






driving readiness in
dynamic times

Disaster Planning for
California Hospitals

What's Your Plan B? Emergency Management Principles in Managing Staff Shortages

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WHAT'S YOUR PLAN B?

Emergency Management Principles in Managing Staff Shortages

Saba Mirza, Project Manager
Human Resources

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Emergency Management

OBJECTIVES

- 
- I. Outline overall contingency planning process for impending staff shortages
 - Planning assumptions, objectives, concept of operations, 10-day countdowns
 - Regulatory- and Lean-informed staging area plan for onboarding temporary workers
 - II. Demonstrate the use of emergency management concepts
 - Points of Distribution Model, Hospital Incident Command System (HICS), Hospital Command Center (HCC) and Labor Pool management
 - III. Identify lessons learned through contingency planning for labor actions and their application to other modes of staff shortages, particularly through technology

DEFINITIONS

- **Contingency Planning** – Process of developing advance arrangements and procedures that enable an organization to respond to an event that could occur by chance or unforeseen circumstances. (Syn. Workforce Planning)
- **Labor Action** – Also called a “strike” or “labor strike.” An organized work stoppage by employees calling for specific or general changes to a union contract, policy or working conditions.
- **Onboarding** – Sequence of required human resources pre-employment activities that may include substance and health screening, background checks, license verification, and orientation or trainings.
- **Lean/Lean Management System** – Process improvement methodology that originated in the Toyota Production System, which aims at reducing waste.

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CONTINGENCY PLAN



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CONTINGENCY PLAN (cont.)

Overview of Key Elements

- **Table of Contents**
- **Section 1:** Introduction
- **Section 2:** Planning Assumptions
- **Section 3:** Objectives
- **Section 4:** Concept of Operations
- **Section 5:** Authorities
- **Section 6:** Responsibilities
- **Section 7:** Standard Operating Procedures
- **Section 8:** Resources & Assets
- **Section 9:** Plan Development & Maintenance
- **Appendix**



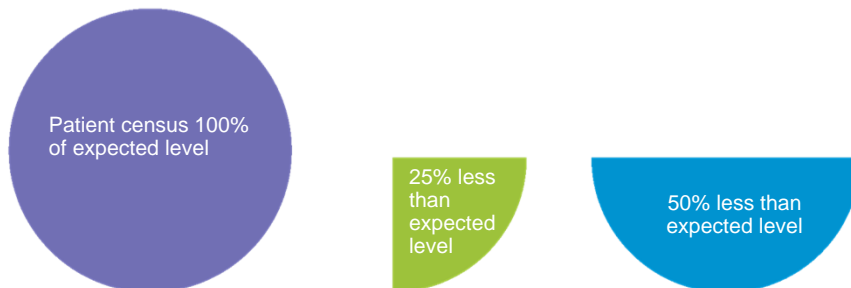
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CONTINGENCY PLAN: PLANNING ASSUMPTIONS

- Department plans rely on two assumptions:



- Which bargaining unit is participating in the action – EX (Patient Care Technical), NX (Registered Nurses), SX (Service), HX (Health Care Professionals), etc. Various bargaining units impact operations differently (e.g., nurses vs. administrative)

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CONTINGENCY PLAN: MISSION

To ensure a comprehensive and coordinated effort through unified command designed to maintain continuity of operations in the event of staffing shortages related to work stoppages.

Communications: Communicate the situation status to staff, patients and the public.

Staff Responsibilities:
Provide for supplemental staffing from outside resources.

Utilities: Guarantee all utilities are fully functional for continued business efforts.

Safety and Security:
Maintain security of facility, staff, patients and visitors.

Resources + Assets:
Ensure proper resources and assets are readily available.

Patient Clinical + Support Activities:
Maintain ongoing patient medical management.

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10-DAY COUNTDOWN: HICS



- **Launch Initial Communications** in conjunction with the Public Information Officer informing employees, patients and families, security, ancillary departments, telecommunications, contracting office of major health plans, emergency medical services and Department of Public Health
- **Institute Daily Communication** with municipal and regional hospitals regarding availability of beds
- **Begin Diversion Plan** for intensive care nursery (ICN) and high-risk OB patients; identify other ICN beds for remaining infants
- **Evaluate Future OR Schedules.** Identify patients who will be discharged by event deadline; cancel elective surgeries as needed in lead-up to event deadline; determine which surgeries can be done at other facilities (i.e., for surgeons with privileges at other hospitals)
- **Assess and Notice Staffing Vendors/Agencies** of replacement staffing needs

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10-DAY COUNTDOWN: HICS (cont.)

