

## How to Manage a Response Using Virtual & Hybrid Command Centers

Kelly Anderson  
Enterprise Emergency Management  
City of Hope



1



**"I blame it on the COVID"**

## How to Manage a Response Using Virtual & Hybrid Command Centers

Kelly M. Anderson  
Emergency Management



2

## They *All* Left the Building...NOW We Have Code Triage

- Healthcare workforce moved to home offices to minimize the effects on COVID in the workplace – what it created out of the traditional HCC
- Incident Response and Management at 2:00AM and 2:00PM & how a Hybrid and/or Command Center can be successful
- What is needed to make this successful: technology, planning, training & education, and patience
- What the Future looks like now that George Jetson is a real environment for today's disaster response
- Communication decisions to include mass notification, internal communications, patient communications
- How to run a Hybrid Command Center when experiencing the COVID Surge and other Code Triages continue to happen

3

## We Know What Happened Next

- Significant amount of team members were sent home to work
- IT was buried in requests to be able to allow for those significant amounts of people to work from home
- We tried to use conference calling
- We tried to use Zoom or Teams or...
- Frustration on hearing “you are on mute” a million times....
- We survived and many of us came out as adjunct Help Desk team members

4

## But What NOW?

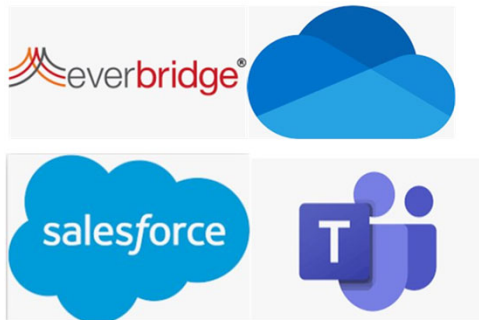
- Joint Commission recognizes virtual command centers
- Some have computers at home and at work
- Empty cubicles and offices still exist
- Cell phones have ALL the Apps
- But what NOW? Are you able to run a hybrid command center successfully?
- How about MULTIPLE command centers running at the same time



Hybrid Command Center

5

## Lots of Technology, Batteries Not Included



- ZOOM
- TEAMS
- Cell Phones
- iPads
- Laptops
- 2 monitors
- Handheld radios
- Desk phones
- Speaker for laptop
- Batteries for all
- Charging cords for all
- Extension cords

You may or may not be using some of the above technology.

6

# Training & Education



Training isn't a DAY....it's days over period of time to maintain Perpetual State of Readiness.



ZOOM



TEAMS



Cell Phones



iPads



Laptops



2 monitors



Handheld radios

7

# Patience



Having patience. All things are difficult before they become easy. - Saadi

- User ability
- Team commitment
- Executive champions
- Leadership champions
- Dropping the old to accept the new
- Flexing and evolving
- Acceptance

8

# Incident Response & Management - Communication Decisions

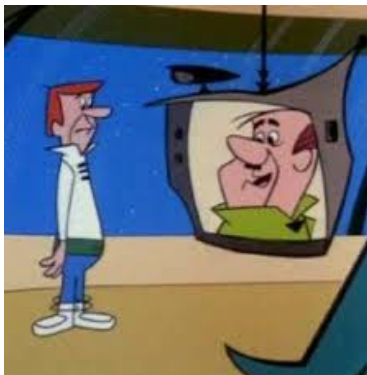
It happens ... here we go!

CITY OF HOPE

9

9

## Let's Ask George Jetson ...



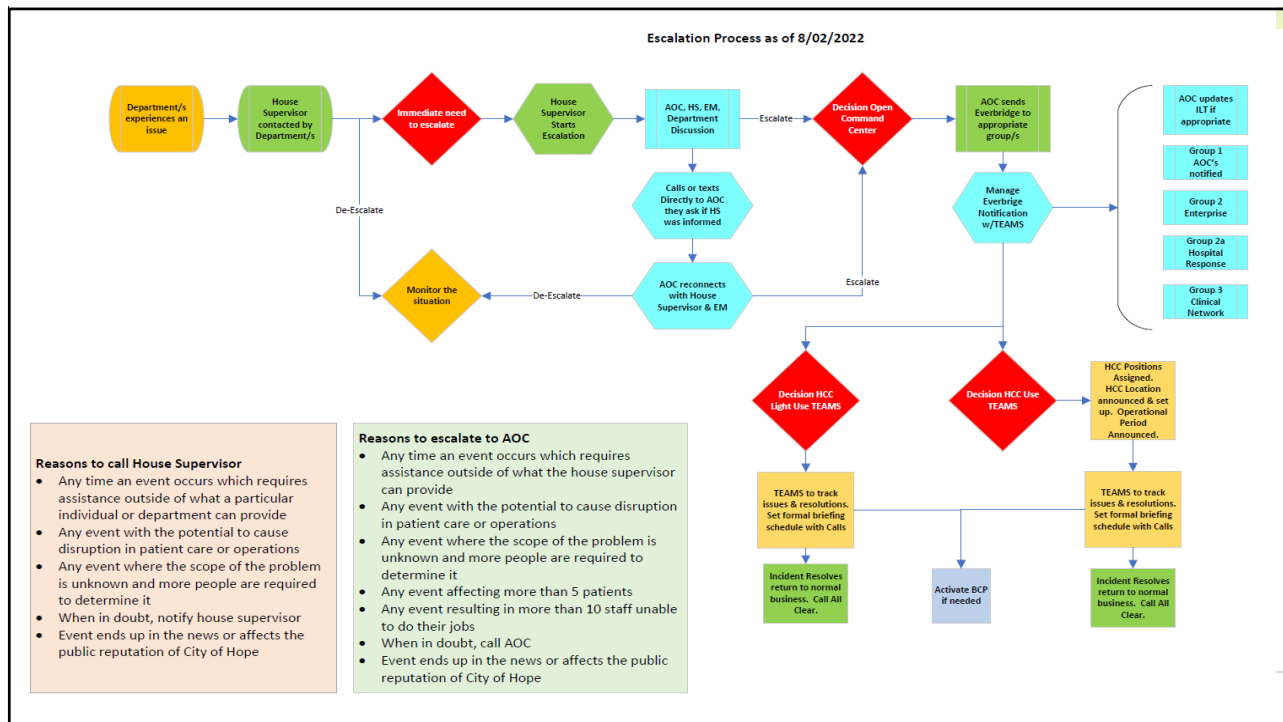
George Jetson had it down pat....

