

# Multi-Sector Collaborative Approach to Emergency Preparedness

**Andrew Ward, NREMT, TLO**

Director of Emergency Management/  
Environment of Care, Facility Safety Officer  
Antelope Valley Medical Center



1

## Presenter

**Andrew Ward, NREMT, TLO**

**Director of Emergency Management/Environment of Care, Facility Safety Officer  
Antelope Valley Medical Center**

Mr. Ward is the Director of Emergency Management/ Environment of Care, Facility Safety Officer at Antelope Valley Medical Center. Mr. Ward also serves as the LA County Region 10 Disaster Resource Center (DRC) coordinator. He has been involved in Emergency Preparedness for 20+ years, first as a Disaster Lead and Decon instructor in the ED then as part of the Emergency Preparedness Department. He is a former Paramedic and works as an EMT skills instructor.



2

## Disclosure of Relevant Financial Relationships

Andrew Ward, NREMT, TLO reports no relevant financial relationships or relationships he has with ineligible companies of any amount during the past 24 months.



2024 DISASTER PLANNING CONFERENCE | 3

3

## Why It Matters

- Establishes relationships
- Communicate effectively and share information quickly
- Helps with sharing resources and expertise
- Platform to advocate and engage with local government and other community partners



2024 DISASTER PLANNING CONFERENCE | 4

4

# Establishing Relationships



5

## One Example – The DRC Model



**PSJMC DRC REGION 10**

6

## DRC Umbrella Collaboration

### Hospitals:

- Adventist Health Glendale
- Encino Hospital Medical Center
- Dignity Glendale Memorial
- Kaiser Woodland Hills
- Providence Cedars Sinai Tarzana
- Providence Holy Cross
- Providence Saint Joseph
- Sherman Oaks Hospital
- UCLA West Valley Medical Center
- USC Keck, Verdugo Hills

### Non-Hospitals:

- **Skilled Nursing/Long-Term Care**
  - All Saints, Dreier's, Los Angeles Jewish Home, etc.
- **Dialysis Centers**
  - Davita, Fresenius
- **Clinics**
  - CCLAC, CCHC, Facey
- **Los Angeles Juvenile Court Health System**



2024 DISASTER PLANNING CONFERENCE | 7

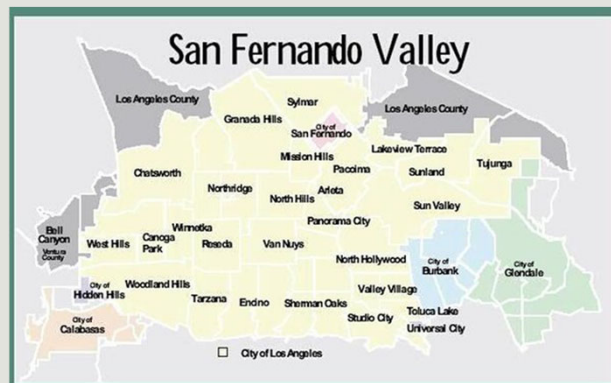
7

## Our Community

### San Fernando Valley – 1.8 million\*

- City of Burbank – 107,377
- City of Glendale – 196,543
- City of San Fernando – 23,966
- City of Los Angeles\*
  - Tarzana – 37,778
  - Encino – 41,905
  - Sherman Oaks – 52,677
  - Mission Hills – 18,486
  - West Hills – 38,818
  - Woodland Hills – 59,661

\*2020 Census



2024 DISASTER PLANNING CONFERENCE | 8

8

## Our Community

### Who Else Do We Collaborate With?

- Burbank, Glendale, and Los Angeles City Fire Departments/Emergency Management
- Encino/Sherman Oaks and West Valley Chamber of Commerce Disaster Committees
- Film Studios
- Hollywood Burbank Airport
- LAPD, BPD, GPD, SFPD, and other Law Enforcement Agencies
- Local Utilities (LADWP, BWP, GWP)
- Schools and Higher Education
- 16 Total Hospitals in San Fernando Valley



