

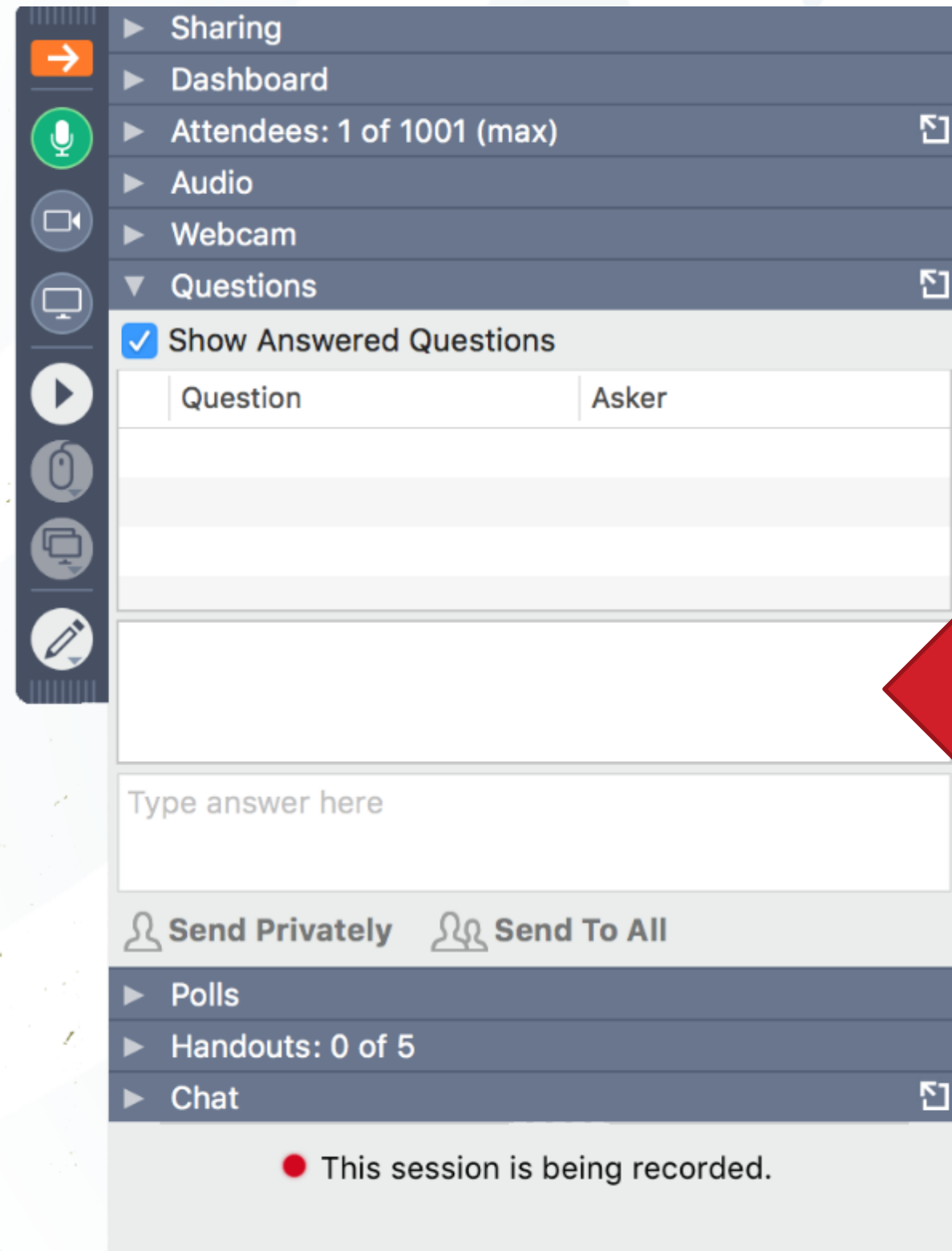


**BEFORE AND AFTER
A MASS CASUALTY EVENT:
New Preventative
Strategies for Hospital
Preparedness**

Tuesday, October 22, 2019
1-2 pm EST/10-11 am PST



Housekeeping



The screenshot shows a sidebar menu with the following items: Sharing, Dashboard, Attendees: 1 of 1001 (max), Audio, Webcam, Questions (expanded), Show Answered Questions (checked), a table with columns 'Question' and 'Asker', a text input field labeled 'Type answer here', 'Send Privately' and 'Send To All' buttons, Polls, Handouts: 0 of 5, and Chat. A red dot indicates 'This session is being recorded.'

