



Developing An Incident Response Team In The Coalition

Jessica Picanzo, MSN, EMTP, CFRN, CMTE

Director, Enterprise Emergency Operations and Medical Transport

Neil Moore, MSL, BSN, RN, TCRN

Trauma Program Manager

Malachi Fisher, MBA- HCAD, NRP

Market Director of Trauma and Neurosciences

Agenda

- Overview of HCA & HCA Emergency Operations
- Background on the Incident Response Team Concept
- Building an Incident Response Team within the Coalition
- Training for Success



HCA Healthcare



◆ Distribution Centers

- | | | | |
|----------------|------------------|-----------------------|--------------------|
| Asheville, NC | El Paso, TX | Nashville, TN | Salt Lake City, UT |
| Atlanta, GA | Houston, TX | New Orleans, LA | San Antonio, TX |
| Austin, TX | Jacksonville, FL | Portsmouth, NH | San Jose, CA |
| Charleston, SC | Kansas City, KS | Southern California | Tampa, FL |
| Dallas, TX | Lakeland, FL | Richmond, VA | |
| Denver, CO | Las Vegas, NV | Rio Grande Valley, TX | |

182
hospitals

1,300+
physician practices

104
freestanding
emergency rooms

320
Graduate Medical
Education programs

123
surgery centers

35 million+
patient encounters (2021)

238
urgent care clinics

65
inpatient behavioral
health programs

283,000+
Colleagues

110+
outpatient behavioral
health programs

Building from Teachings of the Past...

- Single facility exposure, mitigated by early detection by an astute clinician
- Demonstrated broader risk to Enterprise



2001
Anthrax Attack

- Limited Enterprise level planning and coordination
- Leadership leveraging personal relationships to obtain needed resources (i.e. JIT contracting)
- Lack of purposeful coordination with local and state emergency operations

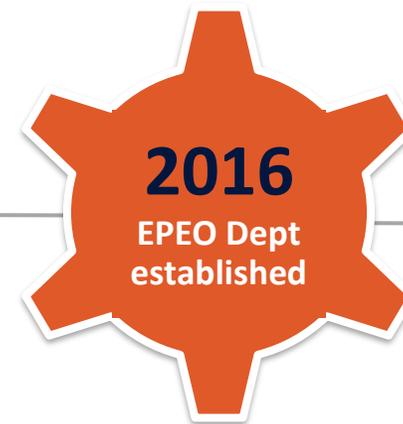
2005
Hurricane Katrina



- Enterprise-wide downtime
- Foundational basis for downtime program need
- Downtime Program Playbook development in late 2016



2015
Meditech Enterprise Outage



2016
EPEO Dept established

2016
Bayonet Point Incident



- Developed concept for emergency response playbooks
- Revised HICS structure to HCA Emergency Operations model used today
- Pre-designated Unified Command sites have been established with Statements of Authority



...to Evolve HCA's Emergency Operations

2017

Hurricane Harvey



- Stood up Communication's functional area to coordinate messaging
- Activated AirMethods contract for interstate movement of critical supplies
- Deployed EPEO & leadership 12hrs after incident occurred for up to 2 weeks
- Obtained staff mental health support with federal partners

- First test of division-wide catastrophic Enterprise response
- Innovative response solutions for patient movement during response
- Large scale relief staff movement
- First storm mass transport AirMethods agreement used



2017

1-Oct Shooting



2018

Hurricanes Florence & Michael



- Long standing relationships with state and federal agencies accelerated federal resources
- Assisted state EOC to ensure community shelters were staffed and equipped appropriately
- Collaborated with the data science team to develop and operationalize evacu-NATE within the 2018 hurricane season

- Brought consistency and stability to a prolonged response
- Began Enterprise readiness efforts in early December 2019
- Leveraged vast HCA data to advise CDC and other agencies
- Matured innovative surge capacity solutions
- Developed Enterprise directives

2019

COVID-19



- De-risked 4 facilities prior to storm
- 186 evacuated after storm
- Transported 1 PT every 5 minutes to safety during evacuation
- Utilized HCA's own ground transport contract
- Deployed # IST/IMT members pre-landfall to assist with de-risking, employee support, and leadership augmentation

2022

Hurricane Ian



What is HCA Emergency Operations

HCA's Enterprise Preparedness Emergency Operations team is focused on our patients, staff and the communities we serve to ensure the integrity and continuity of healthcare operations in the face of anticipated and unanticipated threats.

