





driving readiness in  
dynamic times

Disaster Planning for  
California Hospitals

## Planning for Mass Gathering Events

<b>Aaron Rubin, MD, FAAFP, FACSM</b> Medical Director, Special Olympics World Games, Los Angeles 2015	<b>Kristina Spurgeon, MPH</b> Emergency Management Consultant Kaiser Permanente
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# Setting up a Mass Participation Event

## Special Olympics World Games 2015

Aaron Rubin, MD, FAAFP, FACSM  
Medical Director SOWG LA 2015

## What is Special Olympics?

- Special Olympics World Games (SOWG) transforms lives through the joy of sport, every day, everywhere
- World's largest sports organization for people with intellectual disabilities
- More than 4.5 million athletes in 170 countries
- Millions more volunteers and supporters
- Global social movement and medical provider

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[www.specialolympics.org/Sections/What\\_We\\_Do/About\\_Special\\_Olympics.aspx](http://www.specialolympics.org/Sections/What_We_Do/About_Special_Olympics.aspx)



## Anticipation

- Largest sporting event in the world in 2015
- More than 170 countries
  - 6,500 athletes
  - More than 3000 delegates and coaches
- Provide medical care from arrival until departure
  - 8 days of competition
  - 5 days arrival and departure
- Expecting more than 250,000 SOWG attendees



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## Planning Overview

- Several years of planning
- Full support of our leadership
  - Believed in the Special Olympics movement
  - Good fit for our brand
- Good training for our physicians and staff
  - Early involvement with emergency prep group
  - Very active sports medicine group
  - Improve our care for those with intellectual disabilities
- Contribution to Special Olympics World Games
  - “In Kind”
  - Sponsorship

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FAISER PHARMACEUTICALS  
Sponsoring Organization &  
Official Sports Partner

## Differences in Planning

### Planned Event

- Time to plan
- End date
- Supplies in place
- Tested set-up areas
- Comms/IT in place
- Security coordination
- Known participants
- Available staffing
- Planned messaging and reporting
- Clear and rehearsed plans

### Emergency/Disaster

- Limited planning time
- Unknown conclusion
- Supply shortages
- Care point set-up
- Communication failures
- Access to EMR?
- Rationing security staff
- Staffing challenges
- Crisis communication
- Reliance on untested plans

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## Similarities in Planning

### Surge Equipment

- Wound care
- Pharmaceuticals
- Linen and supplies for cots/gurneys/beds
- PPE
- Cleaning – hand, environmental, etc.
- Ice and water
- Nutrition
- Electricity and fuel
- Lighting
- Transport

### Surge Staffing

- Physician
- Nurse
- EMT; paramedic; athletic trainer, certified
- Administrative
- Pharmacist
- Respiratory
- EVS
- Radiology
- Security
- Public Affairs/PIO
- “Muscle”
- Others

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## 24 Months Pre-Event

- Conceptual
- Scope
- Agreements
- Partnerships/sponsorships
- Volunteers
  - Multiple sources, previous volunteers, licensing
- Equipment
  - Purchase
  - Donations
- MONEY

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## Relationships Formed



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## 12 Months Pre-Event

- Overall medical model confirmed
  - Test concepts/games/partnerships
  - Training and education planning
  - Test international arrivals
- Media training for physicians
- Advanced medical care plans
  - Sideline
  - Consultants
  - Clinics
  - ED
  - Hospitals

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## Media Training



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## 6 Months Pre-Event

- Review pre-participation physical exams
- Prepare medical record
- IT infrastructure
- Site visits
- Meet with delegations
- Firm up volunteers
- Public health (vaccines, preparedness)
- Rose Parade
  - Care of athletes on floats

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## Rose Parade 2015

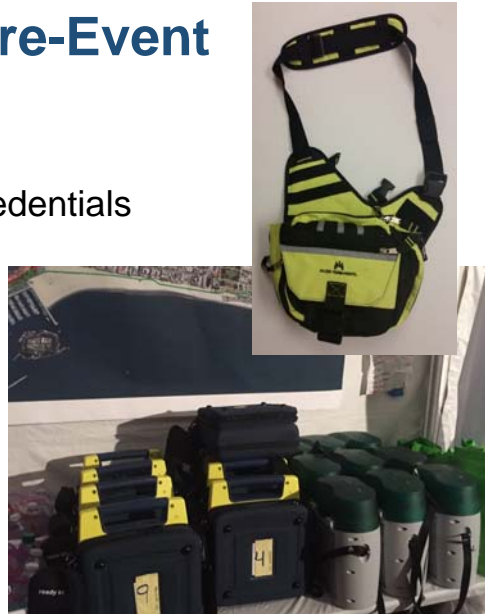


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## 1 to 3 Months Pre-Event

- Education program
  - Presentation
- Background checks/credentials
- Assignments
- Supplies
  - Venue bags
  - Personal bags
  - Back-up supplies
  - Automated external defibrillator (AED)



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## Medical Command Staff Training



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## Education and Training

- Family Medicine Symposium
- Intellectual and developmental disabilities (IDD) content in all KP symposium
- Sideline care for the Special Olympics athlete
- RaceSafe® training
- E-Learning module
- Medical Command staff training continues
- Tactical and disaster training

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## Disaster Response Training — USC



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# Disaster Response Training — USC (cont.)