Question	Asker

Type questions here

- Ask questions throughout the webinar
- We'll do Q&A at the end

Our Speaker



Eric Alberts

CEM, CHPP, FPEM, FPEM-HC, CHEP, SEM

- Been in the Emergency Management field since 2002; has worked at Orlando Health, Inc. healthcare system since 2010
- Currently serves as the Corporate Director, Emergency Preparedness at Orlando Health, Inc.
- Responded to: a terrorist attack, 5 hurricanes, tropical systems, a special communicable disease, a shooting in a hospital, severe weather, wildfires, multi-type vehicle accidents, mass casualty incidents, etc.

Objectives

Learn how your hospital can better prepare for mass casualty incidents

- Prepare for and lead a team through a disaster
- Create capacity, patient surge strategies to better assess and treat patients from arrival through surgery
- Work with local law enforcement and government authorities to develop a comprehensive emergency management plan
- Assess and make continuous updates to strengthen preparedness



Preparedness

Know what is required of your facility(ies)

- There are many healthcare emergency management statutory, regulatory, and accreditation requirements that must be met every calendar year such as:
 - + **Federal** – CMS Emergency Preparedness Requirements for Medicare and Medicaid Participating Providers and Suppliers
 - + **State** – Healthcare Administration / Department of Health
 - + **Local** – Emergency Management / Department of Health - Use state requirements but add local requirements to them
 - + **The Joint Commission** – Emergency Management Chapter (EM.01.01.01)
 - + **NFPA** – 99 Health Care Facilities Code; Chapter 12 Emergency Management
 - + **American College of Surgeons** – Disaster Planning and Management
 - + **CARF** – Written Emergency Procedures
- These requirements are the backbone to setting up a proper healthcare emergency management program
- Ensure true compliance with all requirements (not just a check in a box)
 - + **It can and has saved lives**

Preparedness

Core tenants of the requirements

RISK ASSESSMENT

- Hazard Vulnerability Analysis (HVA) – Baseline for all actions that follow

EMERGENCY PLANNING

- Comprehensive Emergency Management Plan / Emergency Operations Plan / Emergency Preparedness Plan
- Reality Planning
- Hospital Emergency Management Council
- Emergency supplies

POLICIES & PROCEDURES (P&PS)

- Reviewed & updated annually

COMMUNICATIONS PLAN

- Annually updated plan that include real communications process

TRAINING & TESTING

- Training
- Exercises
- After Action Reports/Improvement Plans

AGREEMENTS & UNDERSTANDINGS

- MOUs, MOAs, Contracts

Preparedness

Get educated

There are numerous free learning opportunities to help you get to know your role and the requirements of your role better:

- **FEMA** – Center for Domestic Preparedness - <https://cdp.dhs.gov/>
 - + FRAME (AWR-900) – Framework for Healthcare Emergency Management
 - + HCL (HCL MGT-901) – Healthcare Leadership for Mass Casualty Incidents
 - + HERT & HERT B - TtT (AWR-901-1) – Hospital Emergency Response Training for Mass Casualty Incidents – Basic Train-the-Trainer
 - + HID (HID PER-321) – Barrier Precautions and Controls for Highly Infectious Disease



Preparedness

Get Educated (continued)

- TEEEX – MGT341 – Disaster Preparedness for Hospitals and Healthcare Organizations Within the Community Infrastructure -
<https://teex.org/Pages/Class.aspx?course=MGT341&courseTitle=Disaster%20Preparedness%20for%20Hospitals%20and%20Healthcare%20Organizations%20Within%20the%20Community%20Infrastructure>
- FEMA – Professional Development Series (PDS) –
<https://training.fema.gov/is/searchis.aspx?search=PDS>
- NIMS Compliance Courses –
100, 200, 300, 400, 700, 800; 449
- After Action Reports (AARs) from major incidents (ie Pulse, Vegas, etc.)
- Continual process – You never truly know everything



