

## Trial by Fire: Building the Strength to be Flexible

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## **POLLING QUESTION**

What is your favorite HICS form?

- A. HICS Quick Start
- B. HICS 214 Activity Log
- C. I just fill out the After Action Report and hope the surveyors don't notice

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## Demographics

Despite the area's scenic beauty and natural resources, Lake County residents face significant challenges.

Ranking (out of 58 counties):

- Premature Death - 58<sup>th</sup>
- Infant Mortality – 53<sup>rd</sup>
- Overall Health Factors: 50<sup>th</sup>

**DEATHS DUE TO ALL CAUSES, 2014-2016**

California Average: 608.5  
(per 100,000 Population)

Age-Adjusted Death Rate per 100,000 Population by County of Residence

- Less than or equal to 608.5
- Within 608.6 to 740.6
- Greater than 740.6
- Unreliable\*

\* Rates and percentages are deemed unreliable based on fewer than 20 data elements.

Data Sources:  
California Department of Public Health, VRBS Death Statistical Master File, 2014 - 2016, created on August 8, 2017.  
California Department of Finance, Demographic Research Unit, 2017.  
State and county population projections 2010-2040, Report P-3, Sacramento, California Department of Finance, June 2017.

Source: Lake County Community Health Needs Assessment 2016; CA Dept of Public Health: County Health Status Profiles – 2018

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## **POLLING QUESTION**

What kind of emergency has your hospital responded to most frequently?