09 → 06

- **Actively Expedite Discharges and Evaluate Admissions Closely** (case managers)
- **Reconfirm Staffing Order With Vendor** based on understanding of who will/will not cross picket lines
- **Develop Logistics Response** to determine alternate delivery methods for supplies, food, medications, etc.
- **Coordinate with Nutrition and Food Services, and Dietetics Departments** to plan for decreased patient and staff needs
- **Plan for Potential Sleep Spaces**
- **Plan Orientation/Competencies** for temporary workers
- **Begin Unit Consolidation** as needed



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10-DAY COUNTDOWN: HICS (cont.)

05 → 03



- **Evaluate Operating Room Status** via scheduled surgeries versus emergencies only
- **Continue Working with Staffing Vendors** to adjust staffing order and complete vetting of staffing profiles
- **Re-evaluate Operational Plan Based on Persistent Staffing Shortages**
- **Continue Patient, Family, Staff and Physician Communications Plan**
- **Communicate Day-of Staffing Logistics to Managers**
- **Continue Unit Consolidation** as needed

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10-DAY COUNTDOWN: HICS (cont.)



- **Assess Resources** (staffing and supplies)
- **Assess Patient and Family Communications**
- **Begin Onboarding and Orientation** of temporary workers
- **Ensure Staff Accommodations** (e.g., sleep space, food, safe passage, transportation) are met
- **Communicate Policies on Social Media and Public Relations** to staff and vendors



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POLICY ON SOCIAL MEDIA

The policy details the prohibition of sharing proprietary information or information a company wishes to remain confidential

For labor actions, certain types of information should remain highly secure: off-site staging location for onboarding of temporary workers, staffing, security or transportation vendor information, internal processes for onboarding, deploying or off-boarding temporary workers

Will the organization use social media to communicate?

Organizational/Sponsored content vs. personal content



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POLICY ON SOCIAL MEDIA (cont.)

- Personal Participation in Blogs and Social Media

- *If you participate in blogs and social media as an individual separate from any UCSF-sponsored communication, you are personally responsible for anything that you communicate.*



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COMMUNICATIONS



- PIO involvement
- Consistent communication
- Audiences
 - Staff (both in/out of bargaining units)
 - Patients and families
 - Visitors
 - External community
 - Replacement staff
 - Volunteers
- Informal staff polling of affected bargaining units
 - Provide scripted language
- "Sick Out" notification procedure

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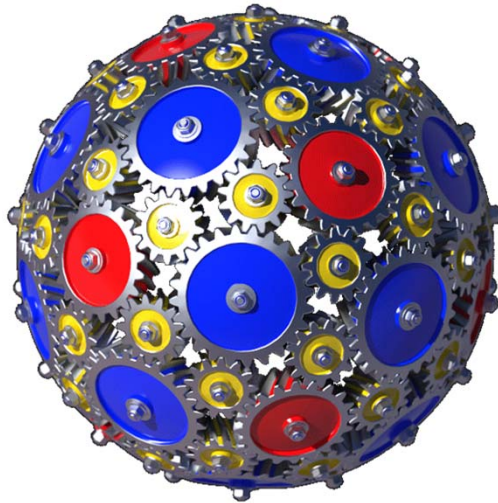
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STAGING AREA

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POD MODEL



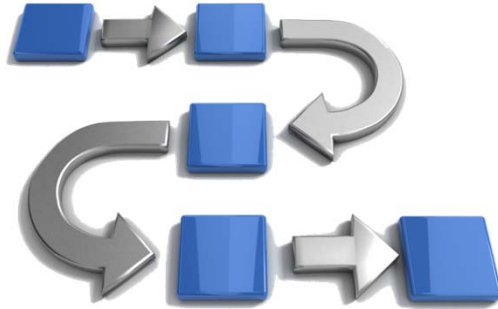
- Points of Dispensing and Points of Distribution quickly dispense/distribute goods/services utilizing the Incident Command Structure (ICS) Model
- Myriad formats utilizing the POD Model
 - Push POD and Pull POD for flu vaccination

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POD MODEL (cont.)



- Secure central location to process and streamline resources, including temporary staff
- Utilization of ICS ensures command, control, coordination and communication through staffing
- Management of physical resources
- Efficient and effective processing and accountability

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POD MODEL (cont.)

