

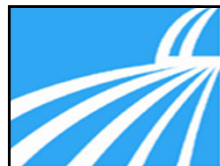


Coming Together in Response and Recovery:
The Integrated Firestorm Responses of Two Health Care Systems

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Disclosure Slide

The speakers for this session have no actual or potential conflicts of interest in relation to this presentation.



Session Objectives

- Discuss the operational impacts of the October 2017 wildfires that caused Kaiser Permanente and Sutter Health to evacuate hospitals.
- Describe the recovery efforts taken by both health systems to restore hospital services to the community.
- Share lessons learned across all levels, and highlight opportunities for improved performance.
- Identify wildfire planning activities to increase hospital readiness.





Session Structure

Overview of our Two Healthcare Systems

What We Did and What We Learned About:

- Communication and Coordination
- Clean-up and Re-supply
- Safety and Security – Smoke Mitigation
- Staffing Considerations
- Continuity of Patient Care
- Finance and Administration



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John Fannin
Donald Stevens



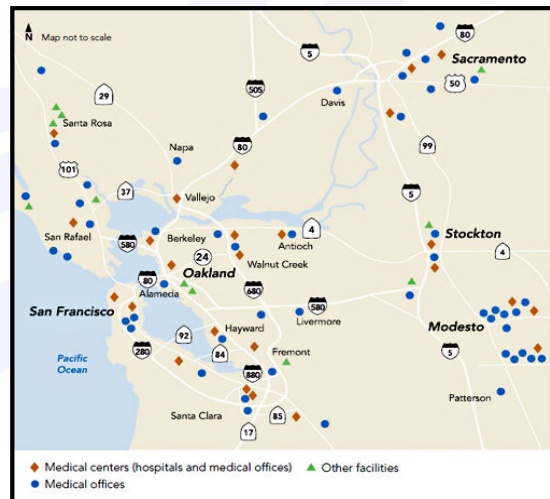
KAISER PERMANENTE



Kaiser Permanente Northern California Overview

Membership:	4.3 million
Hospitals:	21
Medical Offices:	242
Physicians:	8,950
Employees:	77,700

Kaiser Permanente Santa Rosa serves about 144,000 members and employs 350 physicians and 2,450 staff



Immediate Operational Impacts KP SRO



- Medical Center and most associated care centers forced to close
- Over 200 Kaiser staff and physicians lost their homes
- Over 140,000 patients served by KP Santa Rosa Medical Center

Immediate Operational Impacts KP SRO





Hospital Reopens 17 days later – KP SRO

- Hospital de-stocked, extensively cleaned, restocked, surveyed by California Department of Public Health
- Utilized multiple regional resources to assist

Kaiser Permanente in Santa Rosa reopens hospital, 17 days after fires forced closure



(1 of 3) Crista Gatti and Israel Vigil embrace in an emergency room filled with Kaiser Medical Center nurses as the hospital opens Wednesday Oct. 25, 2017, since the Tubbs fire ravaged Santa Rosa and Kaiser was forced to evacuate. Gatti lost her home in Colley Park, and Denise Parsons, bottom, lost her rental house in the same area. (Kent Porter / Press Democrat) 2017

MARTIN ESPINOZA
THE PRESS DEMOCRAT | October 25, 2017, 5:15PM



Mark Shirley

SUTTER HEALTH





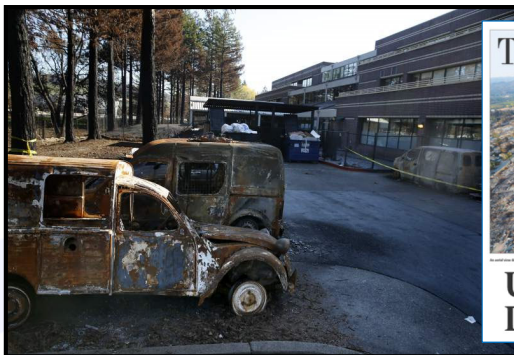
Sutter Health Overview

Sutter Health primarily serves Northern California

- 24 Hospitals (4311 licensed beds)
- 200+ Physician Offices and Clinics
- 35 Ambulatory Surgery Centers
- 53,000 Employees
- 5,500 Physicians



Immediate Operational Impacts Sutter Health



- 23 care centers forced to close
- 2,800 employees and physicians in fire zone
- 150,000 patients in the fire zone



**Hospital Reopens
8 Days Later – SSRRH**

Partnering During Crisis
2017 Northern California Fires

This slide features a collage of five photographs. The top-left photo shows a group of healthcare workers in a hospital setting, some with their arms raised in celebration. The top-right photo shows two women smiling together. The bottom-left photo shows a larger group of staff members posing for a group photo. The bottom-right photo shows the exterior of a modern hospital building. In the center, a graphic shows several hands clasped together, with a white box containing a heart icon and the text 'Partnering During Crisis' and '2017 Northern California Fires'.



