Emergency Management Debrief
Lessons Learned

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Emergency Management

Emergency Operations
- Plan
- HVA and 6 Critical Areas

Evaluate & Exercise
- Annual Evaluation Exercises

Planning & Leadership

Emergency Program
CHAPTER OUTLINE

- Foundation for the Emergency Operations Plan [EM.01.01.01]
- The Emergency Operations Plan (EOP)
  - General Requirements [EM.02.01.01]
  - Specific Requirements
    - Six Critical Areas [EM.02.02.01-EM.02.02.11]
    - Disaster Volunteers [EM.02.02.13-EM.02.02.15]
- Evaluation
  - Evaluating the planning activities [EM.03.01.01]
  - Evaluating the Emergency Operations Plan through exercises [EM.03.03.03]
SIX CRITICAL AREAS

1. Communication  [EM.02.02.01]
2. Resources & Assets  [EM.02.02.03]
3. Safety & Security  [EM.02.02.05]
4. Staff responsibilities  [EM.02.02.07]
5. Utilities Management  [EM.02.02.09]
6. Patient, clinical & support activities  [EM.02.02.11]
2016

What Has The Joint Commission Been Up To?

Emergency Management Update Team
The Joint Commission
EMERGENCY MANAGEMENT TEAM

- Cross-divisional team
- Review of large-scale events
- Debriefs
  - Lessons learned
  - Education and process improvement
- Improvement
  - Field and surveyor education
  - Survey process and standards
DEBRIEFS WITH HEALTH CARE ORGANIZATIONS

- Hurricane Sandy
- West Texas Fertilizer Explosion
- West Virginia Water Contamination
- Boston Marathon Bombing
- Ebola Outbreak
- South Carolina Flooding
- Baltimore Civil Unrest
- San Bernardino Terrorist Event
- Ferguson Civil Unrest
LESSONS LEARNED — PLANNING/PREPAREDNESS

- Establish relationships w/law enforcement & back-up security agencies
  - Joint education, drills, etc.
- Activate ICS early in incident to support situational awareness
  - Communication.
- Plan / drill for escalating events
  - Mass shooting plus bomb threat.
Lessons Learned – Planning/Preparedness

- Identify & reach out to staff living in hot zones during unrest to identify support needs in advance.

- Consider supply chain and alternate service providers during water contamination.
  - e.g., laundry service

- Know actual usage of utilities on ‘normal’ day, in evening, on weekends.
LESSONS LEARNED – PLANNING/PREPAREDNESS

Plan for most emerging infectious diseases rather than new ‘outbreak of the week’ plan.
- IC plan, surge plan, all hazards plan, decon plan, pan-flu plan

Don’t overlook common risks that could go on the HVA
- Risks in community or region
  - CBRNE: Fertilizer storage facilities throughout the region that could pose risk of combustion/explosion.
LESSONS LEARNED — PLANNING/PREPAREDNESS

- Reviewing EOP annually
  - Policies addressing utility disruption, including approach to clinical interventions
    - Water
- Planning for civil unrest focused primarily on:
  - Communications (with staff, patients, community incident command, the public/media)
  - Security
  - Transit (to the facility for patients and staff)
LESSONS LEARNED – PLANNING/PREPAREDNESS

Don’t overlook home care, outpatient services and other ancillary providers

- During unrest home care providers were held back from entering certain communities where there were clients with chronic conditions - care arrangements can be addressed proactively.
LESSONS LEARNED – GENERAL RESPONSE

- Conduct frequent tours (every 2 hours) of hospital & campus to identify flood issues early.
- Divert spontaneous volunteers (even clinical) from ED to avoid congestion during trauma response.
- Community-based & mobile services (e.g., addiction services) need to choose their locations during unrest to preserve safety of staff/patients.
LESSONS LEARNED - COMMUNICATIONS

- Have separate lines of communication for command/control, staff, patients/families, media & the public.

- Don’t presume that all staff have smart phones or use social media; use redundant methods of staff communication.

- Manage staff stress and access to misinformation via proactive staff communication strategy.
LESSONS LEARNED - COMMUNICATIONS

- Carry extra batteries and/or chargers along with cell phone during response and recovery.
- Proactive media/social media outreach plan mitigates intrusions from reporters that consume leaders’ time during response.
- Regular joint calls with local providers, city & state support situational awareness during unrest.
LESSONS LEARNED - COMMUNICATIONS

During unrest:

- Monitor social media used/sponsored by protest groups to anticipate crowd movement and potential impact on transit or emergency/urgent care.