Reworking the Standard Five (5) Stations:

- **Registration Area Station =**
Entrance/Check-In
- **Screening Station =**
Validation
- **Medical Evaluation Station =**
Orientation
- **Dispensing Station =**
Badging and Final Clearance/Checkout
- **Command and Control Station**



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CONTINGENT WORKER ONBOARDING



The Joint Commission



- Regulatory Compliance and Documentation
- Standard TJC/CDPH Compliance Documentation
- Build processes around documentation

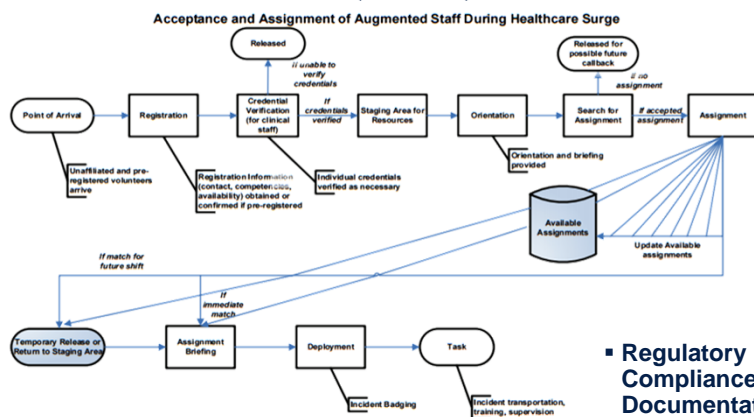
http://www.bepreparedcalifornia.ca.gov/cdphprograms/publichealthprograms/emergencypreparednessoffice/epoprogramsandservices/surge/surgestandardsandguidelines/documents/volume1_hospital_final.pdf

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CONTINGENT WORKER ONBOARDING (cont.)



- Regulatory Compliance and Documentation

California Department of Public Health

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DOCUMENTATION REQUIREMENTS

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REPLACEMENT STAFF ONBOARDING CHECKLIST

Name: _____ Title: _____
Department: _____ Manager: _____

A. HR Requirements for Temporary Employment

- Completed HR review (1-2 weeks) UCSF Initial: _____ Date: _____
- Medical Clearance (2 weeks) UCSF Initial: _____ Date: _____
- Fit Test Date (if applicable) _____

B. Onsite Orientation

- Infection Prevention & Control Exam Completion UCSF Initial: _____ Date: _____
- Environmental Health, Safety & Security Exam Completion UCSF Initial: _____ Date: _____
- Signed HIPAA Form UCSF Initial: _____ Date: _____
- AHAI Training (if applicable) UCSF Initial: _____ Date: _____
- Acknowledgement of Policies Received

C. Topics Covered by Department At the Beginning of the First Shift

UCSF Initial: _____ Date: _____

HR File Review

Primary Source Verification

Pre-Employment Health

Job Requirements

License Name /Verifier

PPD

BG/Criminal Check

MMR

Varicella

OIG Check

Hep B/Declination

UDB (Substance Abuse)

Physical Exam

Med Exam Release

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BOX APP MOBILE ONBOARDING TOOL

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OIG Check

Hep B/Declination

UDB (Substance Abuse)

Physical Exam

Med Exam Release

Center ID: _____
Box App Mobile Onboarding Tool

Sign In

Select your name: _____

Month & Day of Birth: 02/16

Select your station: Meeting Room 1

Sign In

If you're having problems signing in or your name is not listed please contact XXXXX.XXXXX at XXXXX@ucsfmedical.org or at 415-123-1234

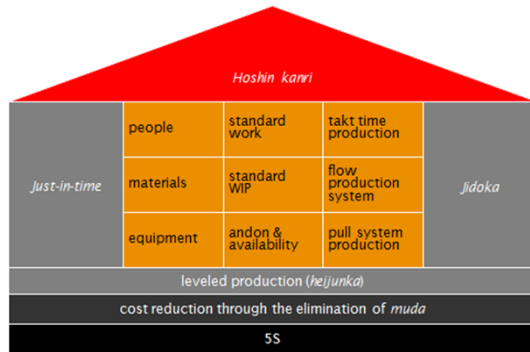
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CONTINGENT WORKER ONBOARDING (cont.)

Application of Lean Management System

Toyota Management System



- Just-in-Time
- Value-Stream Mapping and Swim Lanes
- Going to See (*gemba*)
- Standard Work and Takt Time
 - 5S (Sort, Set, Shine, Standardize, Sustain)
- Leveled-Production (*heijunka*)
- Autonomation (*jidoka*)
 - Mistake-proofing (poka-yoke)
 - Error signaling (*andon*)
- Visual Management

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APPLICATION OF LEAN MANAGEMENT SYSTEM



Value-Stream Mapping | Swim Lanes

- Visualize the entire process flow from beginning to end
 - Onboarding temporary workers (TWs) requires multiple value-streams that are optimized with one another
- Goals:
 - Extracting non-value add time: waiting time for temporary workers or staff, time spent running back and forth for supplies, redoing work, etc.
 - Done by eliminating waste: Transport, Resources, Inventory, Movement, Waiting and Delays, Overproduction, Overprocessing, Defects (TRIMWOOD)
 - Uncover true cycle time & standard work as waste is eliminated