The collage consists of four photographs documenting disaster response training exercises. The top-left photo shows a person in a white t-shirt and a baseball cap providing first aid to a person lying on the floor. The top-right photo shows two men, one in a baseball cap, looking at a person lying on a stretcher. The bottom-left photo shows a person in a white t-shirt and a baseball cap providing first aid to a person lying on the floor. The bottom-right photo shows a large group of people sitting in a room, facing a screen displaying a map of the Kaiser Permanente Medical Response Exercise.

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Kaiser Permanente

- # Week of the Games
- Arrival LAX
  - Onboarding Loyola Marymount University
  - Transport to host towns across Southern California
  - Arrival at Olympic Villages at UCLA and USC
  - Healthy Athletes®
  - Opening ceremonies at Los Angeles Coliseum
  - Competition
  - Closing ceremonies
  - Departure at LAX
- 
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- WORLD GAMES
- Partnering Communities & Official World Games Events

## UCP Unified Command Post



## Medical Command Post



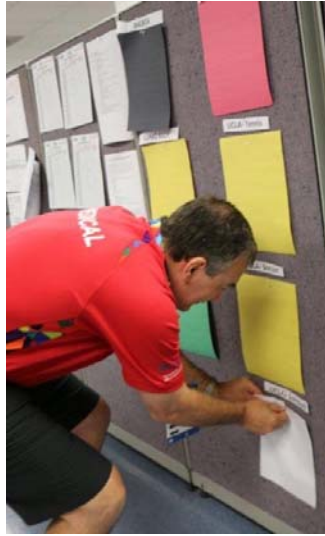
## Unified Command Post – Medical



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## Unified Command Post – Medical



Heat awareness

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## Ceremonies



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## Opening Ceremonies

- Complicated movement of athletes
  - Dorms-sports arena-parade of athletes-Coliseum-exit-buses-dorms
  - ESPN
  - Michelle Obama (Secret Service)
- Most medical care minor
  - Medical helped with transportation (wheelchairs)
  - Monitored “quiet rooms”
  - 6 recorded events
    - 1 seizure treated on field and released to team

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## Let the Games Begin

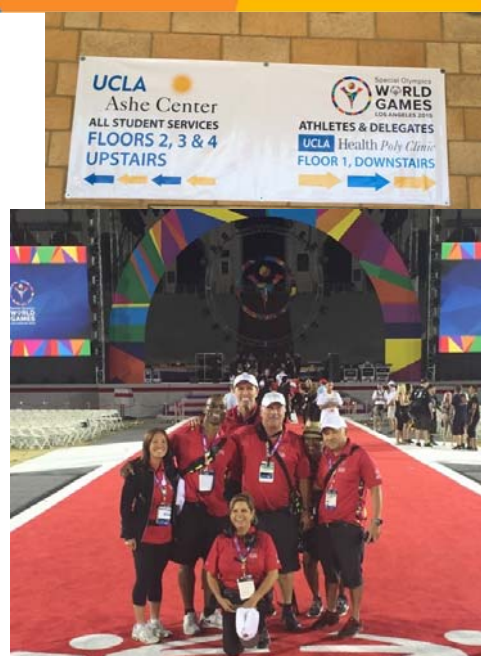
- 6 venues/26 events/28 fields of play
  - UCLA
    - Football (soccer), softball, gymnastics, volleyball, tennis, judo
  - USC
    - Athletics (track), aquatics, basketball, Healthy Athletes®
  - LACC
    - Team handball, bocce, badminton, table tennis, bowling
  - Long Beach
    - Beach volleyball, ½ marathon, triathlon, cycling, kayak, sailing, open water swim, sailing
  - Balboa Park
    - Football (soccer)
  - Griffith Park
    - Equestrian, golf