Objectives & Priorities:

Responsible Leadership

- Uphold a positive HCA mission across times of normal and emergency operations

Readiness

- Ensure safe, uninterrupted quality patient care within a safe working environment

Response

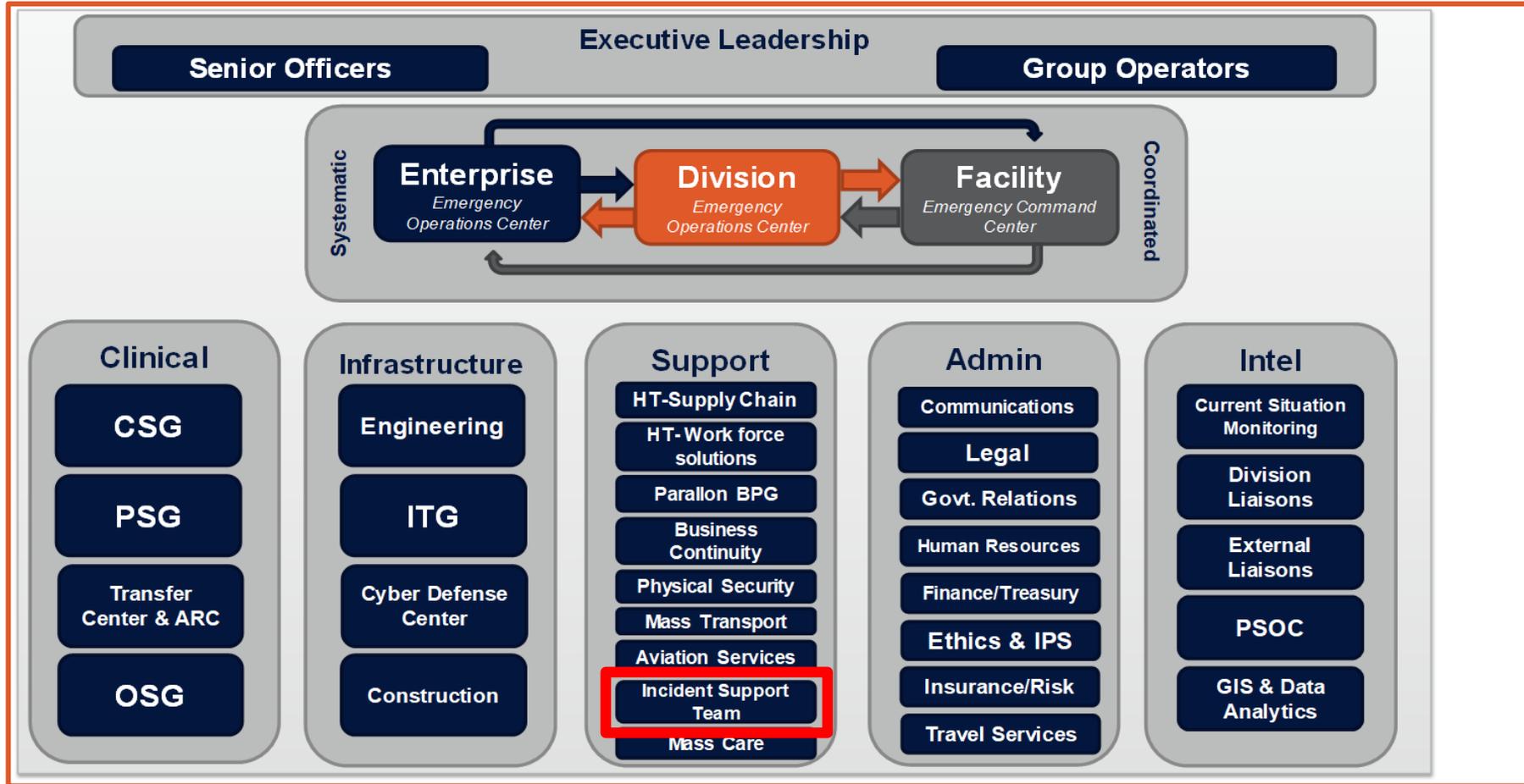
- Prevent damage and protect our patients, staff, facilities and equipment from both natural and man-made events