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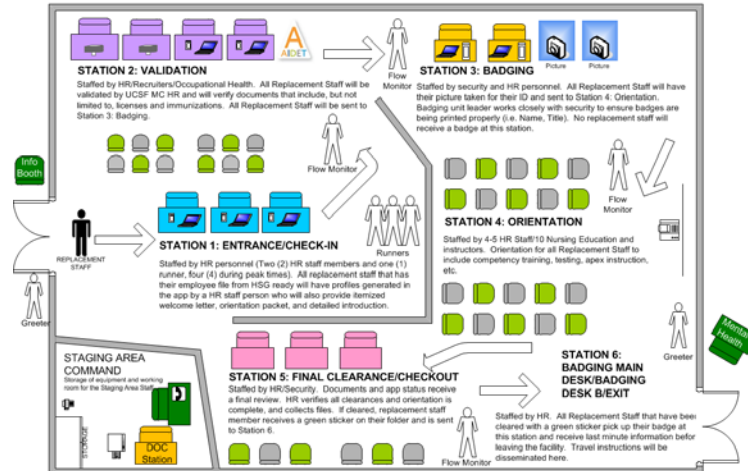
STAGING AREA

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STAGING AREA

CONFIDENTIAL – FOR OFFICIAL USE ONLY

THIS IS NOT TO SCALE – ONLY TO REPRESENT THE FLOW OF THE STAGING AREA



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APPLIED CONCEPTS: LEAN MANAGEMENT SYSTEM

Standard Work Outline

- Outlines the optimal sequencing of steps, and supplies and materials needed for both cycles and set-ups
- Training
- Skills
- Materials – 5S
- *File Management
- *Box App Sphere of Control



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SAMPLE STANDARD WORK

Badge Release Officer

TRAINING

- *Reference List Acceptable Titles:* positions/departments
- *List of bus departure times and locations*
- *Badge Reprint Form*
- Badge assembly
- Escalation and de-escalation
- BoxApp

SKILLS

- Good communication
- Attention to detail (proofreading)
- Problem-solving
- Familiarity with technology

FILES RETAINED AT THIS LOCATION

- Cleared "green" files

5S MATERIALS

- *Reference List Acceptable Titles:* positions/departments
- *List of bus departure times and locations*
- *Badge Reprint Form*
- iPad and iPad charger
- Radios
- Labels
- File boxes for cleared "green" files
- Safety badges
- Lanyards
- ID Clips

APP SPHERE OF CONTROL

- Deployment, Cleared
- Deployment, Badge Release

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SAMPLE STANDARD WORK (cont.)

Badge Release Officer

1. Verify green dot on TW folder and cleared status in APP, and distribute badge to those employees only
2. Retrieve badge from badging boxes
3. Verify TW name is correctly spelled and title displayed matches app
4. Complete assembly of badge with safety, card clip and lanyard
5. Affix plain label to be used for door codes
6. Update APP to indicate badge has been released
7. Notify TW about bus departure times; provide handout, circling appropriate departure time and location
8. Defects: Send TW with runner escort to badging station for badge reprints as needed (wrong name, misspelling, department, etc.) utilizing Badge Reprint Form
9. Collect cleared employee files in boxes; send full boxes to Docs Station with runner

Average cycle time: 2 minute 20 seconds



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APPLIED CONCEPTS: LEAN MANAGEMENT SYSTEM (cont.)