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## Highlights

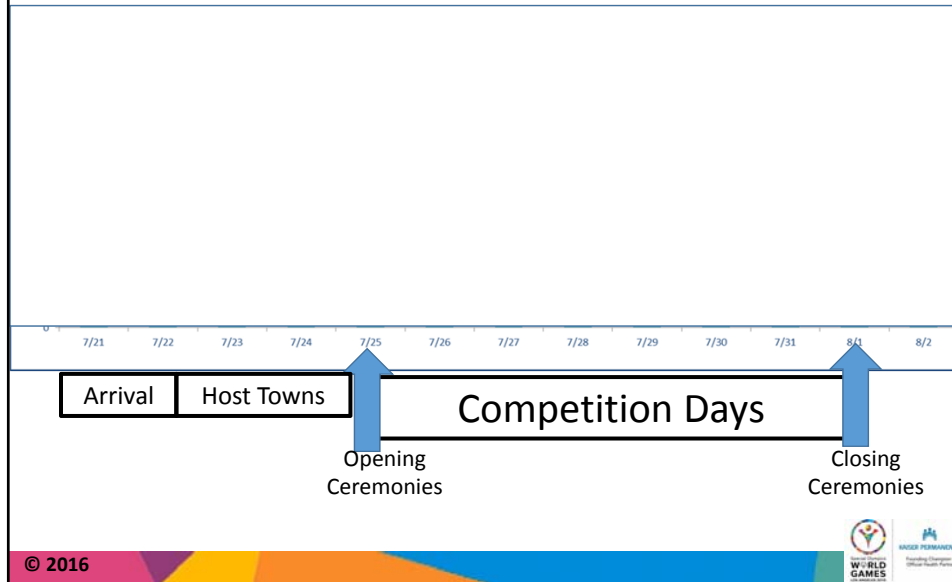
- 653 Kaiser Permanente physician volunteers
  - 7,800 volunteer hours
- 45 residents/fellows
- CHLA, USC, UCLA, Loma Linda, Western
- 3,040 total medical encounters
- More than 3,000 KP fans in the stands



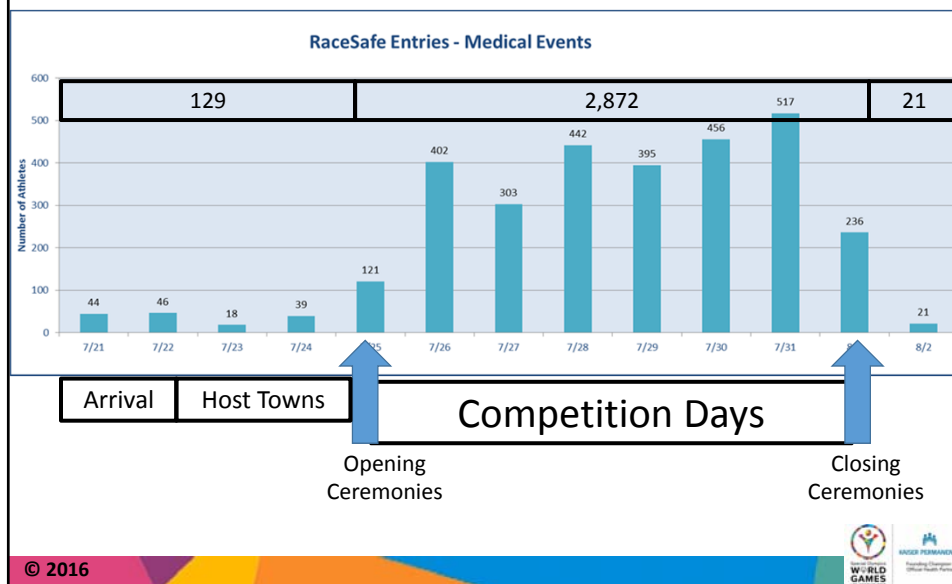
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WORLD GAMES  
Los Angeles 2019  
Official Sports Venue

