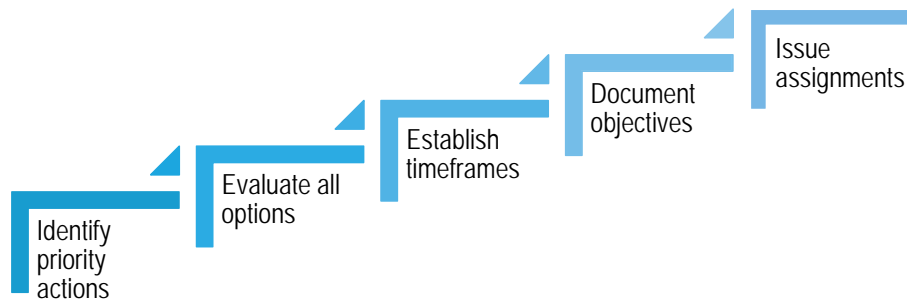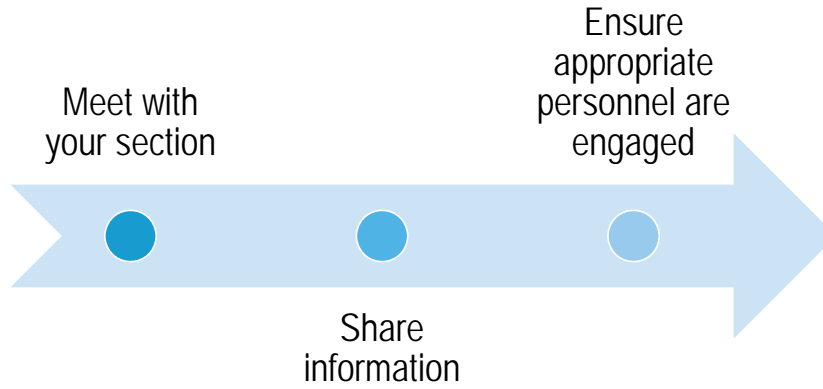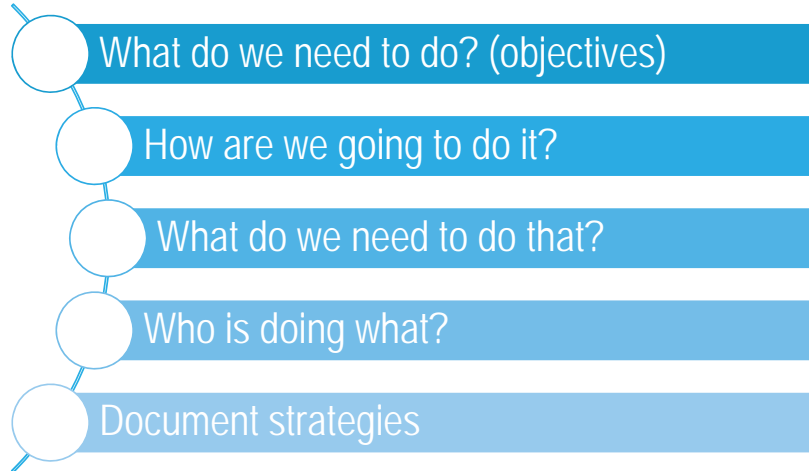| 5. Implement strategies	6. Reconvene command team. Report, assess, and review progress/ challenges	7. Add or modify objectives as needed	8. Cascade information to sections. Continue to employ or modify strategies	9. Repeat steps 6-8 until issue is resolved
Operations	Planning	Planning	Everyone	Planning

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1. ASSESS THE SITUATION

| What happened? | How did it impact us? | Can we fix it? | What and who do we need? |

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2. MAKE OBJECTIVES

Identify priority actions

Evaluate all options

Establish timeframes

Document objectives

Issue assignments

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3. RETURN TO SECTIONS & SHARE INFORMATION

Meet with your section

Ensure appropriate personnel are engaged

Share information

A NOTE ON SPECIALISTS ...

HazMat

Pediatrics

Ethics

Labor Relations

Trauma

Legal

Specialist

Infection Control/ Prevention

4. SECTIONS DEVELOP STRATEGIES

- What do we need to do? (objectives)
- How are we going to do it?
- What do we need to do that?
- Who is doing what?
- Document strategies

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5. IMPLEMENT STRATEGIES

Scenario	Major automobile pileup (incident, emergency, or disaster?) First Objective = **Prepare to receive patients**				
Command Staff:	**Operations:**	**Planning:**	**Logistics:**	**Finance:**
LEADERS	DOERS	THINKERS	GETTERS	PAYERS
• Activate Command Center & Surge Plan • Establish communications with the ED and outside agencies	• Initiate mass casualty triage	• Assess current census and staffing levels • Anticipate additional staff, stuff and space needed	• Set up triage space • Procure additional supplies	• Determine cost center for purchases • Track costs