- A. Wildfires
- B. Utility Failures
- C. Patient surge

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## Timeline of Events

16 Clayton Fire

17 Sulphur Fire

19 Power Shutoffs

21 Code Dry

15 Valley Fire

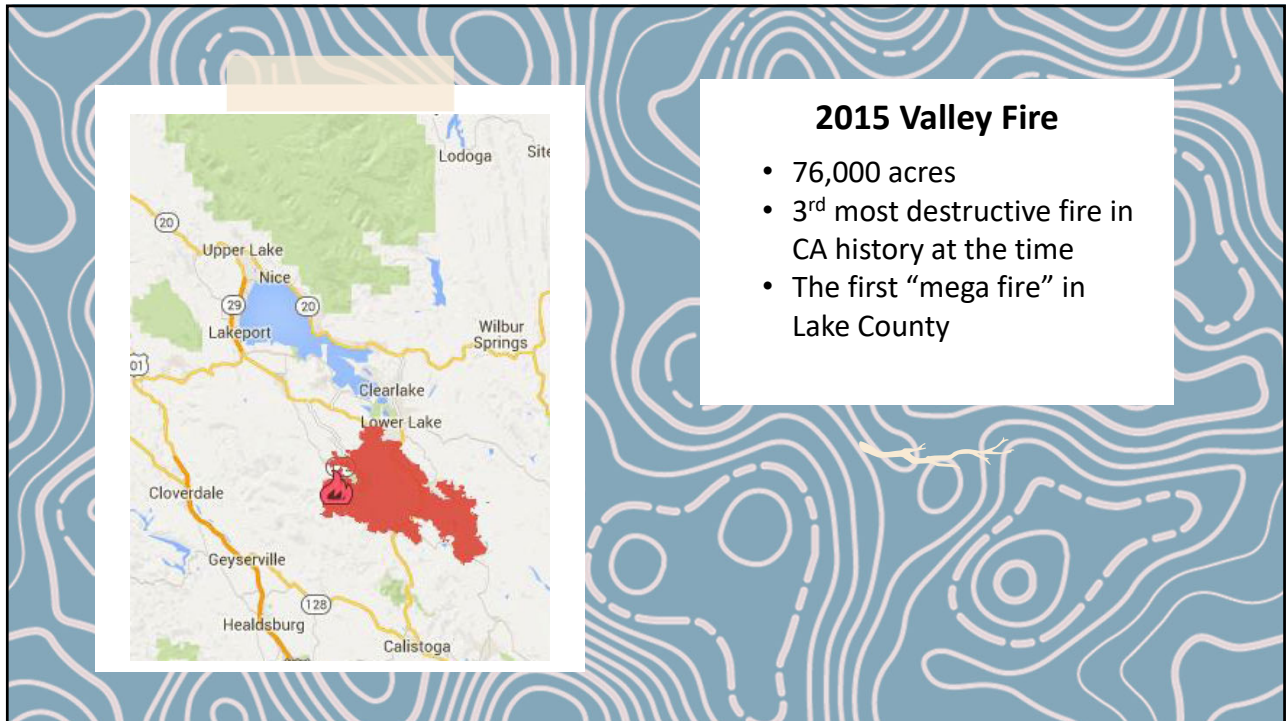
18 Mendocino Complex Fire

IS Downtime

20 COVID-19

22 California Nurses Association Work Stoppage

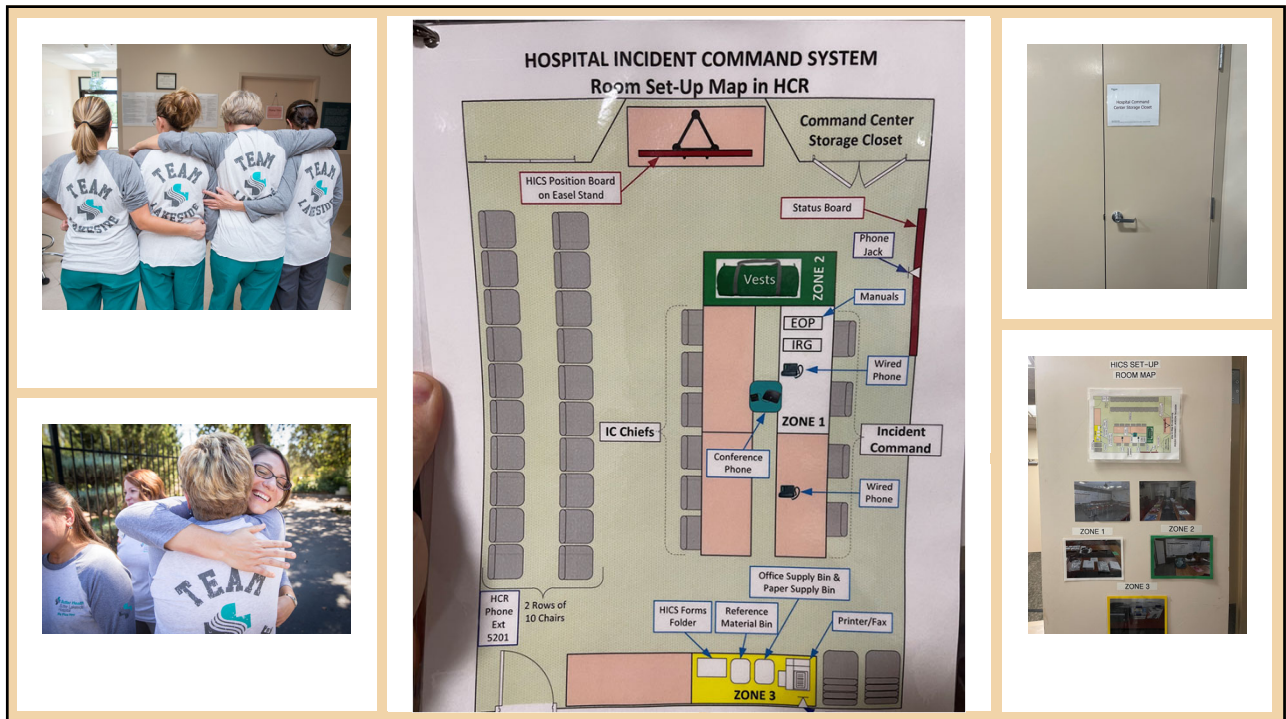
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**2015 Valley Fire**