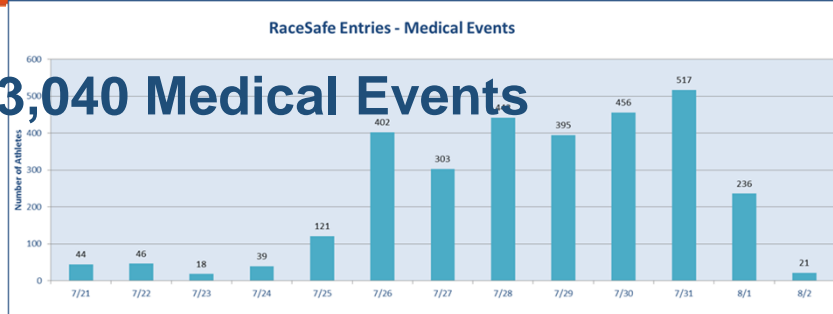
## Distribution of Events



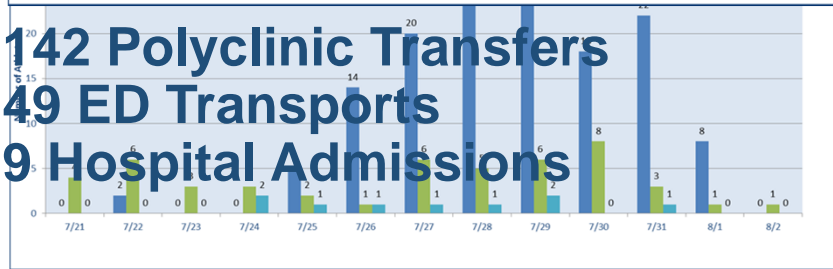
## Distribution of Medical Events



# 3,040 Medical Events



## 142 Polyclinic Transfers 49 ED Transports 9 Hospital Admissions



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Special Olympics  
**Healthy Athletes®**



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## Healthy Athletes® at SOWG 88.98% Screened (RECORD)

- 5,484 total
- 5,000 pairs of properly fitted athletic shoes were distributed
- 1,300 pairs of eyeglasses were issued
- 600 received comprehensive dental care
- 322 hearing aids were distributed
- 197 were fitted with hearing aids

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## Kaiser Permanente Public “Impressions”

- 1,543 news media from 80 countries
- 20.8 million views on KP.org
- 14.5 million radio
- 2 million views at L.A. LIVE
- 1.1 million views on billboards
- 9 million digital ad views
- 6.3 million TWEETS

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## The Last Athlete



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Special Olympics  
**WORLD  
GAMES**  
LOS ANGELES 2015



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Founding Champion &  
Official Health Partner

## Thank You!



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# Super Bowl 50

Kaiser Permanente Northern California  
Emergency Management



## Mass Casualty Planning and Community Events

Adam Landsdorf, MD

## Super Bowl 50



### Super Bowl 50 Background



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## Super Bowl 50 (cont.)



### Levi's Stadium, Santa Clara, Feb. 7, 2016

- 1.1 million additional visitors came to San Francisco (SF) and Santa Clara (SCL)
- Pre-game activities begin 9 days prior to game day on Jan. 29, 2016
- The 2016 Super Bowl is listed as a Level 1 National Special Security Event (NSSE) – highest terrorism threat level

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## Benefits of Mass Gathering Event



1. Community benefit and support
2. Opportunity to practice for a real event
3. Integration with SF/SCL EMS, Fire, SF Dept. of Emergency Management, Public Health, DHS, FEMA
4. Decrease EMS burden



## Medical Presence and Emergency Management Planning



Program	Location	Operational Period
<b>External Medical Presence</b>		
NFL Family/VIP	SF Hyatt and KP facility-based	Jan. 30 – Feb. 7
NFL X	Moscone Center	Jan. 30 – Feb. 7
Super Bowl City (SBC)	Ferry Building, Market St.	Jan. 30 – Feb. 7
Santa Clara	Santa Clara University	Feb. 6
<b>Internal Emergency Management Planning</b>		
Expected Surge	8 closest facilities	Jan. 22 – Feb. 7
Mass Casualty Planning	All medical centers	Jan. 22 – Feb. 7

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## Planning



### Planning/Structure Based on EM Principles

- 1. Planning** — medical care, tents, integration with agencies, communications, etc.
- 2. Operations** — medical care, staffing, etc.
- 3. Logistics** — supplies, load-in, support
- 4. Finance** — organizational support

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### **Logistics:**

- First aid clinics – locations, hours of operations
- Maps
- Credentials
- Apparel
- What to bring to your shift
- Work schedule
- Staff lists and contact numbers
- Parking
- Timesheet coding

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### **Medical Operations:**

- Patient workflow
- Documentation of care
- Disposition
- Managing NFL family/VIP members
- Communications with event partners
- Area pharmacy locations
- 'Sobering' patients
- Human trafficking
- Media relations

