

Michelle Deland – Executive Director, North Central Region Healthcare Coalition

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MARSHALL FIRE: HOSPITAL EVACUATIONS



Overview

- Background
- Avista Adventist Hospital Evacuation
- Good Samaritan Medical Center Patient Transfer
- Lessons Learned

<https://youtu.be/KS1TRd5hFxE>

4:59 PM

December 30th, 2021

Courtesy: Golden Police Department

Devastating Impact

- 6,219 acres burned
- 1,094 structures destroyed
- 159 structures damaged
- \$2+ Billion loss
- Two (2) fatalities
- Mountain View Fire \$20K OT in 12hr period



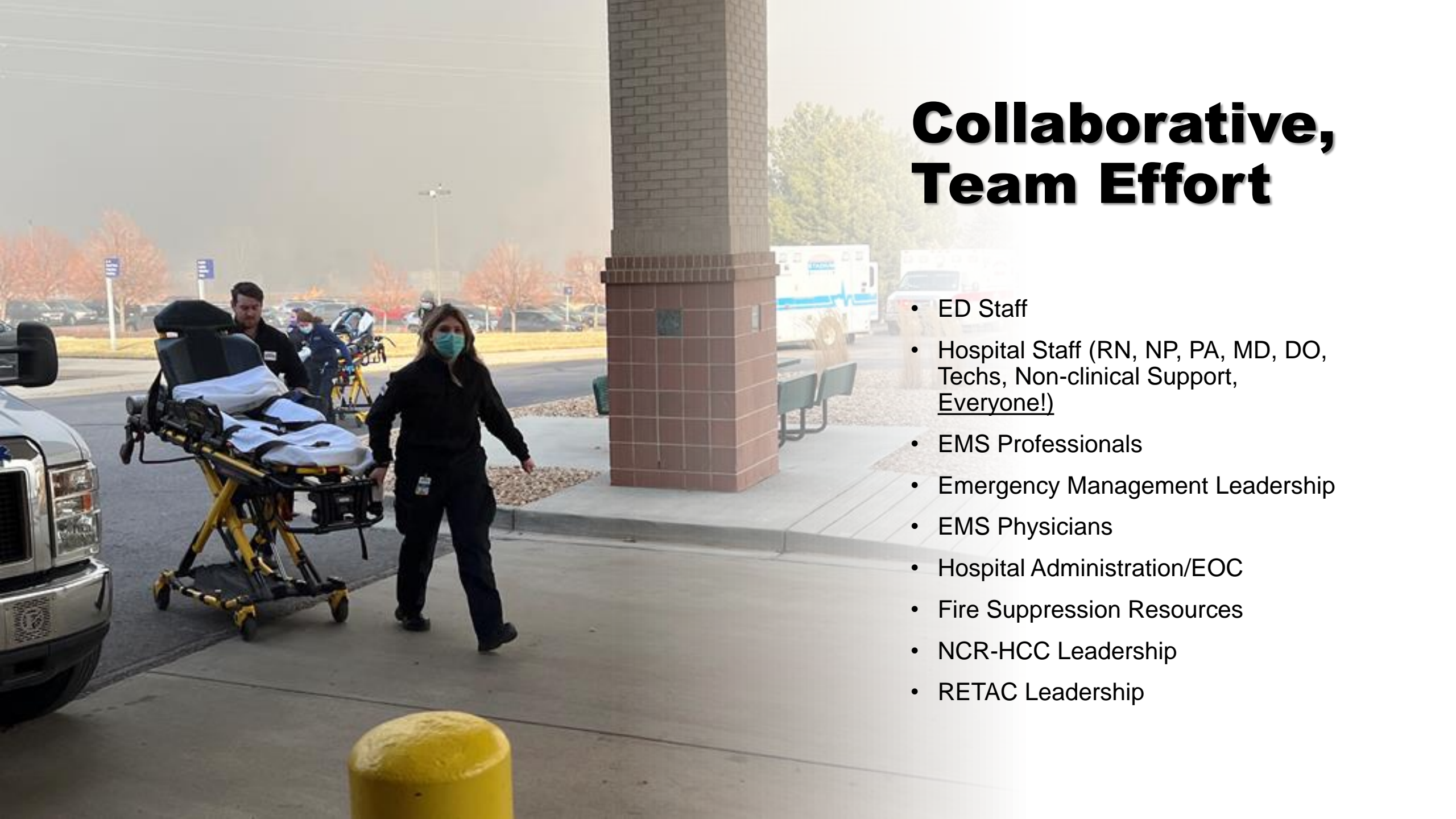
Health and Medical Environment

- COVID-19
 - Staffing
 - Surge
- ED/Hospital Diverts
- EMS staffing strain, stress