Recovery

- Maintain continuity of healthcare and business operations



Enterprise Incident Management Structure



Ownership of Emergency Operations at Every Level

Leadership Expectations to Maintain a Resilient Healthcare System



Value Proposition for the Enterprise

“Our Enterprise Emergency Operations is part of HCA’s core business fabric.”
Sam Hazen, HCA Board of Trustee’s Meeting 2021

Core Priorities:

➤ Life Safety

- Ensuring the physical and mental wellbeing of our patients, staff, visitors, & communities.

➤ Infrastructure

- Providing resources to enable our staff to care for patients and continue operations

➤ Operations

- Delivering essential care and operations to the communities we serve.

➤ Mission

- Delivering care and improvement to human lives.



Incident Response Teams



- Conceptualized in 2020
- Goal: Strengthen HCA's ability to effectively respond to an event impacting patient care and/or colleague wellness, or a business interruption
- Who: Clinicians, leaders, and executives from across the HCA enterprise, cross-trained as incident response personnel
- How: Training began in 2021 with an initial group of 35 team members expanded to 50 in 2022 and in 2023, 125 team members were trained



Incident Response Team Composition

Incident Management Team (IMT): Executives that focus on response to relieve facility or division executives in the impacted areas

Incident Support Team (IST): Skilled leaders that focus on response to the impacted facility to support internal operations and colleague recovery (Security, Engineering, IT, etc.)

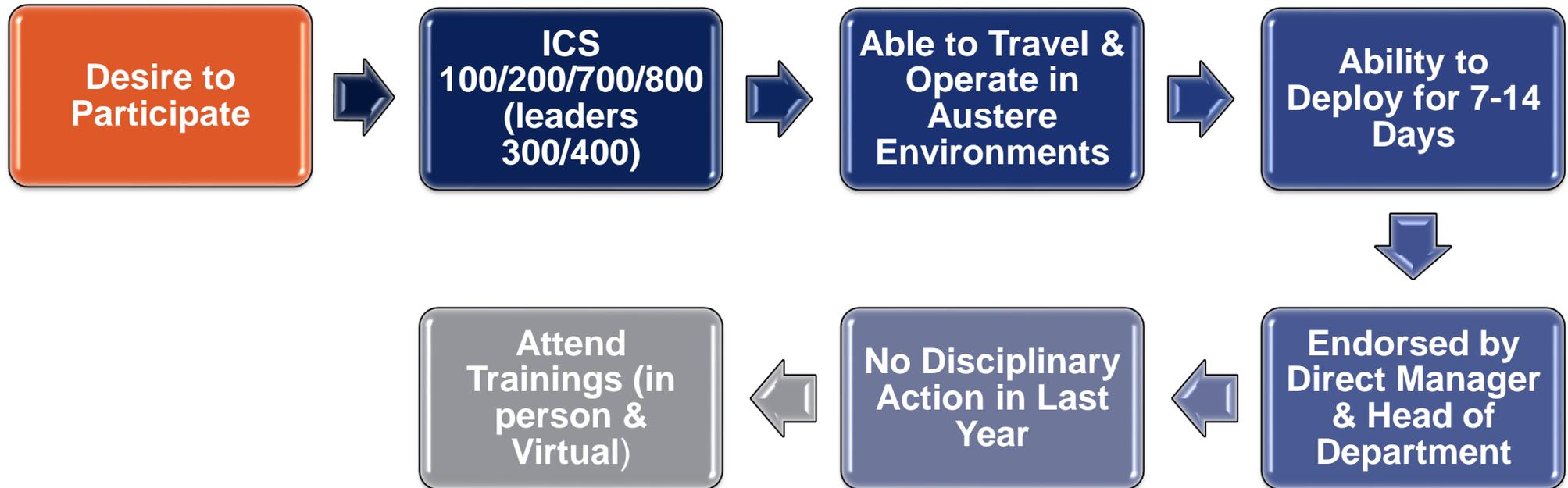
NICU IST: Highly specialized HCA NICU nurses and respiratory therapists from across the enterprise trained to integrate with air transport teams to help transfer NICU patients during an emergency