- 76,000 acres
- 3<sup>rd</sup> most destructive fire in CA history at the time
- The first “mega fire” in Lake County

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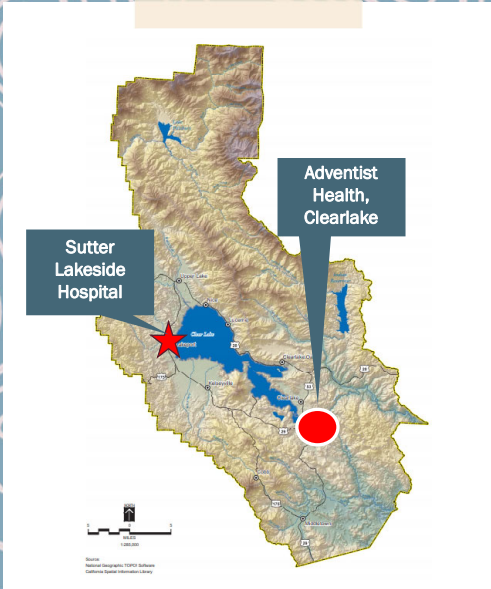


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## Lessons Learned

- Required all leaders to take ICS 100, 200, 700 & 800
- Highlighted importance of standard work
- Recognition and acknowledgement is key to resiliency

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**2016 Clayton Fire**

- 3,929 acres in a residential area
- Evacuation and closure of Adventist Health Clearlake
- SLH operated as the only hospital in Lake County for nearly 2 weeks

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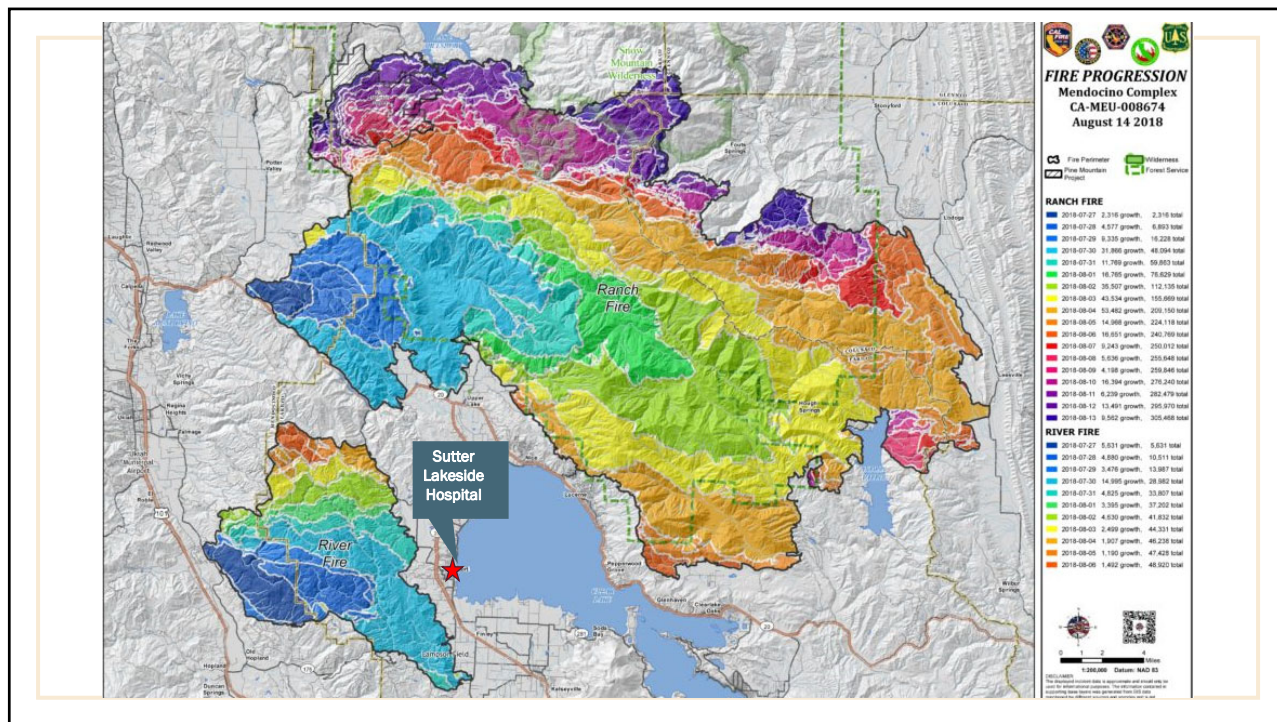
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## Lessons Learned