Level-loading Heijunka



Session	Qty	Positions	TW Arrival	Validation	Orientation [AS/KC]	Orientation [Manager]	APEX	On-Campus Training	Check Out	NOTES
A - SAT	36	Medical Assistants	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	N/A	1 - 5 Offsite	N/A	1:00	EX 1/2 APEX GROUP
A - SAT	2	ED Tech	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	N/A	1 - 5 Offsite	N/A	1:00	EX 1/2 APEX GROUP
A - SAT	20	Sterile Processing (G1)	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	N/A	N/A	1 - 5 4hrs TBD	1:00	EX 1/2 Onsite Training - AMT of time not confirmed
A - SAT	2	EMU Monitoring	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	TBD	??	N/A	1:00	EX 1/2
A - SAT	3	Radiation Therapist	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	N/A	N/A	N/A	1:00	EX 1/2
A - SAT	1	Card HLT	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	TBD	??	N/A	1:00	EX 1/2 Details Needed
A - SAT	4	HLT	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	TBD	N/A	N/A	1:00	EX 1/2 may not arrive
B - SAT	40	Food Service	11 - 12	12 - 1 Pen 1/2	1 - 3 Pen 3	3 - 5 Ex 1	N/A	N/A	5:00	EX 1 Potential Badging
B - SAT	40	Hospitality	11 - 12	12 - 1 Pen 1/2	1 - 3 Pen 3	3 - 5 Ex 2	N/A	N/A	5:00	Ex 2
A - SAT	9	R Admitting	1 - 2	2 - 3 Pen 1/2	3 - 5 Pen 3	N/A	N/A	TBD	5:00	Pen 3 New Registry Staff Only - TBD
A - SAT	TBD	R Respiratory	1 - 2	2 - 3 Pen 1/2	3 - 5 Pen 3	N/A	N/A	N/A	5:00	Pen 3 New Registry Staff Only
A - SAT	6	EEG Tech	1 - 2	2 - 3 Pen 1/2	3 - 5 Pen 3	N/A	N/A	3 - 7 pm Sunday TBD	5:00	Pen 3 Sunday training
C - SAT	10	Anesthesia Tech	TBD	2 - 3 Pen 1/2	3 - 5 Pen 3	N/A	N/A	9 - 2 SAT 5hrs TBD	5:00	Pen 3 Will arrive at staging for orientation, val afterwards
C - SAT	20	Sterile Processing (G2)	1 - 2	2 - 3 Pen 1/2	3 - 5 Pen 3	N/A	N/A	8:00 - 12:00 4hrs TBD	5:00	Pen 3 Onsite Training - AMT of time not confirmed
C - SAT	17	Rad Tech	1 - 2	2 - 3 Pen 1/2	3 - 5 Pen 3	N/A	N/A	8:00 - 12:00 4hrs TBD	5:00	Pen 3 Onsite Training - AMT of time not confirmed
C - SAT	4	Ultrasound	1 - 2	2 - 3 Pen 1/2	3 - 5 Pen 3	N/A	N/A	N/A	5:00	Pen 3
AI - SUN	43	Hospitality (G1)	9 - 10	10 - 11 Pen 1/2	11 - 1 Pen 3	12 - 2 2hrs Ex 1/2	N/A	N/A	1:00	No Badging
BI - SUN	42	Hospitality (G3)	10 - 11	11 - 12 Pen 1/2	12 - 2 Pen 3	2 - 4 2hrs Ex 1/2	N/A	N/A	4:00	No Badging
C - SUN	42	Food Service	12 - 1	1 - 2 Pen 1/2	2 - 4 Pen 3	4 - 6 2hrs Pen 3	N/A	N/A	6:00	Potential Badging
TOTAL	341									

Takt time = Time Available/Output Required
 9 hrs (540 minutes)/341 validations = 1.58 minute takt time
 Cycle time for validation = 5.0 minutes
 Workers needed at validation station to meet takt time = 4

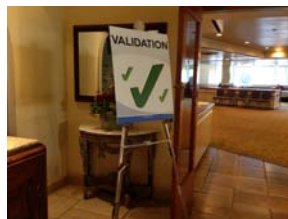
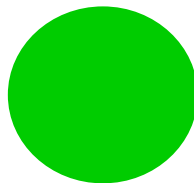
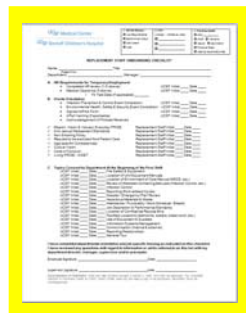
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APPLIED CONCEPTS: LEAN MANAGEMENT SYSTEM (cont.)

Visual Management



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STAGING AREA: SIGNAGE

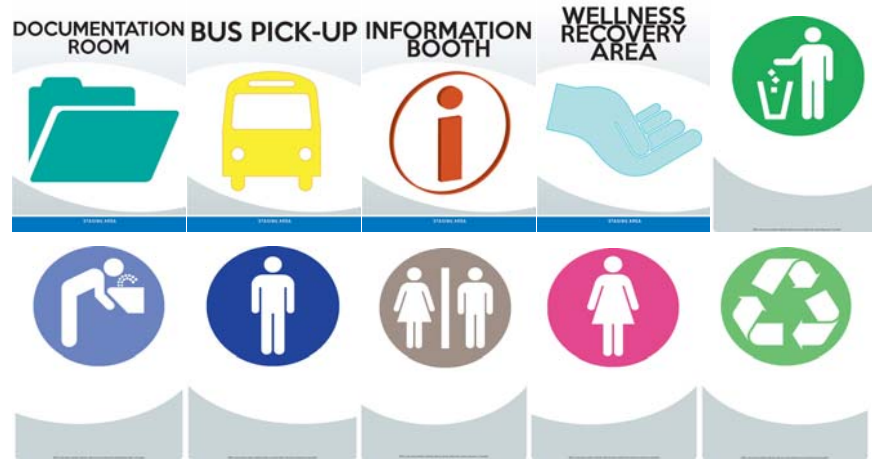


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STAGING AREA: SIGNAGE (cont.)