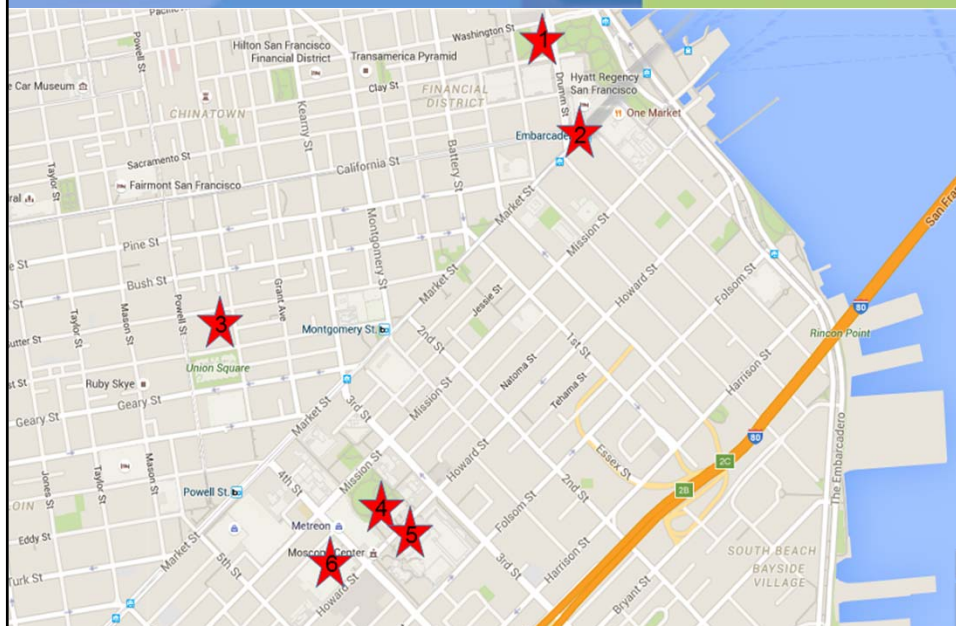
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### Medical Operations (cont.):

- Medical plan
- Patient log
- Patient care form
- SF EMS policy — scene management, MD on scene and mass gatherings
- Sue Biermann Park Super Bowl City (SBC) schedule
- Screening procedures for visitors of SBC
- Medication list
- Consumable medical supply list

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## Logistics

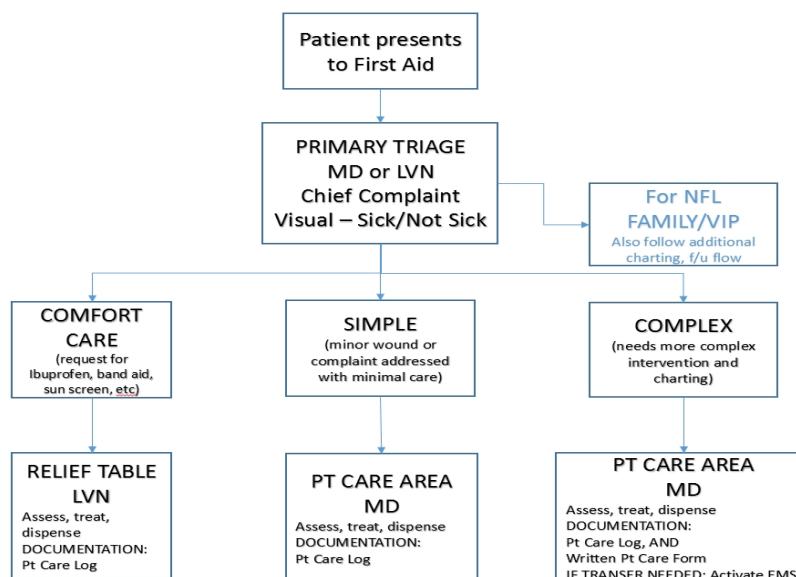




## Logistics (cont.)



## Medical Care





Any decision for the physician to accompany the patient to the hospital will follow SF EMS Policy 4041 Section IIIB, Physician On Scene.

## Interaction with EMS (cont.)

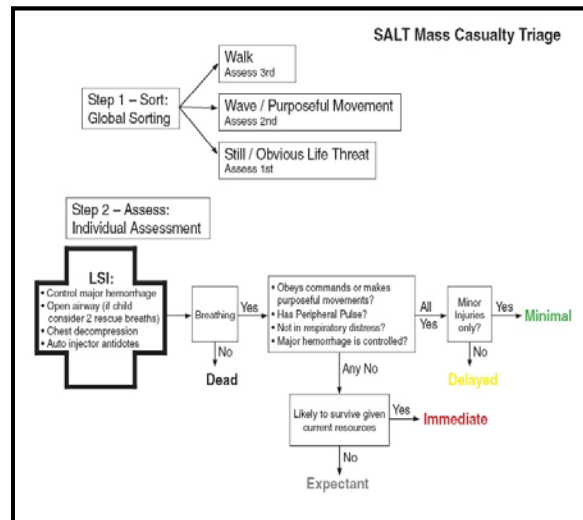
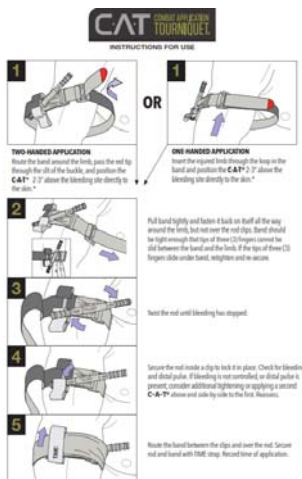