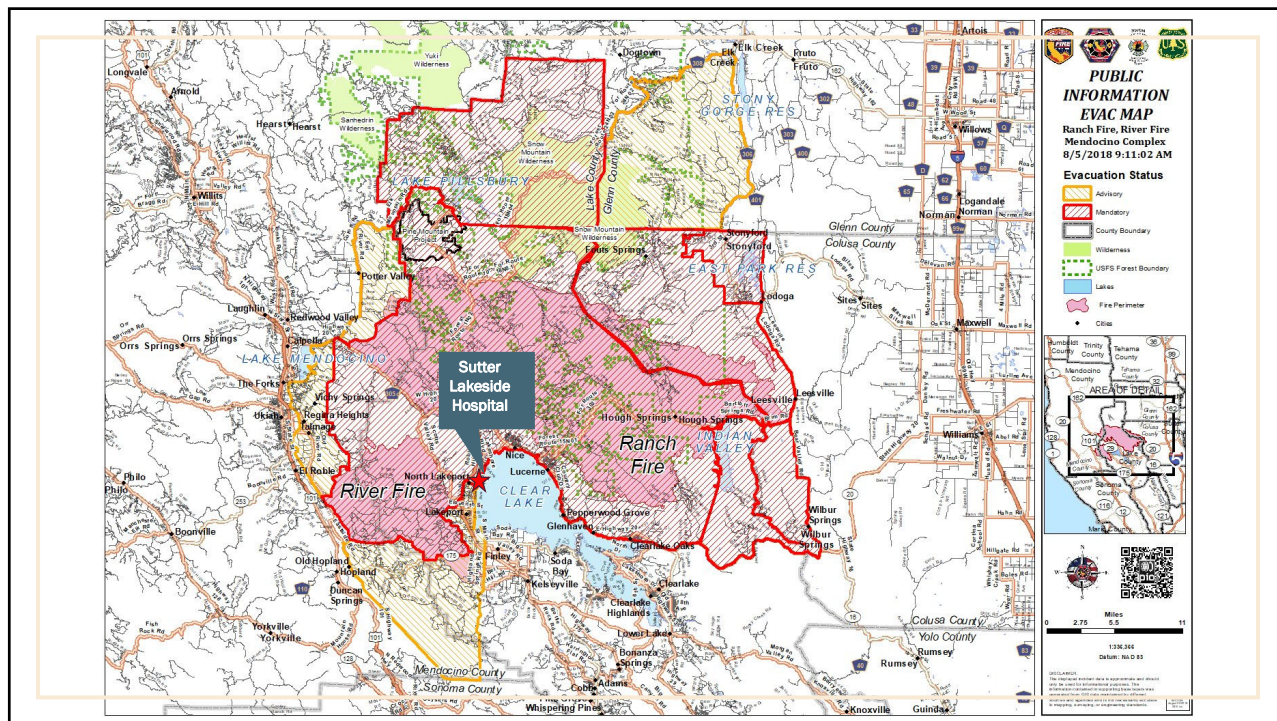
- Tested surge capacity
- Learned from AHC's experience
- Highlighted importance of community partnership
- Drill, drill, drill