2024 DISASTER PLANNING CONFERENCE | 9

9

## How Should You Collaborate With Your Community?

- Start Small
  - Sit down with one another (coffee, lunch, etc.)
- Share/review plans, HVA, and other documents together
- Participate in community activities
  - Street Fairs, Stop the Bleed classes, Sidewalk CPR, Community Disaster drills (CERT, etc.)
- TRAIN TOGETHER



2024 DISASTER PLANNING CONFERENCE | 10

10

**If you don't have a presence in your community, how can you expect to collaborate?**



2024 DISASTER PLANNING CONFERENCE | 11

11

**2024 DISASTER PLANNING CONFERENCE**

**PASADENA**

**Sharing Information  
and Communicating  
Effectively**



12

## Woolsey Fire

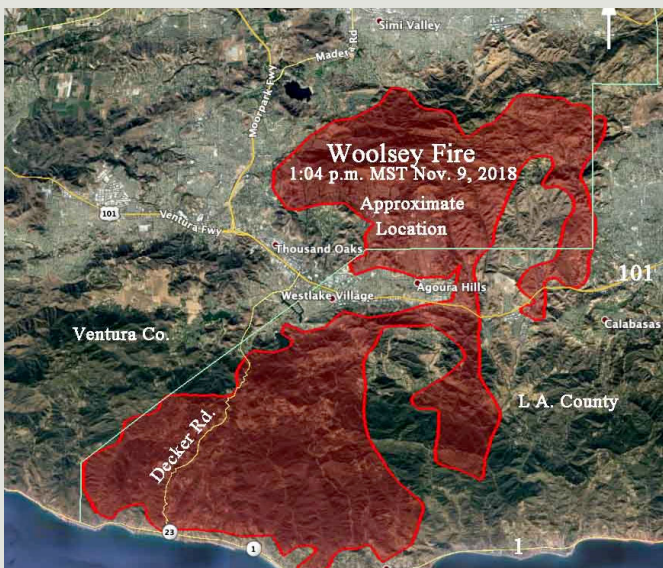
- Started November 8, 2018
- One of multiple fires in California that started on the same day (including the Hill and Camp fires)
- Burned 96,949 acres
- Destroyed 1,643 structures with 3 deaths
- Fully contained on November 21, 2018



2024 DISASTER PLANNING CONFERENCE | 13

13

## The Impact



2024 DISASTER PLANNING CONFERENCE | 14

14

## What Worked Well

- Call and text chains between impacted facilities and DRC
- Even though we didn't have an updated contact with LAFD, as a region we were able to reach out to Burbank and Glendale to get situational updates
- Established relationships with LA County (EMSA, Public Health)
- DRC call list/directory



2024 DISASTER PLANNING CONFERENCE | 15

15

## Lessons Learned

- Having updated community contact lists at your facility and staying on top of "rotating positions"
- Established relationships with your local city emergency managers, utilities, and local public safety is Key
- Looking at the big picture as to how the community might be impacted
  - Patients were relocated from hospitals closest to fire/smoke to hospitals only a few miles away (and still in smoke plume)
- Having common terminology/language that everyone understands
  - Evacuation vs. relocation
  - Evacuation means different things to different agencies



2024 DISASTER PLANNING CONFERENCE | 16

16

2024 DISASTER PLANNING CONFERENCE

PASADENA

# Resource Sharing



17

## DRC Resources



2024 DISASTER PLANNING CONFERENCE | 18

18

## What Did It Look Like During COVID



California Hospital Association

2024 DISASTER PLANNING CONFERENCE | 19

19

## Support From Other Sectors



California Hospital Association

2024 DISASTER PLANNING CONFERENCE | 20

20

## HUB and Spoke Model

- Started distributing to established DRC Group
  - Process worked very well for 10 Hospitals, 5-6 “core” non acute care facilities, 3 Fire Departments.
  - 51 SNF facilities added. This was hard initially, but we got through it.
- **AND THEN.....**
  - 126 Home Health Hospice added to list
  - Luckily, this was a one-time distribution



2024 DISASTER PLANNING CONFERENCE | 21

California Hospital Association

21

## How Did We Utilize Our Established Relationships to Help with Distributing Resources?

- Because we had well established relationships with our umbrellas, we were able to delegate
- Broke up distribution into 3 sectors
  - Central (PSJMC), East (USC Verdugo Hills) and West (Kaiser Woodland Hills)
  - 126 sites became 63
- Other Hospitals and Fire/EMS were able to help further