### Relationships with EMS, Fire, Public Health enhanced plans

1. Integrated into planning from beginning
2. Communications, EMS radios, gators
3. Go bags
4. MCI plans for MDs
5. Reddinet
6. DPH updates



## Mass Casualty Planning



## Mass Casualty Planning (cont.)



- Fire Dept. and law enforcement assume control
- Medical Incident Commander will determine how our staff participate in response
- First aid clinic MAY serve as a patient collection point MD
- EMS providing “go bags” for MDs to respond away from tent if needed

Additional supplies labeled and stored separately include:

- IV fluids
- Large bore IVs
- CAT tourniquets
- Tranexamic acid



## Community Events Summary



	Patients	EMS Transfers	Referrals to ED	Referrals to Clinic
Medical presence in San Francisco	1068	8		3
NFL Family / VIP Program	19		6	3
Santa Clara Super Community	6			
Total	1093	8	6	6



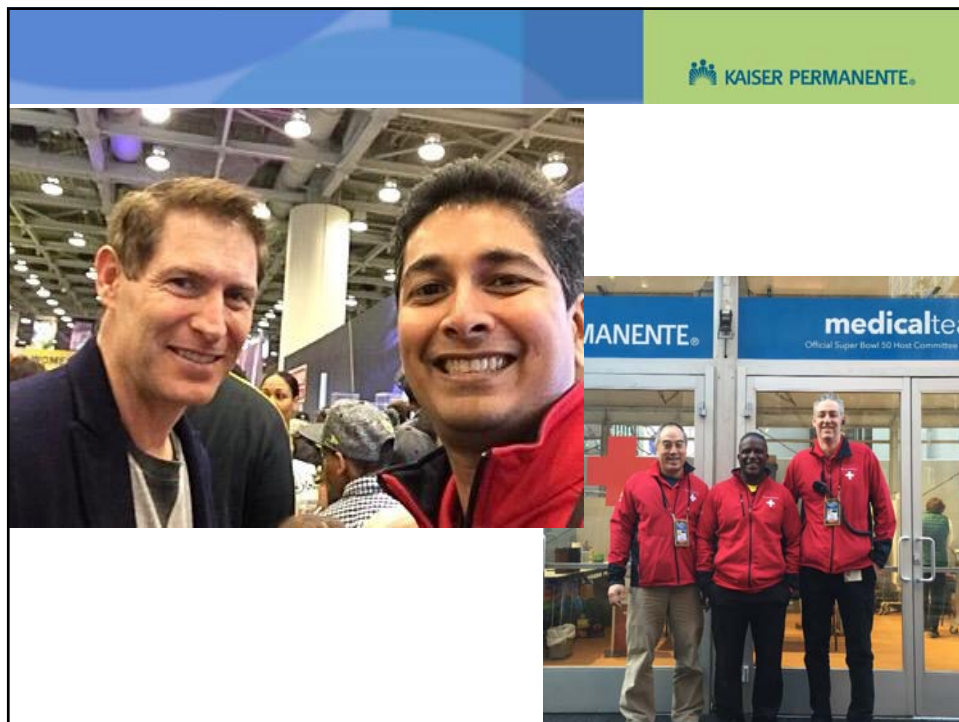
## Super Bowl City and Santa Clara



## Time For Some Fun ...







## Super Bowl 50

Kaiser Permanente Northern California  
Emergency Management



## Surge Planning and Preparedness

Kristina Spurgeon, MPH

## The Scenario



- 1.1 million visitors
- Level 1 NSSE
- Jan. 22 – Feb. 9
- KP Santa Clara is closest hospital to Levi's Stadium
- Winter census: flu season
- Trauma centers
  - Santa Clara County (3/10)
  - San Francisco (1/11)
- Previous games
  - No significant increase of EMS, ED or inpatient census

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## But ...



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## Critical Elements



- Triage
- Treatment
- Status analysis
- Reporting

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## Planning Objectives



- Communication
- Activation
- Assessment
- Triage and treatment = Mass Casualty  
Advanced Triage and Treatment  
(KPMassCATT)
- Security
- Inpatient and outpatient capacity

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## Planning Assumptions



- Medical centers have an Emergency Operations Plan (EOP)
- Employees and physicians will attend training
- Resources for staffing and equipment will be provided
- Census will be elevated
- Trauma system doesn't have capacity for a big event

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## Planning Assumptions (cont.)