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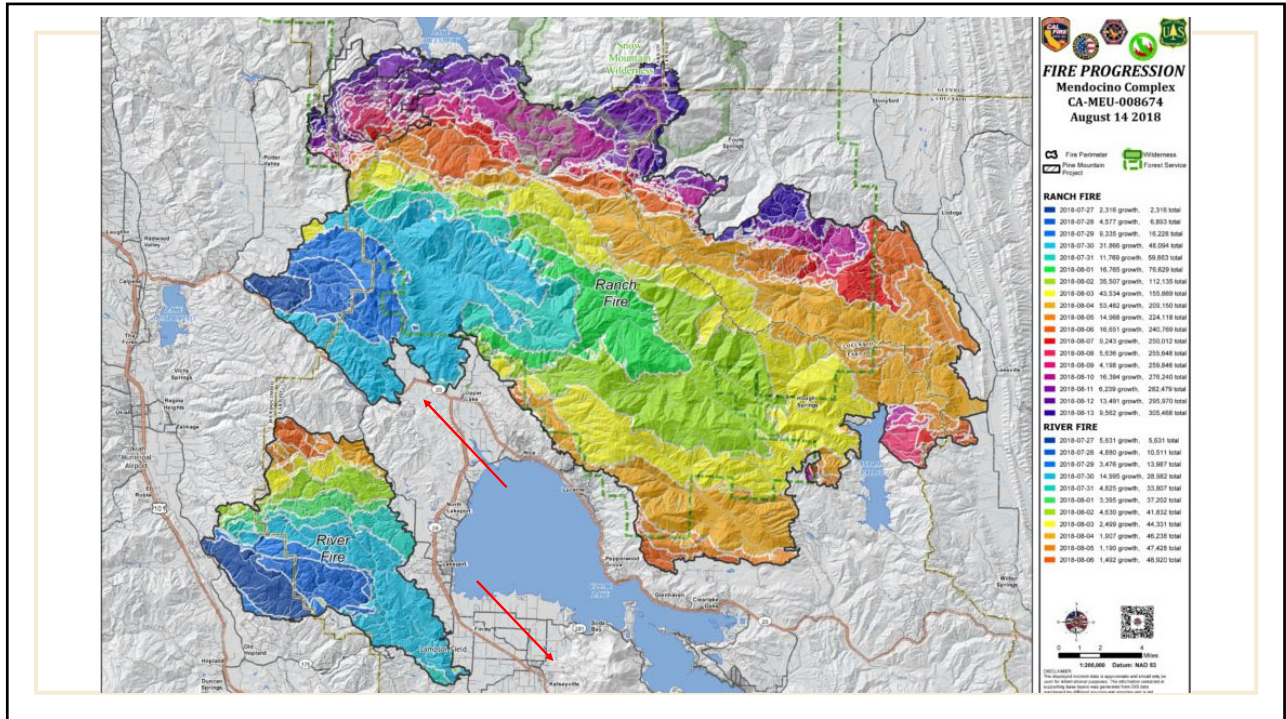