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APPLIED CONCEPTS: LEAN MANAGEMENT SYSTEM (cont.)

Mistake Proofing (*Poka-yoke*) and Stopping the Line (*Andon*)



Dummy-proof systems and materials so that defects are impossible or immediately obvious



Do not pass on defects. When identified, solve systemic issues at the root



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10-DAY COUNTDOWN: HR-HICS

T-10 (Notice Received)



- Create initial vendor order: matrix of staffing needs based on informal polling results and + profile requirements
- Activate staffing vendor contract(s)
- Finalize training and orientation requirements for each profile (on-site or virtually)
- Confirm completeness of all source materials for temporary worker training, competency assessments, welcome packets, etc.
- Confirm availability of internal partners: APeX (EMR), InEX (clinical competency), Security (badging)
- Notify staff and schedule first all-hands meeting for HR
- Identify unit leader back-ups
- Staging Manager begins staging location selection
- Meet with Human Resource Information System (HRIS) to review any change-items for BoxApp and prioritize items for completion

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10-DAY COUNTDOWN: HR-HICS (cont.)

T-09 Through T-08

T-9

- Set up volunteer roster/campaigns
- Begin creating optimized schedule for onboarding and training of temporary workers
- Submit bulk print order for general orientation materials
- Create welcome letters
- Order supplies
- Reserve on-campus deployment locations (large lecture halls)
- On-site leaders begin regular meetings with Security

T-8

- Create temporary worker FAQs for each vendor (food, housing, timesheets)
- Finalize remaining documents for role-specific training/orientation
- Orientation Unit Leader and Validating Unit Leader, and teams begin packet assembly
- HR all-hands meeting



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10-DAY COUNTDOWN: HR-HICS (cont.)

T-07 Through T-04

T-7

- Complete packet assembly
- Finalize changes to BoxApp
- Generate volunteer schedule and identify staffing gaps

T-6

- Drop-in staffing training/Q&A
- Communicate HR volunteer schedule for Staging Exercise T-3 to T+3
- Push communications to departments and internal partners

T-5

- Pack-out

T-4

- Mobilize to staging area



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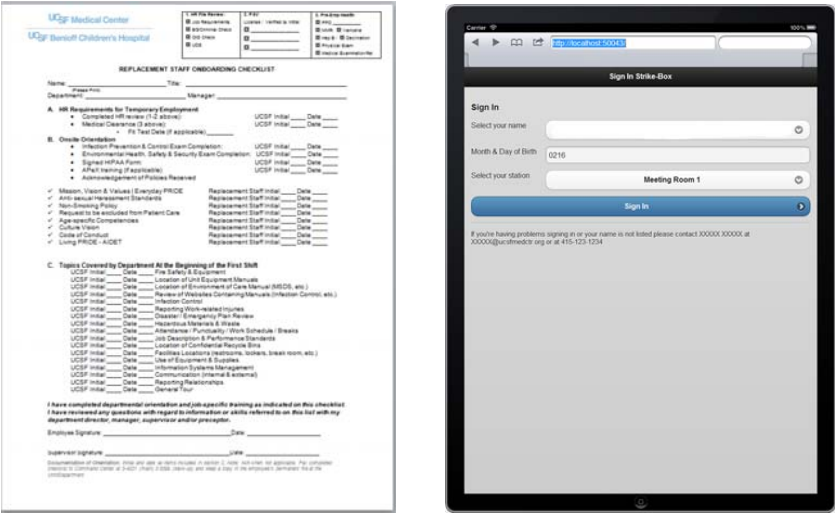
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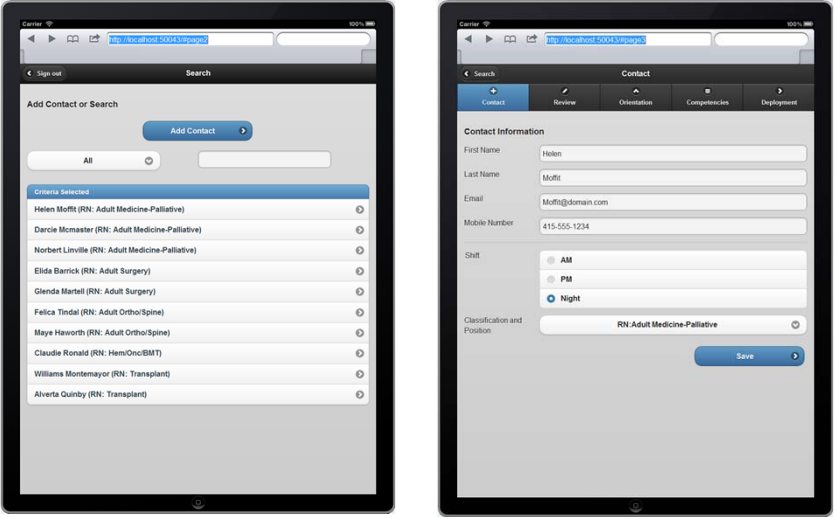
BOX APP MOBILE ONBOARDING TOOL