Sample Incident Support Team Composition



Vetting Team Members



Deployments

- Severe Weather
 - Incident Command Support
 - Engineering Support
 - Medical Transport Operations Support
 - Staff Support
- COVID Surge
 - Incident Command Support
 - Alternate Care Site Support
 - Medical Transport Operations Support
 - DMAT/DOD Hospital Integration Support
- Downtime Support
 - Incident Command Support
 - Hospital Decompression Support



Colleague Support Mission



Applying IST/IMT Concept to the Coalition

Applicable for prolonged incidents that are geographically isolated

- Continually foster inter-and intra-coalition relationships
- Familiarize and train neighboring HCC leaders on your coalition's operations
- Cross-participation in exercises and real events

Builds redundancy and resiliency

Promotes wellness and support among HCC leaders



Sample Roles for Coalition IST/IMT Support

Coordinate

- Coordinate situational awareness
- Synthesize and report information

Serve

- Serve as planning and organizational functional area

Organize

- Organize and/or facilitate resource support

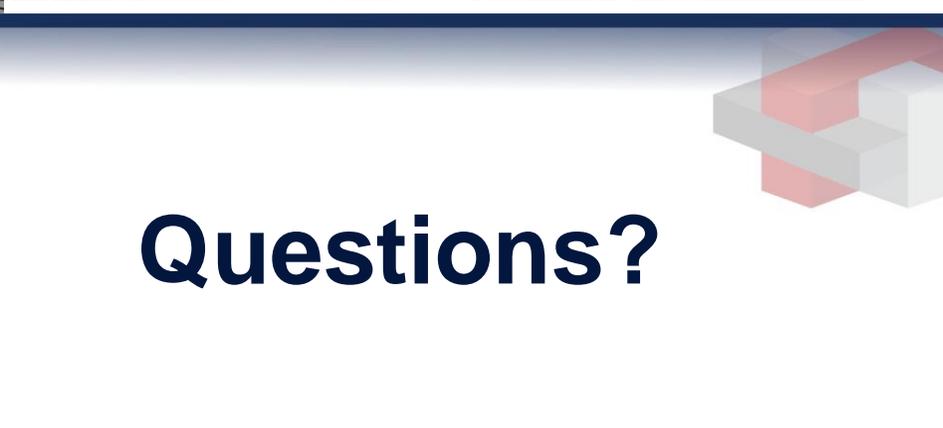
Enhance

- Enhance coordination and collaboration with jurisdictional agencies and other entities



Training

- Frequency: Once a year (4 full days) in person, at a minimum, with monthly lunch and learns for ongoing education
- Training topics:
 - Incident command
 - Communicating with leaders
 - Communicating with the media
 - Safety and security
 - Deployment packing
 - Air medical/aviation overview
 - Redundant communications equipment
 - Public-private partnerships
 - Staff support activities
 - Hospital critical infrastructure/plant operations
 - Evacuation protocols
 - Downtime protocols
 - Decision support tools
 - Lessons learned from prior responses – ‘In Their Own Words’





Thank you