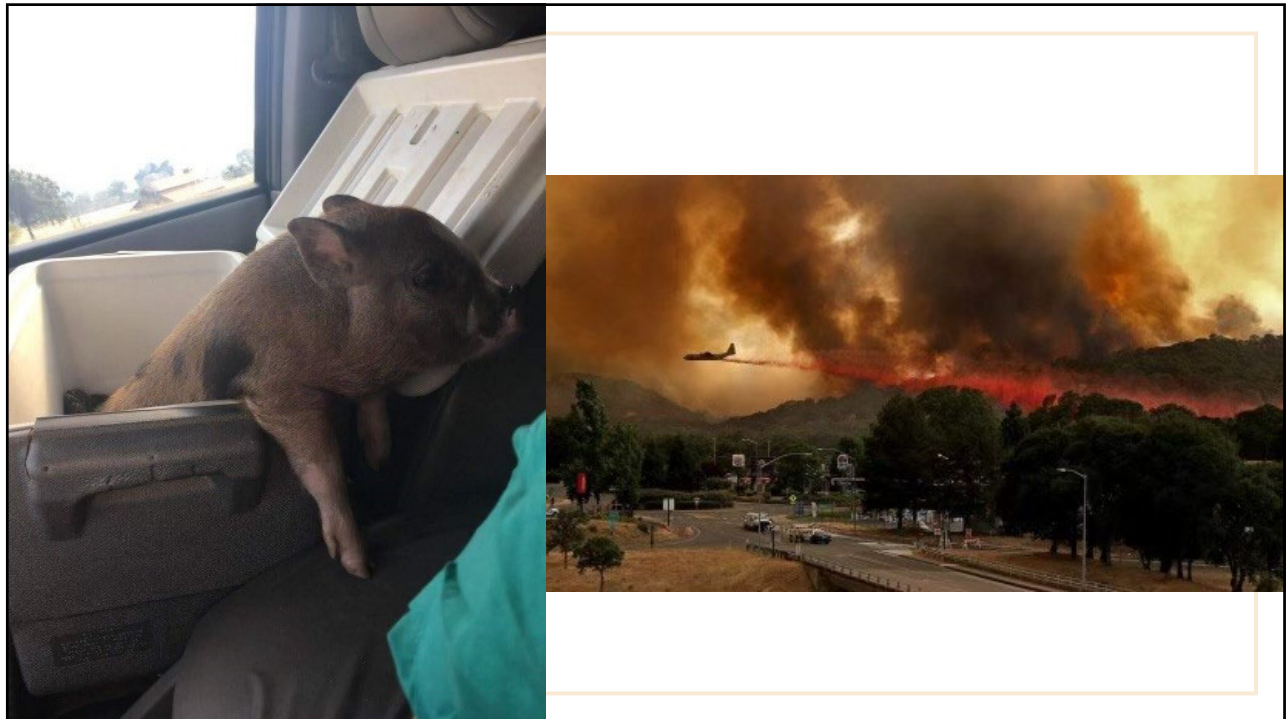
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## Lessons Learned

- Redundancies in everything – training, communication, staff – are crucial
- Visual status tracking
- Partnering with the system for success
- Leverage HICS structure to stay calm

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## POLLING QUESTION

Whose workload increased the most during the Public Safety Power Shutoffs?