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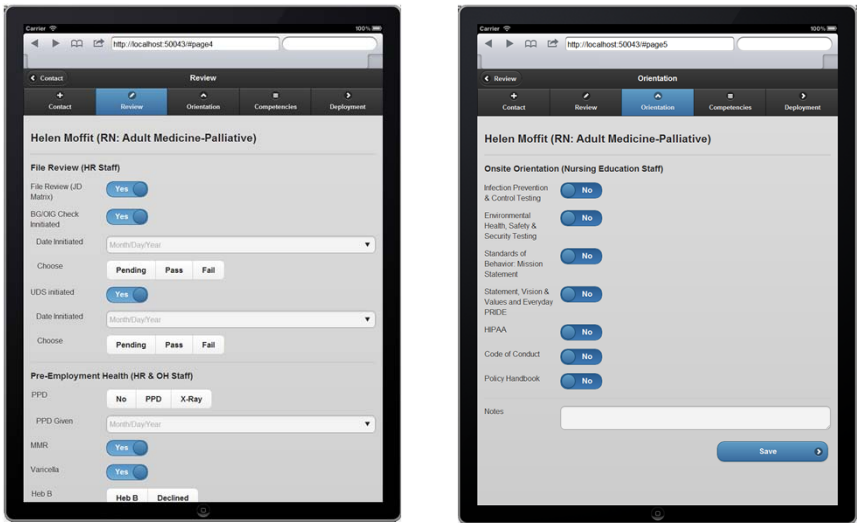
BOX APP MOBILE ONBOARDING TOOL (cont.)



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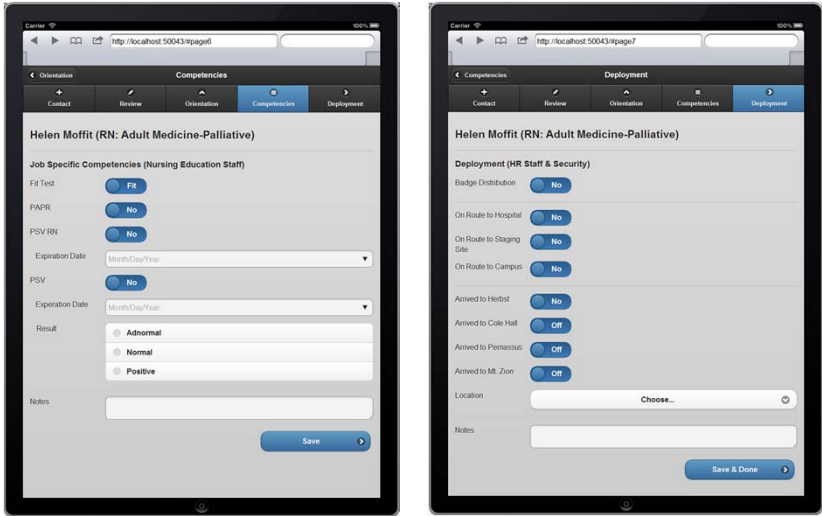
BOX APP MOBILE ONBOARDING TOOL (cont.)



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BOX APP MOBILE ONBOARDING TOOL (cont.)



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LABOR POOL/ INTERNAL VOLUNTEERS



<http://laborpool.ucsfhealth.org/>

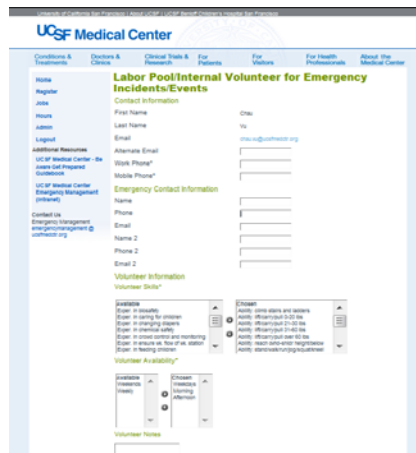
- Salesforce web-based tool
- Single sign-on user (employee) authentication
- Not linked to HR database
- For internal use only (no external volunteers)
- Both UCSF Health and campus employees
- No "Just-In-Time" training (except Social Work); employees utilize existing skills
- Labor pool staff are supervised at all times
- Jobs needed before, during and after an emergency incident are part of each department Emergency Action Plan (EAP)

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LABOR POOL/ INTERNAL VOLUNTEERS (cont.)