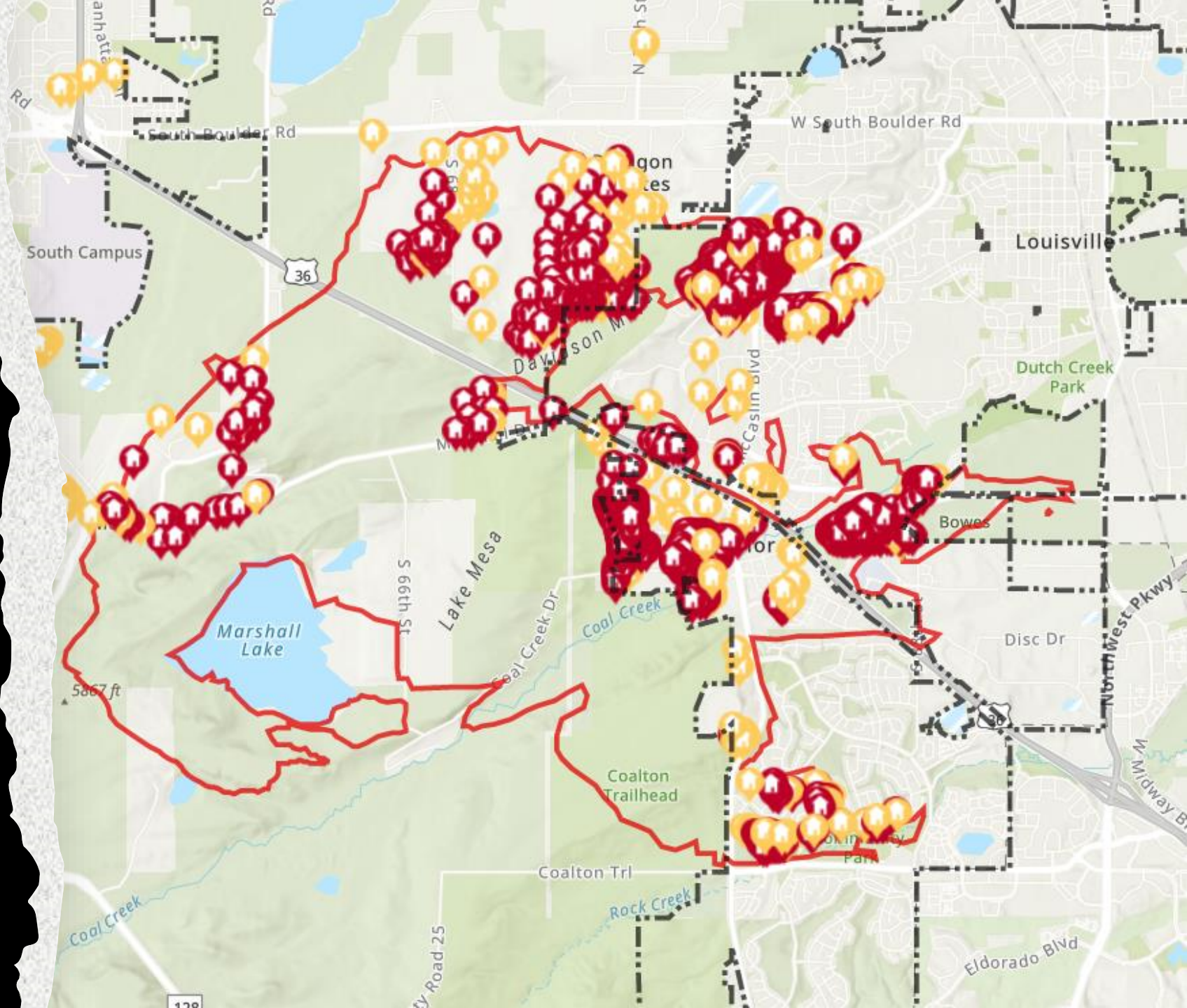


Collaborative, Team Effort

- ED Staff
- Hospital Staff (RN, NP, PA, MD, DO, Techs, Non-clinical Support, Everyone!)
- EMS Professionals
- Emergency Management Leadership
- EMS Physicians
- Hospital Administration/EOC
- Fire Suppression Resources
- NCR-HCC Leadership
- RETAC Leadership