- A. Dietary
- B. EVS
- C. Medical Records

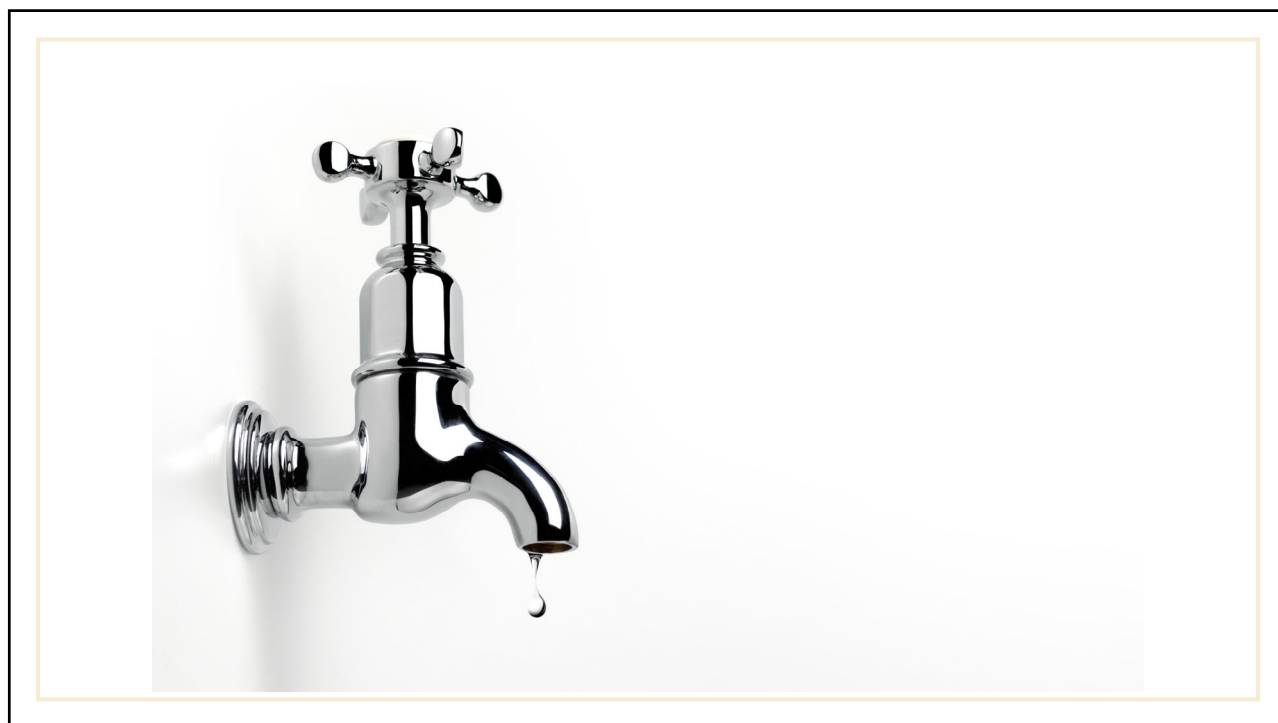
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## POLLING QUESTION

What's your most used training tool to prepare leaders and staff for an emergency?

- A. Tabletop drills
- B. Full scale drills
- C. Real emergencies
- D. Other

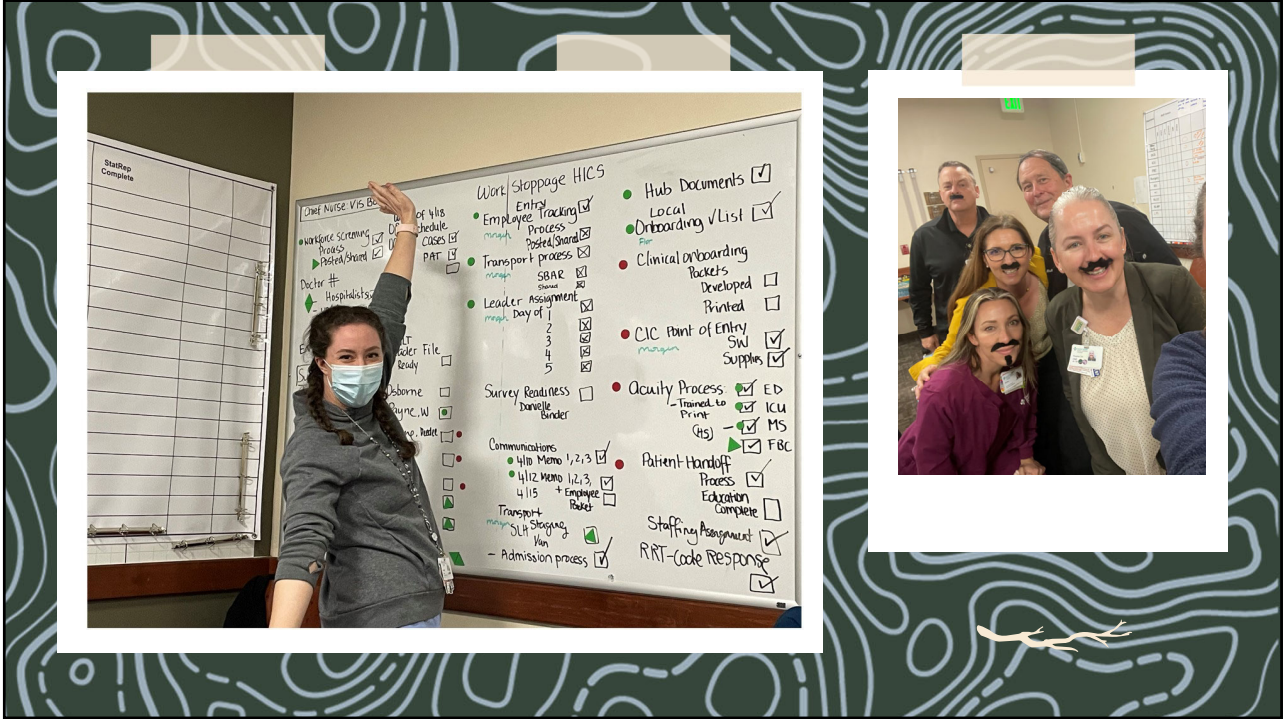
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Department	Staff Census						Available within 30 - 60 mins	Available Immediately	Available for Labor Pool Immediately	Available for Labor Pool Within 30 - 60 mins	Immediate Needs	Patient Census	TRAIN	# Pts for Rapid Discharge	Utility Issues	StatRep Complete		
	RN	CNA	Tech	Clerical	MD	Other												
Med/Surg																		
OCS																		
ICU																		
FBC																		
Surgery																		
ED																		
RT																		
SLCC																		
SLMP																		