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6. REPORT, ASSESS AND REVIEW PROGRESS/CHALLENGES

Reconvene command team

Share and evaluate progress

Discuss actions and challenges

Identify additional needs and resources

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7. ADD OR MODIFY OBJECTIVES

Re-Evaluate Objectives

Major automobile pileup scenario: 15 minutes forward – there are 80 autos involved

Modify Accordingly

Added objective: Conduct rapid assessment of all hospital patients for potential downgrade or discharge

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8. CASCADE INFORMATION, EMPLOY OR MODIFY STRATEGIES

Engage appropriate stakeholders

Communicate updates

Implement strategies

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9. REPEAT STEPS 6-8 THROUGH COMPLETION

6.
Reconvene command team and report progress, challenges, needed resources, or guidance

7.
Assess progress and add or modify objectives

8.
Cascade information to all responders and continue to employ or modify strategies

9.
Repeat steps 6-8 until issue is resolved

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SUMMARY OF STEPS

Action	Primary Section
1. Assess the situation	Planning
2. Make objectives	Planning
3. Return to sections and share objectives	Everyone
4. Sections develop strategies to meet the objectives	Everyone
5. Implement strategies	Operations
6. Reconvene command team by scheduling and holding a briefing. Report, assess and review progress / challenges	Planning
7. Add or modify objectives as needed	Planning
8. Cascade information to sections. Continue to employ or modify strategies	Everyone
9. Repeat steps 6-8 until issue is resolved	Planning

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TABLETOP EXERCISE

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Exercise Assumptions & Artificialities

- No fault learning environment - processes, NOT individuals, will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented. (DO NOT FIGHT THE SCENARIO)
- Participants are expected to contribute as if their hospitals/facilities are impacted.

Exercise Objectives

1. Command, Control, and Communications
- Reinforce Incident Management skills
- Review disaster communication capabilities internally and externally

2. Review existing plans, policies and procedures
- Discuss strategies in delivering services during a power outage disruption
- Review Business Continuity Plans for critical resource requirements necessary if departments need to be moved to another location

TABLETOP EXERCISE: SCENARIO 1

It's 7 p.m. on a Friday evening and a transformer outside of our facility explodes. Main power is lost. The lights flicker and the generators engage.

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TABLETOP EXERCISE: INITIAL ASSESSMENT

Is this an incident, emergency or disaster?

How can this impact us?

Who do we alert/notify?

Should we consider activating our Command Center?

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TABLETOP EXERCISE: SCENARIO 2

The power company reports that it may take up to 24 hours to repair the transformer and restore main power.

As a result, leadership decides to activate the Command Center.

TABLETOP EXERCISE:
MAKE & SHARE OBJECTIVES

Who is our Incident Commander and what other positions do we need to respond?

What are our priority objectives?

How will we document, track, share and complete the objectives?

SAMPLE OBJECTIVES AND STRATEGIES

1. Confirm extent of outage
- Conduct building assessments and walk-thrus
- Determine which systems and/or functions impacted, can be suspended or need to be relocated

2. Establish internal and external communication
- Collect information from official sources
- Draft messages to members, staff and physicians

3. Monitor hospital and/or medical office building status
- Establish conference call schedule with key stakeholders
- Identify information needed to be shared amongst response teams

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TABLETOP EXERCISE: SCENARIO 3

Engineering finds a clog in the generator fuel line that could cause the generator to fail.

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TABLETOP EXERCISE: PROCESS CHECK

What do we do with this new information?

Do we have a contingency plan?

TABLETOP EXERCISE: RECONVENE COMMAND TEAM

Reassess the situation.

Report and review progress and challenges.

Determine if we still have the right objectives

TABLETOP EXERCISE: SCENARIO 4

The power company is now reporting
that the estimated restoration time
has changed to 3 hours from now.

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TABLETOP EXERCISE: MODIFY & CASCADE

Does this change our objectives?

What about our strategies?

Who do we communicate with and how?

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TABLETOP EXERCISE: SCENARIO 5

The power company has completed repairs to the transformer and main power to our facility is restored.

After conducting building checks, local teams confirm that all systems are fully back online.

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TABLETOP EXERCISE: CONCLUSION
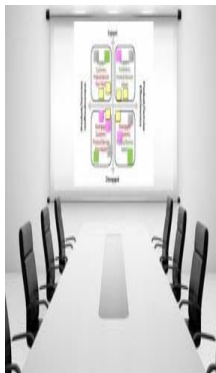
When do we deactivate the Command Center?

Is it over?

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TABLETOP EXERCISE: DEBRIEF

Plus
- What went well?

Delta
- What would we do differently?

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Exercise Objectives

1. Command, Control and Communications
- Reinforce Incident Management skills
- Review disaster communication capabilities internally and externally

2. Review existing plans, policies and procedures
- Discuss strategies in delivering services during a power outage disruption
- Review Business Continuity Plans for critical resource requirements necessary if departments need to be moved to another location

TOOLS AND EVALUATION

QUESTIONS?

Contact us!	
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