COMMUNICATIONS AND COORDINATION

What We Did and What We Learned

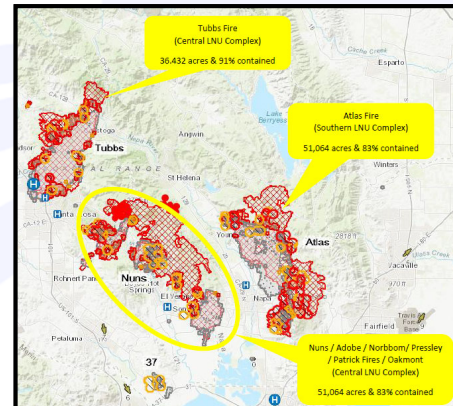
This slide has a dark blue background with a white graphic of curved lines in the top-left corner. The text is centered in white, bold font.



Communications – Kaiser Permanente

STRATEGIES:

- Public Affairs essential
- Social Media important tool
- Set up regular managers calls
- Sent daily staff/provider communications and member-facing communications in multiple modalities
- Established Hospital Command Center and Human Resources Command Center Hotlines



Coordination: KP NCAL Regional Command Center

- RCC staffed physically 24/7 for 8 days
- PlaniTrac info tracking system utilized for all Medical Center requests
- Regional Human Resources Command Center activated
- Regional IC's to SRO to assist locally with repopulation
- “Tiger Teams” of regional subject matter experts utilized



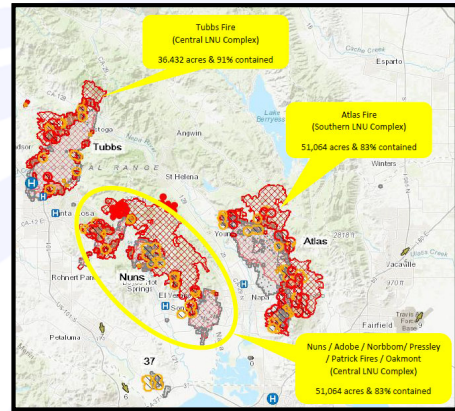
Communications – Sutter Health

What We Did:

- Leverage relationships with our healthcare partners for intelligence and planning
- Effectively used technology

What We Learned:

- Communications between providers and agencies was lacking
- Employee and MD contact information was often inaccurate
- Crisis communication workflows are needed



Coordination: Sutter Health

What We Did:

Activated Sutter Health Emergency Management System (SHEMS):

- Intelligence
- Logistics
- Guidance
- Public information coordination

SHEMS consists of system level department leaders



Clean-up & Resupply – Kaiser Permanente

Start planning your recovery once you have overcome the initial response

What services are needed?

- Master contract
- Same services required by industrial, commercial and residential

What facility services are needed?

- Scrubbers
- Filters

Who is your AHJ?

HICS 251 – FACILITY SYSTEM STATUS REPORT
Department Use

1. Incident Name		2. Time Completed: (H)	
		DATE: FROM _____ TO _____	TIME: FROM _____ TO _____
3. Name of Department/Unit Reporting Status Below			
4. System		5. Status	
Power <small>(routine and emergency)</small>	<input type="checkbox"/> Fully Functional <input type="checkbox"/> Partially Functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A	6. Comments: <small>If not fully functional, give location, reason, and estimated time/amount for recovery/repair. Specify who reported if required.</small>	
Lighting	<input type="checkbox"/> Fully Functional <input type="checkbox"/> Partially Functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A		
Water	<input type="checkbox"/> Fully Functional <input type="checkbox"/> Partially Functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A		
Sewage/Toilets	<input type="checkbox"/> Fully Functional <input type="checkbox"/> Partially Functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A		
Nurse Call System	<input type="checkbox"/> Fully Functional <input type="checkbox"/> Partially Functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A		
Medical Gases/Oxygen	<input type="checkbox"/> Fully Functional <input type="checkbox"/> Partially Functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A		
Communications <small>(TV systems, intercoms, pagers)</small>	<input type="checkbox"/> Fully Functional <input type="checkbox"/> Partially Functional <input type="checkbox"/> Nonfunctional <input type="checkbox"/> N/A		
7. Remarks: <small>(Cracked walls, broken glass, falling light fixtures, etc.)</small>			
8. Prepared by:		Signature:	
PRINT NAME: _____		SIGNATURE: _____	
DATE/TIME: _____		FACILITY: _____	



Clean-up and Resupply – Kaiser Permanente

Take time to understand materials/supplies ordering process and workflows

- Lead time?
- Essential for patient care?