Non-trauma centers will receive trauma.

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## KP NorCAL Medical Centers



### Tier 1 Medical Centers

Facilities in event areas (San Francisco and Santa Clara Counties) or within close proximity

	KP Medical Center	County
1	Santa Clara	Santa Clara
2	San Jose	Santa Clara
3	Redwood City	San Mateo
4	South San Francisco	San Mateo
5	San Francisco	San Francisco
6	Fremont	Alameda
7	San Leandro	Alameda
8	Oakland	Alameda

### Tier 2 Medical Centers

Facilities in the San Francisco Bay Area which can provide resource support or receive patients from the event

	KP Medical Center	County
1	San Rafael	Marin
2	Santa Rosa	Sonoma
3	Vallejo	Solano
4	Vacaville	Solano
5	Richmond	Contra Costa
6	Walnut Creek	Contra Costa
7	Antioch	Contra Costa

### Tier 3 Medical Centers

Facilities not within the San Francisco Bay Area that can provide resource support or absorb patients from Bay Area Medical Centers

	KP Medical Center	County
1	Sacramento	Sacramento
2	South Sacramento	Sacramento
3	Roseville	Placer
4	Manteca	San Joaquin
5	Modesto	Stanislaus
6	Fresno	Fresno

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## Critical Departments



- Emergency Room
- Perioperative Services
  - Operating Room
  - Pre- and Post-Operative / Recovery Room
  - Sterile Processing
  - Orthopedics
  - Anesthesia
- ICU / Critical Care
- Radiology
- Lab
- Blood Bank
- Medical / Surgical beds

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## Stakeholders



- Hospital leadership
- Winter planning team
- Hospital operations
- Security
- Local and Regional Command Centers
- NFL, SF and SCL Super Bowl host committees
- SF, SCL, San Mateo, Alameda Emergency Management, Fire/EMS, Public Health, law enforcement

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## Talking Points



- Emergency managers and emergency medicine physicians are content experts
- Comprehensive emergency management (EM) planning involves many service lines
- Service line leadership must be engaged for decision making and operations
- Integration of EM concepts into day-to-day hospital operations is critical
- Operational decisions must be discussed and made locally

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- Planning Scenario
  - 2 RED – Immediate
  - 4 YELLOW – Delayed
  - 8 GREEN – Minor

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- Medical Centers
  - High Census Plan
  - MCI Incident Action Plan
  - Rapid Disposition and Discharge Plan
  - Casualty Care Unit – KPMassCATT
  - Security – access and control
  - Credentialing policy & procedures
  - Tier One Supplemental Stakeholders Guide
  - HCC organization chart
- Regional Command Center
  - MCI Incident Action Plan
  - RCC organization chart

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## Training is the Answer



- Mass Casualty Advanced Triage and Treatment (KPMassCATT)
- Hospital Incident Command System (HICS) + MCI management
- Regional Incident Command System
- Exercise controllers and evaluators

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## Work!



- EOP and annexes
- Training and education
- Kickoff meetings with key stakeholders
- Communications, points of contact and Super Bowl planning groups
- Recurring meetings with Tier facilities and stakeholder groups
- EHR sandbox development and education
- Weekly leadership updates

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## Practice Opportunities



- Regional Tabletop Exercise – Aug. 12, 2015
- Statewide Exercise – Nov. 19, 2015
- Regional Functional Exercise – Jan. 12, 2016
- Super Bowl 50 operational time frame – Jan. 22 - Feb. 9, 2016

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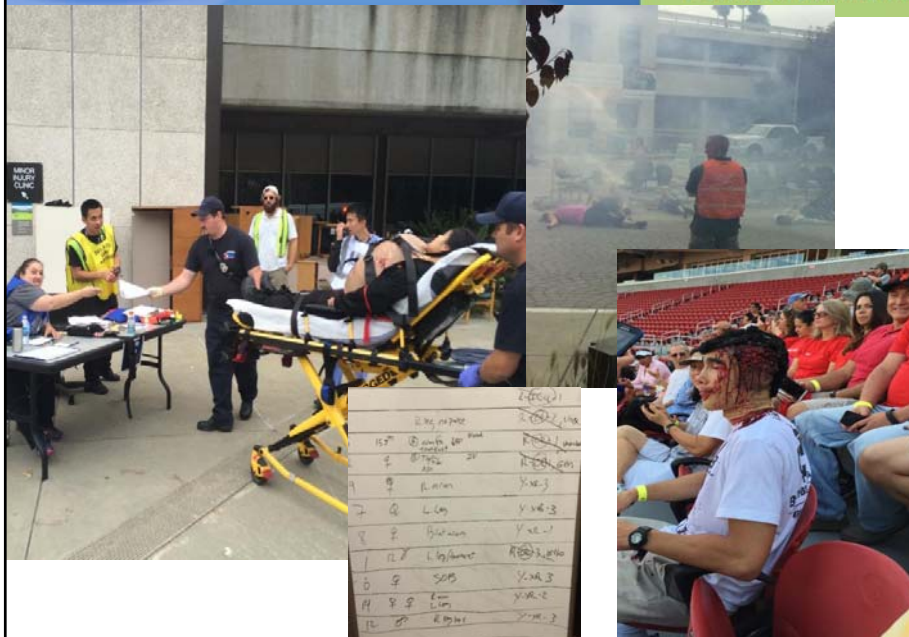
## KP Trauma Conference, June 2015