Preparedness



Know your role

- Keep a copy of and refer to your job description
- Talk to your direct leader about your role and what they envision it to be
- Work with senior leadership to identify their priorities for your role and ascertain their level of support (administrative support is paramount)
- Coordinate and collaborate with community partners that are the AHJs (Authority Having Jurisdiction) for your facilities
 - + Especially the City/County emergency management office
- Identify where you fit into the big picture





Learn about your organization & community

- Organization's foundation
 - + Mission, vision, values
 - + Strategic imperatives
 - + Its' day to day operations (how it operates)
 - + Understand patient populations (who it serves & general level of acuities)
 - + Its dependencies on others (suppliers of services)
- The community your healthcare facility resides in
- The emergency / disaster history of your organization and community
- Community hazards, threats, and special events

Preparedness: Collaboration

Work with government representatives almost every day



Emergency Management
(local, state, federal)



Law Enforcement
(local, state, federal)



Fire Department



Rescue Department



Hazmat Team



Health Department



Health Care Coalition
(that covers your areas of operations)

Preparedness: Collaboration

- If you don't know, work, and collaborate with them —they don't know you, won't work with you, and won't trust you during an emergency or disaster.
 - + Spend extra time getting to know them now not during an emergency when it's too late.....
 - + The relationships you form now will help you during response to the next incident
- Work with other healthcare emergency managers in your area, benchmark, learn, train, plan together, etc. (when disaster strikes we are all one team)



Preparedness

Prepare for and lead a team through a disaster

- When you know and are compliant with the requirements; have the proper training; know and own your role; work with others; and understand your organization you will have a much greater knowledge base and will be more confident to lead a team before, during, and after a disaster
- Coordinate and collaborate with community partners and other hospitals during a disaster (use your partnerships)
- Your presence during a disaster dictates the teams reactions and response to it
 - If you don't physically show up they won't mentally show up; their performance will reflect that
 - If you show fear & anxiety, are poorly spoken, badly dressed, aggressive they will see it and they will reflect that
 - If you show calmness, composure, collaborative, strength, well dressed, attentive it will be very evident & they will calm down
- Establish a strong HICS team by basing it on organizational charts, current job descriptions and roles, & a reality check on who can do what function



Preparedness [Creating Capacity]

The goal is to have patient surge strategies to better assess and treat patients from arrival through surgery

There are many things you can do to create surge capacity

- Create a surge worksheet for each of your hospitals that identifies: licensed beds, standard operational beds, potential surge beds, service line, remote telemetry capable, in room O2, suction, air, etc.
- Be honest during a disaster: make overhead p/a announcements that help not hurt your response “all trauma staff respond to the trauma room” “any available staff respond to the Emergency Department”



Preparedness [Creating Capacity]



Have a Trauma Surgeon, Surgeon, MD conducting triage on the patients to establish next step in the patient's care and timing of that step