- 2:00AM the House Supervisor calls.
- 2:00PM the House Supervisor calls.
- Rally everyone on site?
- All Virtual?
- Hybrid?
- 2 Incidents happen at once!

CITY OF HOPE

10

10



11

# Mass Notification & Immediate Communication

- Who gives the Green Light?
- Do you need EVERYONE involved?
- What does the message look like?
- Nomenclature?
- Setting up concentrated GROUPS
- Scaling Up
- Hand held radio'ing
- Vocera
- Set up TEAMS or your version for Virtual Command Center

CITY OF HOPE 12

12

# Internal Communications

- AOC
- PIO
- IC
- Mass Notification, Overhead Paging, Group Texts, Intranet, Email, Vocera, Hand-held radios, phones...



13

# Patient Communications

- Physician Officer
- AOC
- PIO
- IC
- Libraries of general messaging available
- Mass notification
- Patient portal
- Intranet
- Call downs



So many ways to communicate to patients.

14

# How to Run a Hybrid Command Center

You know it takes a VILLAGE.

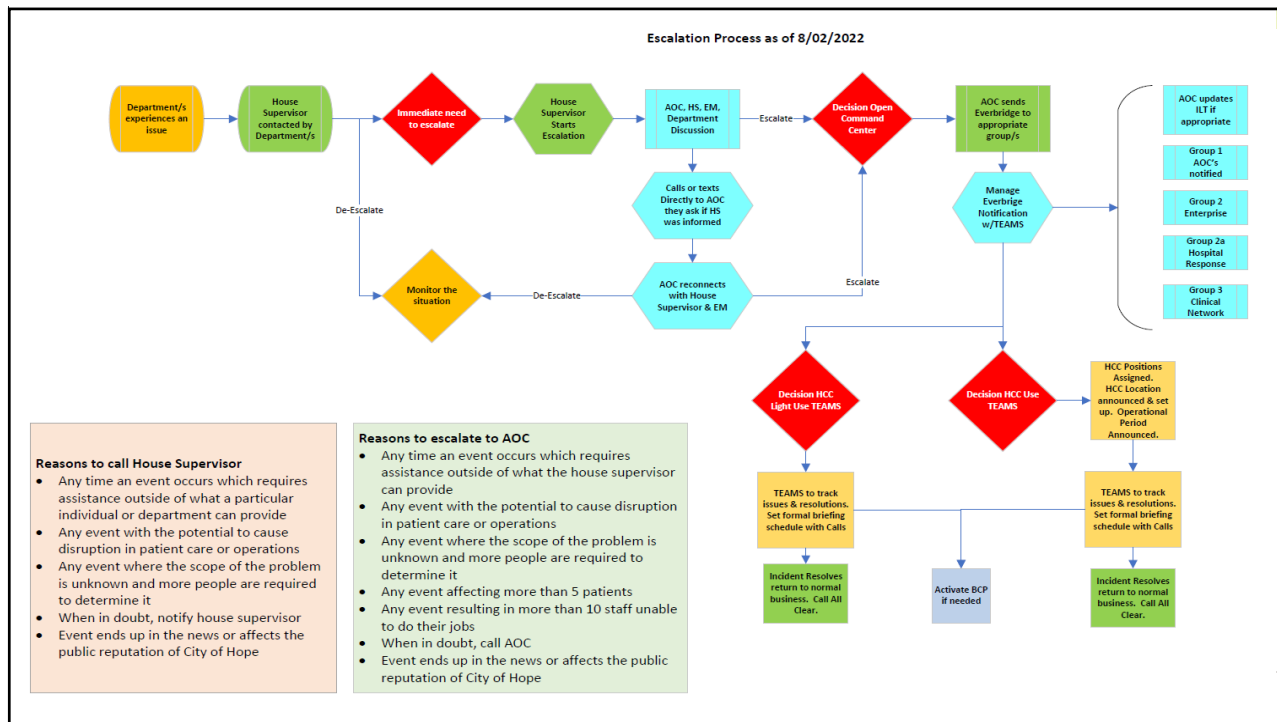
15

# How to Communication & Escalate



16





17

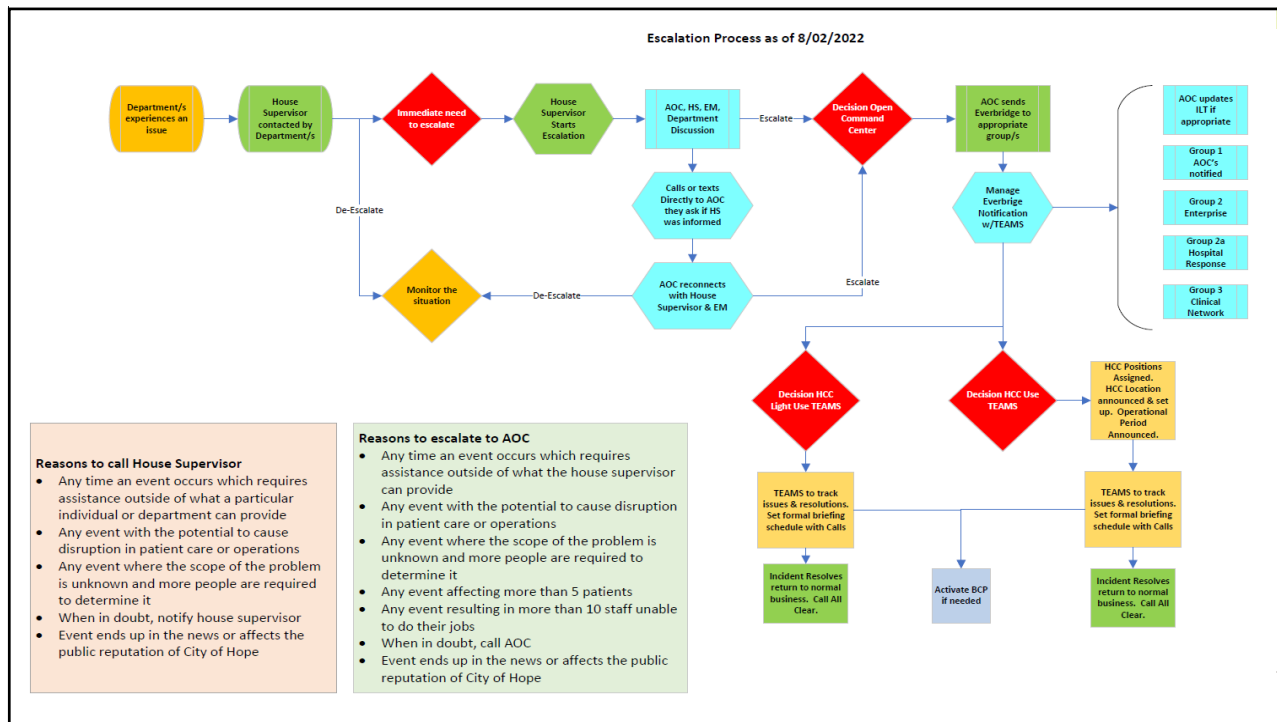
## Oh Sh\*!@! Another Code Triage!

- Remain calm.
- Assign your backup AOC or Leader over the impacted area...who has been TRAINED of course!