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Department	Staff Census	Available within 30 - 60 mins	Available Immediately	Available for Labor Pool Immediately	Available for Labor Pool Within 30 - 60 mins	Immediate Needs	Utility Issues	StatRep Complete			
Admin											
BioMed											
Imaging											
Case Mgmt											
Dietary											
EVS											
HIM											
Lab											
Facilities											
Materials											
Med Staff											
Pt Access											
Pharmacy											
Rehab											

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## Lessons Learned

- Prepare for a prolonged event
- When drilling, take your “worst case scenario” and then make it worse
- Make it fun!


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## Organizing HICS

- Constant process improvement
- Involve frontline staff
- Communicate clearly and promptly
- Flexibility requires strength

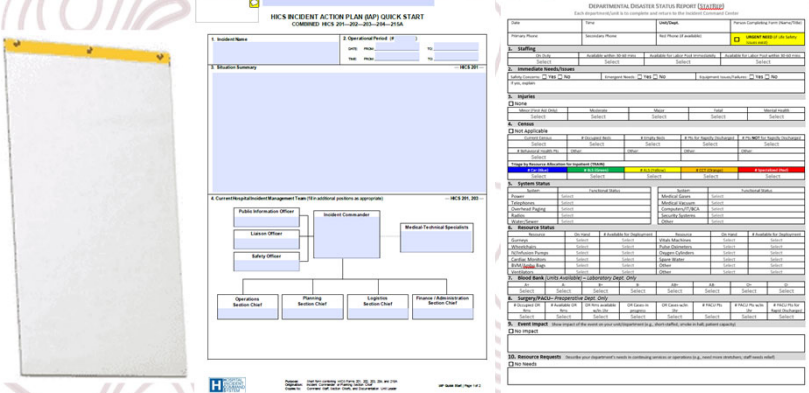
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Department	Staff Count	Available within 30-Minute	Available immediate	Available for Labor Pool immediate	Available for Labor Pool 30-60 min	Immediate Needs	15/30/60	Status	Start/Stop	Complete
Admin										
BioMed										
Imaging										
Case Mgmt										
Quality										
IT/IS										
Lab										
Facilities										
Medical Staff										
Pharmacy										
Rehab										



## Tools

- Status Tracker
- Debrief Flip Chart
- Kudos Cards
- HICS Forms
  - Quick HICS
  - IAP
  - Action Tracker



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## Takeaways

- Process, not people
- Use Standard Work
- Practice, practice, practice
- Make it visual
- Celebrate your people!



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