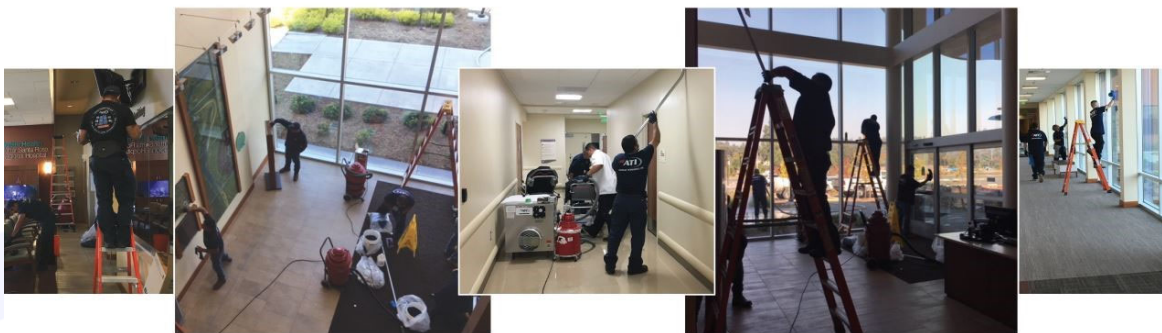
Maintain tidy shared drives / standardize info & lists when possible

- Crash cart and room stocking lists, special ordering info, patient handouts, etc.

Manage par and levels as stringently as possible



Clean-up & Resupply – Sutter Health



What We Did

- Restoration contractor was on-site day 1
- Pulled support staff from other affiliates
- Leveraged vendor relationships



Clean-up & Resupply – Sutter Health

What We Did:

- Natural gas quick connect
- Kinetic evaluation of pharmaceuticals
- Pull supplies from other sites
- Access supplies “stuck” at UPS & FedEx sites

What We Learned:

- We need to inventory utility equipment at leased sites
- Virtually everything needed to be cleaned or replaced



Clean-up & Resupply – Sutter Health



Before




After



**SAFETY AND SECURITY
SMOKE MITIGATION**

What We Did and What We Learned



Safety and Security – Kaiser Permanente

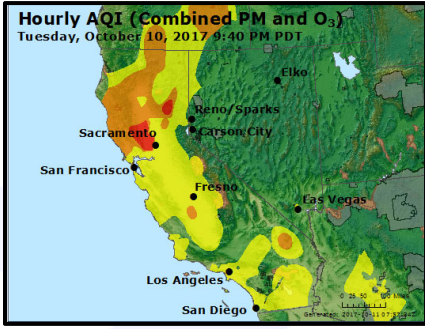
- Access to campus restricted
 - Entry to parking lot
 - Entry to hospital
- Sign in required / log of onsite personnel maintained
- Employee Health and Employee Assistance Program activated to monitor HCC personnel and onsite staff
- Smoke mitigation ongoing issue

Smoke Mitigation – Kaiser Permanente



- Portable air scrubbers (300 each) and N-95 masks (345,000 each) were the greatest need
- Replaced all air filters with new charcoal filters

Smoke Mitigation – Sutter Health



Hourly AQI (Combined PM and O₃)
Tuesday, October 10, 2017 9:40 PM PDT


Elko
Reno/Sparks
Carson City
Sacramento
San Francisco
Fresno
Las Vegas
Los Angeles
San Diego


What We Did:

- Standardize our approach to smoke mitigation
- Rapidly acquire air scrubbers and filtration media
- Allow the public to take refuge at hospitals

What We Learned:


- Appropriate use of N95s was an issue





STAFFING CONSIDERATIONS

What We Did and What We Learned



Staffing Considerations – Kaiser Permanente

- Travel difficult, including into medical center
- Ongoing fire event with large-scale, rolling evacuations
- Many staff & providers affected
- Additional staffing needed in
 - SRF and other KPs
 - RCC coordinated
- Emergency credentialing, privileging, and KP HealthConnect access required
- Medical staffing needed for evacuation centers & pharmacies
- Staffing and on-call grid required for repopulation approval



Staffing Considerations – Sutter Health

What we Did:

- Staff support through EAP was critical and was appreciated
- Secured hotel rooms for staff and contractors

What We Learned:

- Confirming staff well being was difficult
- Pre-identifying staff willing to work at alternate sites would have been helpful
- EHR profiles of staff willing to work at an alternate site needed to be reconfigured



CONTINUITY OF PATIENT CARE

What We Did and What We Learned



Continuity of Patient Care – Kaiser Permanente

- Medical teams, supplies, and meds sent to local evacuation centers for 2+ weeks, 24/7
- KP Physicians worked at non-KP area pharmacies to assist w/refills
 - Additional pharmacy dispensing locations set up
- Rohnert Park campus: care model changed to 12 hour Urgent Care / Pharmacy October 10th to October 16th
- Mercury Way campus: provided walk-in mental health care with extended hours



Continuity of Patient Care – Kaiser Permanente

- L&D: established advice line, slept on site near HCC in order to staff
- Surgery: triaged scheduled surgeries including oncologic
- Oncology: moved operations to SRF
- All other outpatient services triaged appointments
- SRO on site clinics reopened October 16th, once removed from evacuation zone



Continuity of Patient Care – Kaiser Permanente

- Virtual appointments increased to 35% of all patient appointments
- Kaiser Permanente staff relocated 148 skilled nursing facility patients to safer locations
- Members tracked for displacement or other acute needs
 - Home Health, Patient Care Coordinators, other service lines



Continuity of Patient Care – Sutter Health

What We Did:

- Video visit technology
- Partnership with Lyft for staff and patient transport
- Uniform electronic health record
- Continuity of care for home health and hospice patients

What We Learned:

- Real-time bed availability across the enterprise
- Improved communal capacity for infants and children





A slide content area with a dark blue header and a white background. The header contains the text "Finance and Administration Sutter Health" in white. On the right is the FEMA logo, which includes the U.S. Department of Homeland Security seal and the word "FEMA" in blue. The main content area has two sections: "What We Did:" and "What We Learned:". "What We Did:" includes a list of three items: "Pre-approve vendors", "Embed insurance team with Supply Chain & Facilities", and "Capture employee activity associated with their time". "What We Learned:" is split into two columns. The left column is titled "What's NOT Covered by FEMA" and lists "Business interruption", "Salaried employee's time", and "Testing / air monitoring". The right column is titled "What's Covered by FEMA" and lists "Evacuation", "Replacement of compromised meds and supplies", and "Smoke remediation".



Finance and Administration Kaiser Permanente

- Kaiser Permanente-owned construction company facilitated all contractor recovery efforts
- Automated emergency management tracking system recently implemented
- Orders and notes date & time stamped by employee identification number
- CDPH was the AHJ as we prepared to re-open hospital
- Local Fire/OSHPD for Fire/Life Safety sign-off



In The End....

Over 300 Santa Rosa Kaiser and Sutter Health employees and physicians lost their homes

Tubbs Fire tallies:

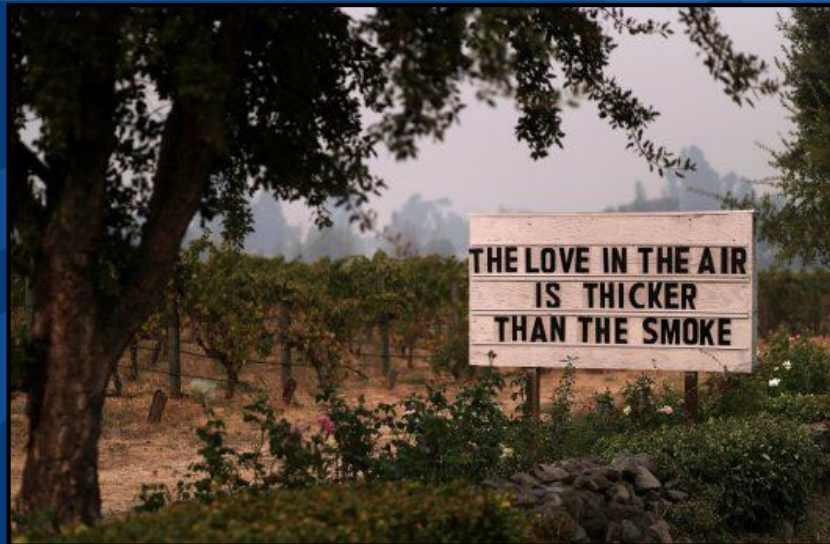
- Over 36,000 acres burned
- More than 6,800 structures destroyed, including 2,800 in Santa Rosa
- 22 people died

North Bay Fires / Wine Country Fires tallies:

- Over 160,000 acres burned
- More than 8,400 structures destroyed
- 42 people died



Questions?



Thank You!!!

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