- Reinforce with staff - verbally and in written messaging/scripts used as needed in patient/family interactions - values of diversity and role to care for all people to help mitigate safety concerns or racial tension impacting community.
LESSONS LEARNED - SECURITY

Definition of ‘lock-down’ with response partners
- Security forces have one meaning, hospitals may vary

Civil unrest response from small community hospital
- Reduced & secured it’s perimeter - closed all off-site locations
- Security to central site
- Moved vehicles
- Removed from public access items that could be removed/damaged
LESSONS LEARNED - SECURITY

- Reinforced with staff use of de-escalation techniques during civil unrest.
- Train/exercise with local law enforcement
  - During terrorist shooting over 40 officers were onsite in minutes
    - Conducted bomb search and provided essential support. No need to arm hospital security.
- Separate ED waiting area for injured police officers & their families during unrest
LESSONS LEARNED - STAFF

- Senior leadership
  - Prioritize time and resources for staff training

- Weather/natural disasters
  - Prepare for staff rotations & shift relief
  - Designated sleeping areas, adequate meals
  - Shuttle system to/from homes
LESSONS LEARNED - STAFF

- Monitor local/county/state agencies
  - Road closures, curfews, etc. that impact staff movement to & from work

- Adjust shifts, allow sheltering in place as community conditions change

- Place Critical Incident Stress management staff in EOC
  - Provide real-time support & guidance to chain of command during unrest
LESSONS LEARNED – PATIENT CARE

Water contamination
- Home health & DME partners proactively monitor at-risk patients
- Facilitate patient education on O2 concentrators, CPAP machines, & water sourcing.

Flooding
- Review IC plan to assess patient risk for HAI.
LESSONS LEARNED - EXERCISES

- Stress & test system, staff, leaders with escalating complications & patients with different functional needs.

- Train & practice staff in active shooter response
  - Joint exercise with in-house security & law enforcement.
LESSONS LEARNED — LEADERSHIP

Leaders met frequent w/staff to discuss quality of care and safety during flood response/recovery.

Leaders facilitated visible presence of security in and around building during unrest

- Increased sense of security.

Leaders rounded & provided hands-on managerial assistance; identified & addressed staff morale/support needs in process after terrorist attack.
LESSONS LEARNED – PSYCHOSOCIAL SUPPORT/COPING

- Civil unrest/recovery
  - Town hall meetings for information & support and to dispel myths/rumors
  - Made available EAP & pastoral care
    - Routed routine monthly prayer walk through vulnerable community.
- Reinforced w/staff & community role of hospital as safe zone for all injured.
LESSONS LEARNED – PSYCHOSOCIAL SUPPORT/COPING

During unrest response & recovery

- Invited staff discussion (individual or small group) on racial tension
- Sense of safety at home in impacted community
- Need for safety tips or security/transit support (alter work hours, shelter at hospital, etc.).
LESSONS LEARNED — INFECTIOUS DISEASE

Plan, train, & exercise for infectious disease emergencies:

- initial screening
- use of PPE, including don and doff
- safe patient flow (entry point to isolation)
- iterative training of care teams
- dedicated equipment
- safe transfer of patients
- disposal & transport of waste
LESSONS LEARNED - UTILITIES

Fuel
- Increase run time through load-shedding

Water
- Processes for cleaning water systems after loss of water
- Supply for systems management
  - Potable vs. non-potable
    - Equipment use, i.e. sterile processing
    - Human consumption
LESSONS LEARNED – HEALTH CARE PARTNERS

Nursing home destroyed in industrial blast:
- Other homes contacted hospital to offer beds
- Hospital worked with case manager, behavioral health staff and home care to place patients 2 weeks post-disaster

Water contamination:
- Ambulatory dialysis company deployed water tanker truck to supply hospital
- Dialysis biochemist supported hospital in sampling & testing water
LESSONS LEARNED — HEALTH CARE PARTNERS

- Reinforce IC preparedness
  - Affiliated clinics and physician offices where at-risk patients may be seen.
  - Screening, use of PPE and other precautions

- Maintain access to care
  - Chronic care patients
    - Medications from pharmacies outside of impacted area of emergency
      - Civil unrest, weather emergencies, etc.
LESSONS LEARNED - EVACUATION

Practice evacuation drills using evacuation equipment:

- How much equipment is required?
- Where will equipment be deployed (which units, floors, etc.)?
- Who needs to be trained in its use?
LESSONS LEARNED - RECOVERY

Leadership engagement
- Avoid fatigue and silos
- Accountability

Recovery
- Ancillary / offsite / support departments that were impacted by event or that contribute to resiliency.

Business continuity
- Timely engagement with FEMA and insurers
Emergency Management Portal

Welcome to The Joint Commission’s Emergency Management portal. We are launching this portal to provide a valuable source of information from The Joint Commission enterprise and other healthcare organizations related to the topic of Emergency Management. Our goal is to create informed and empowered citizens by bringing relevant and timely information and resources to our community. We hope you find the information helpful!

Disaster Resources
- Air Disaster

Additional Resources
- Communication/Codes/Alerts

Link: [http://www.jointcommission.org/emergency_management.aspx](http://www.jointcommission.org/emergency_management.aspx)