California Hospital Association

2024 DISASTER PLANNING CONFERENCE | 22

22

## What sectors can you collaborate with for resources?

- Think Outside the Box
  - Subject matter experts and resources may be where you least expect it
- How can you benefit each other?
  - What do they offer you and vice-versa
  - Mutually beneficial relationships always work better



2024 DISASTER PLANNING CONFERENCE | 23

23

## This is what building collaborative relationships looks like



2024 DISASTER PLANNING CONFERENCE | 24

24

# The End Result on a Personal Level



25

## Loss of Water at Providence Holy Cross

- 12-inch water main on Rinaldi and Laurel Canyon ruptured at approximately 16:34 on October 17, 2023
- Impacted chillers, fire suppression systems, and all hot and cold water to facility
- Facilities initially unable to get a hold of LADWP for status update
- Immediate concerns were Sub-Acute, NICU, and OR
  - Dialysis was a concern as well, but due to the time of day, many of those patients had recently received treatment.



26

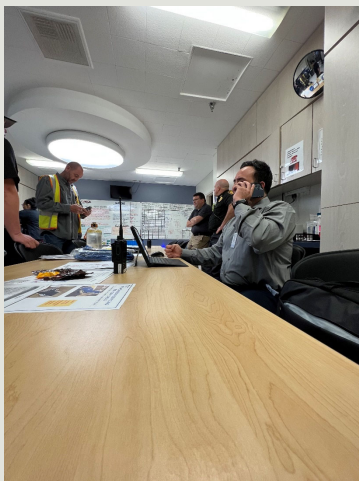
## Timeline (cont.)

- 17:53 – Emergency Preparedness was notified
- 18:05 – Due to our established relationships, we were able to immediately notify LAFD Disaster Captain and apprise them of situation
- 18:18 – LADWP Emergency Management had reached out and were dispatching coordinator to our site
- 18:30 – LAFD Battalion Chief and LA DWP Emergency Preparedness Coordinator in Command Center
- 20:33 – Water tender and 2 engines on site to maintain fire suppression and clear fire watch
- 21:09 – Water main patched and water back up
- 21:59 – Code triage cleared



2024 DISASTER PLANNING CONFERENCE | 27

27

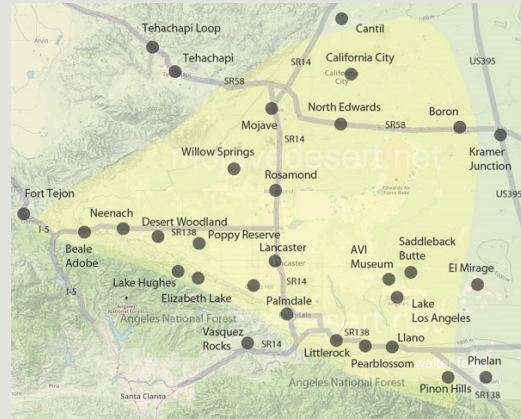


2024 DISASTER PLANNING CONFERENCE | 28

28

## My New Community

- **Antelope Valley – Approximately 475,000**
  - City of Lancaster – 159,000
  - City of Palmdale – 157,000
  - Many small communities and unincorporated areas.
  - 2 hospitals in area (including AVMC)




29

## In Summary



- Planning, training, and collaboration strengthens the community as a whole.
- Relationships with our community partners is an essential factor in our successful response to any emergency
- Learn these lessons now even if you think you have already a lot of community resources because you never know where you may find yourself

30



**2024 DISASTER PLANNING CONFERENCE** **PASADENA**


# QUESTIONS???



31

## Contact Information

Andrew Ward, NREMT, TLO  
Director of Emergency Management/Environment of Care, Facility Safety Officer  
Antelope Valley Medical Center  
Office: (661) 949-5565  
[andrew.ward@avmc.org](mailto:andrew.ward@avmc.org)



2024 DISASTER PLANNING CONFERENCE | 32

32