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## Urban Shield, Sept. 2015

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## Statewide Exercise, Nov. 19

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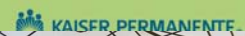
## Jan. 12 Functional Exercise



- Scenario: MCI at 3 Bay Area locations
- More than 300 patients to KP, including trauma and peds
- 21 facilities/Hospital Command Centers
- Regional Command Center
  - Situational status
  - Resource management & support
  - Surge capacity analysis
- EHR sandbox environment
- Independent evaluators

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## Regional Exercise, Jan. 12, 2016





## Operational Time Frame – 1/22 – 2/9



- Integration with county and federal planning/briefings
- Staffing and call-back lists augmented
- MCI supplies augmented
- Blood supply planning and increase
- Surgery/Periop staffing and back-up teams
- Daily briefings

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## When Projects Merge



### Super Bowl 50: KP NCAL Final Briefing

February 8, 2016

Kaiser Permanente providers saw over 1000 patients across the Bay Area in temporary clinics that were open between January 28 and February 7.

#### Santa Clara Super Community Event

Physician Lead: Dr. Adam Landsdorf

San Jose's Mobile Health Van was deployed to Santa Clara University on February 6<sup>th</sup> for the Santa Clara Super Community event. Providers saw 60 patients.



The Market Street Clinic

#### Medical Presence in San Francisco

Physician Lead: Dr. Hernando Garzon

Set up five temporary buildings to provide medical care to Super Bowl activity attendees in San Francisco. Two clinics were inside Super Bowl City, on Market Street and at San Francisco Park, and three clinics were at the NFL Experience in Moscone Center buildings, North, South, and West.

#### NFL Family and VIP Program

Physician Lead: Dr. Cal Gordon

The NFL Family program provided medical services to NFL staff, for the 2000 people who came to prepare for and watch at the Super Bowl activities. The VIP program referred VIPs to KP Medical Centers, and clinicians provided services in the Hilton Hotel in San Francisco. Telephone Appointment and Advice services were also available to these groups.

Medical Center Referrals

Three to the San Francisco Emergency Department

One to San Francisco Dermatology

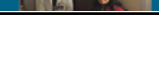
Three to the Santa Clara Emergency Department

Two to the San Jose Urgent Care Clinic

Hilton Hotel Medical Clinic

18 visits to the hotel clinic

2 VIP visits and 1 VIP telephone consult



#### Clinic Census

Date	1	2	3	4	5	Total	Most 911 Ref.	911 Ref.
Jan 30	15	61	20	19	12	127	0	0
Jan 31	12	78	13	24	13	140	2	0
Feb 1	10	22	7	17	12	68	1	1
Feb 2	1	16	15	22	13	67	0	2
Feb 3	11	26	27	26	17	106	0	0
Feb 4	14	38	13	18	9	92	0	1
Feb 5	41	88	35	30	15	209	0	1
Feb 6	40	67	46	60	21	224	0	3
Feb 7	2	21	5	7	0	35	0	0
Total	146	417	151	212	112	1068	3	8

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## How Did We Do?



“When we had an incident –  
I felt prepared.”

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## Thank You!!



- KP Super Bowl Steering Committee
- KP Northern California Executives
- KP NCAL Regional Emergency Management Committee
- Medical Center Planning Teams
- Emergency Management Leads
- Health Connect Team
- Regional Drill and Training Program
- Regional and Hospital Command Center Teams
- Security Teams
- Emergency, Surgery, Radiology, Anesthesia, Orthopedics, Blood Bank Departments
- Kaiser Permanente SB50 MDs and LVNs
- NFL and Host Committees
- San Francisco, Santa Clara, San Mateo, Alameda Counties

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## Questions?



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## Thank You!

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