Remember the golden hour for patients with traumatic injuries

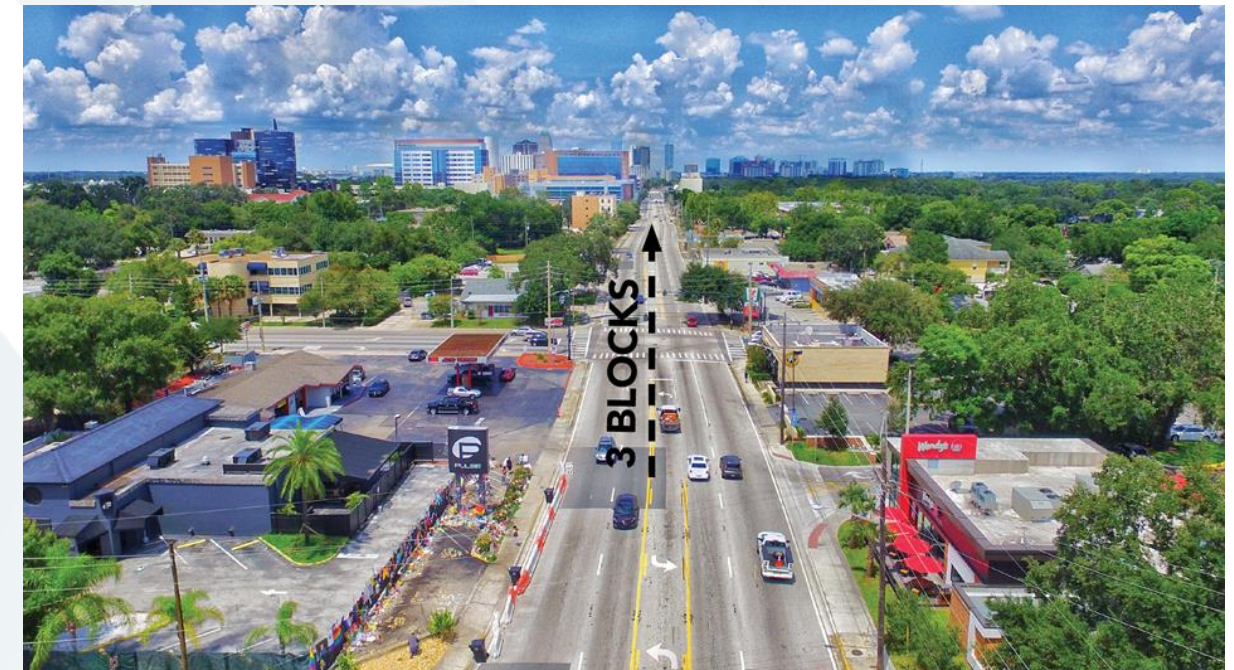


Develop a surge plan for the Emergency Department that optimizes beds, staff, MDs, equipment, resources and then expand from there

Pulse Tragedy

SUNDAY, JUNE 12, 2016

- 2:00 am** The first shots were fired in the Pulse Nightclub
- 2:14 am** ORMC received its first patient
- 2:22 am** Mass Casualty Incident (MCI) Shooting up to 20 patients
- 2:35 am** Shooter contacted 911 from inside Pulse
- 3:07 am** First wave of 38 Pulse patients within ORMC
- 3:14 am** HICS activated
- 5:15 am** Shooter down
- 5:19 am** Second wave of patients begin to arrive at ORMC



Pulse Tragedy

Lessons Learned

- HIPAA importance
- Road closures
- Timely updates to phone operators
- People want to help [gifts of supplies/food, blood donation]
- Supporting the needs of families
- Unexpected costs were significant
- Engage organizations with close relationships to unique populations [in this case LGBTQ and Hispanic communities]
- Close proximity = little to no notice
- 2 weeks of media presence on campus/invasive press
- Post security impact
- Team Members asking, “Why didn’t you call me?”



Pulse Tragedy

After Action Report (AAR)/Improvement Plan (IP)

- All items identified in the AAR/IP have been corrected as of February 2019
- Patient ID and family assistance processes
- Mass notification system for our staff call Orlando Health Alert
- Foreign National Program
- Critical Incident Response Protocol and team
- Donations plan to include a foundation fund
- Updated P&Ps and supplies



Pulse Tragedy

Enhanced Full Scale Community Exercise

- Include lessons learned from the Pulse tragedy
- Stress the system
- Pickup truck, amputee, families, foreign patients



Pulse Tragedy

DHHS – ASPR TRACIE

- Mass Violence Page - <https://asprtracie.hhs.gov/mass-violence>

CDC – Emergency Preparedness and Response

- <https://emergency.cdc.gov/>

CMS Emergency Preparedness Rule

- <https://www.cms.gov/medicare/provider-enrollment-and-certification/surveycertemergprep/emergency-prep-rule.html>


Orlando Health Pulse Digital Book

- www.orlandohealth.com/disasterresponse



TRACIE
HEALTHCARE EMERGENCY PREPAREDNESS
INFORMATION GATEWAY

Questions



Sharing

Dashboard

Attendees: 1 of 1001 (max)

Audio

Webcam

Questions

Show Answered Questions

Question	Asker

Type answer here

Send Privately Send To All

Polls

Handouts: 0 of 5

Chat

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Type questions here

Questions



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