- Open a second TEAMS through Mass Notification alert.
- Know that some teams may need to FLEX between Commands.
- Assign SPECIFIC Update Times.
- Set DETAILED Milestones.
- When can do an ALL CLEAR.
- DEBRIEF or Hotwash ASAP.
- Track any outliers.



What YOUR brain and EVERYONE's brain looks like IMMEDIATELY following the Oh Sh\*!@! moment.

18



19

# Follow the Leader ... and ... HICS

Let's face it "Chain of Command" helps us more than it will ever hurt us.

Eliminates GIGO...you know what that is. Garbage in, Garbage Out.

Eliminates confusion & chaos.

Keeps everyone on the SAME page throughout the events.

Provides a relief valve for those hard decision moments.

Following HICS also allows us to all speak, do, know the same tried & true method of running an incident.

CITY OF HOPE 20

20

## Important to Know for Virtual Command/s



TEAMS portal can stay “open” for however long you need

SitReps are ESSENTIAL and should not be forgotten

Setting the Upcoming AGENDA can be done in the CHAT

Transcripts

Attendance Rosters

‘INVITING IN’ an attendee is valuable

21



## Questions?

22

Thank you!  
Kelly Anderson  
[kanderson@coh.org](mailto:kanderson@coh.org)  
(213) 709-2486