End-User Functionality

- Sign-up
- Verify contact information
- Create profile of skills and availability
- Update skills and availability for specific campaigns

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LABOR POOL/ INTERNAL VOLUNTEERS (cont.)



Owner Functionality

- Associate specific event with particular campaigns
- Schedule work shifts for campaigns and detail job requirements
- Assign volunteers to a campaign
- Two-way communication interface for sending reminders, sharing information and attachments

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LABOR POOL/ INTERNAL VOLUNTEERS: JOBS



- **Child Care Assistant Mission:** To care for children (ages 0 - 17) that are within the Medical Center
- **Data Entry Support Mission:** Enter data into a system or program
- **Driver Mission:** Transport resources (logistics and possibly staff)
- **Food Preparer Mission:** To prepare or distribute food
- **Morgue Support Mission:** Support in lifting decedents and other responsibilities
- **Office Support Mission:** To provide exemplary office support
- **Runner Mission:** Deliver messages and materials
- **Social Work Mission:** Ensure staff, patients and visitors receive psychological first aid when necessary
- **Translator Mission:** To translate verbal spoken language other than English
- **Warehouse Support Mission:** To move resources

Skills derived from HR job descriptions

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ATTENDANCE LOG

First and Last Name: (of Absent Staff)

Classification:
"Full-Time" or
"Part-Time"

Shift:
Select: "Day,"
"Evening," "Night," "A"
or "P"

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ATTENDANCE LOG: THREAT LEVEL

Green: Low Risk (0-24% Absent. Census Stable. Resources Stable)

Yellow: Elevated Risk (25-50% Absent. Census Elevated. Resources Low)

Red: Severe Risk (51-100% Absent. Census Severe. Resources Severely Low)

- Supervisors are responsible for entering employee information at the beginning of each shift

- Indicate threat level based on the number of staff that have not shown up for work due to general absenteeism or labor activity

- Information is sent to the Hospital Command Center to determine the next course of action for yellow or red threat levels

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ATTENDANCE LOG: REASON FOR ABSENCE

Admin CMS	Admin Time	Authorized Unpaid Leave	Bereavement	Blood Donation Leave	Conference Off-site	CTF – Comped Float Holiday	CTO – Comped Overtime
CTU – Comped Holiday	Education Leave	Emergency Layoff	Extended Sick Family Member	Extended Sick FMLA	Extended Sick Intermittent FMLA	Extended Sick Med Appt	Extended Sick Time
In-House Education	Jury Duty	Late – Unpaid	Military Duty	Orientation	Orientation – Annual Review	Orientation – Program-Related	Orientation – Technology-Related
Other Paid Leave/Absence	PTO – Intermittent FMLA Day 1-3	PTO – FMLA	PTO – Sick	PTO – Sick Family Member	PTO – Sick Med Appt	PTO – Vacation	Self-Cancel Shift
Staff Meeting	Suspension Without Pay (SWP)	TIME ON START	Unauthorized Unpaid Leave	Union Leave – Unpaid	Unit Cancel Shift	Unpaid FMLA Leave	Voting Leave

Reason for Absence options are based on existing payroll system coding.

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TRAININGS + EXERCISES



- Need for both discussion-based, operations-based exercises, and Just-In-Time training
- Overcoming participant hesitancy to go to places, use equipment or learn processes they are not familiar with
- Engagement and experimentation with specific scenarios creates an incubator to test and problem-solve appropriately before and during actual event



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LESSONS LEARNED: WHAT WORKED WELL



- HICS/HCC structures
- 10-Day countdown
- Planning
- High-Tech/Low-Tech capabilities
- Trainings + Exercises
- Interoperability: workforce planning, emergency management and Lean
- Internal departmental partnerships
- Department contingency plans mirroring department emergency action plans
- Senior management support (Rounding)

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LESSONS LEARNED: CHALLENGES



- Training and exercises
- Pre-vetting of possible staging locations
- Security logistics
- HCC logistics
- Managing post-labor action
- Psychological first aid

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LESSONS LEARNED: SUGGESTED AREAS OF IMPROVEMENT




- Telecommuting as an option
- More rotation of Incident Commanders to provide exposure and training
- Expanding training beyond Just-In-Time to ongoing refresher trainings.

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driving readiness in
dynamic times

Disaster Planning for
California Hospitals

Questions?



CALIFORNIA
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Thank You!

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