Marshall Fire



Avista Adventist
Hospital and Coal
Creek





Avista Adventist Hospital



Flatiron Allergy
& Asthma Center



Boulder Medical
Center - Avista

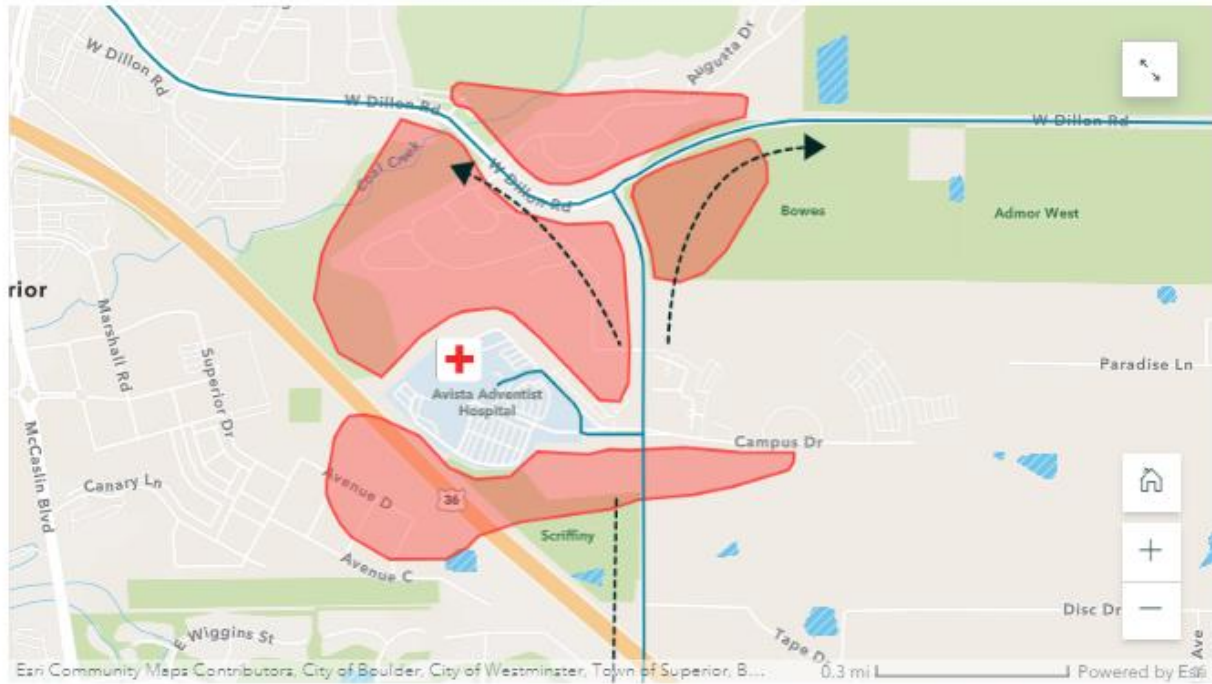


Centennial Peaks Hospital

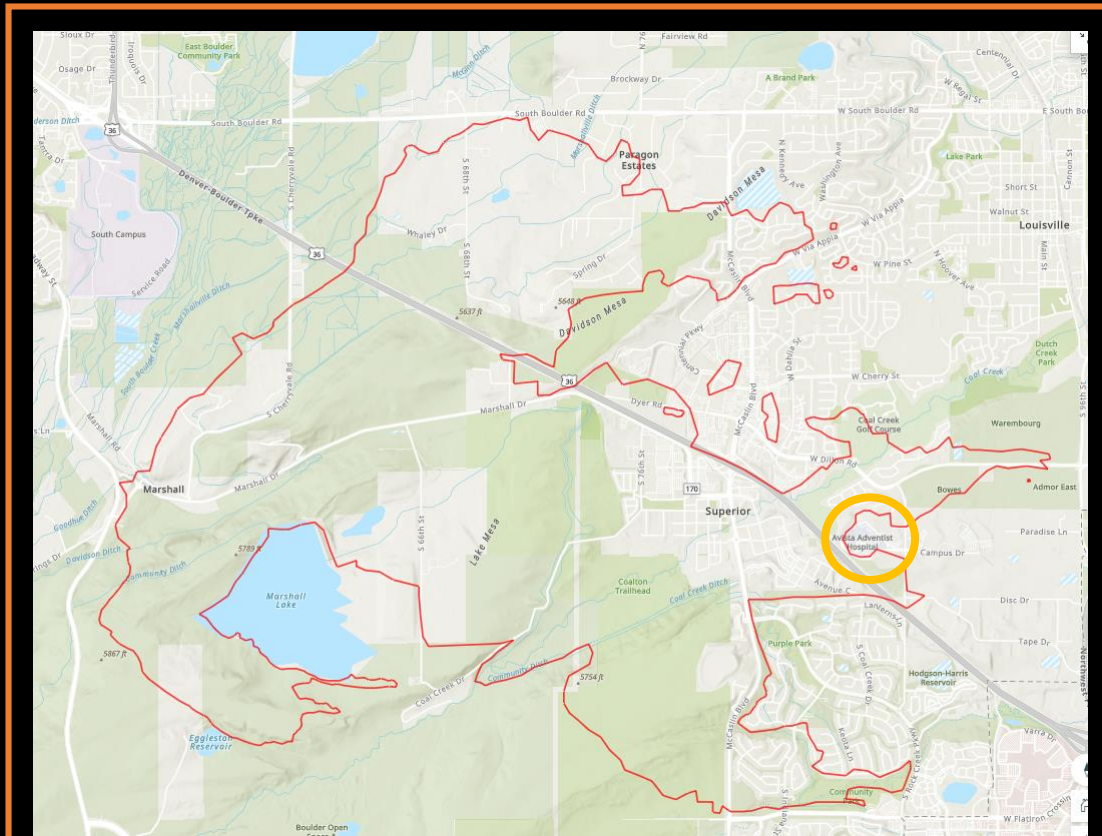


36

3D



There were limited routes out of the hospital, and the neighborhoods along Dillon Road were heavily impacted by fire (shown in red).



Avista Hospital - AdventHealth



Avista Hospital Overview

- Location
- Facility
- Capacity
- Trauma Center – Level 3
- NICU – Level 3
- System status
 - Census of 51 patients
- The decision to evacuate.....
- Resource request process



<https://www.centura.org/news/centura-avista-adventist-hospital-damage-assessment>





11:00 – 12:00

EMS Liaison*/Command

- Met with Chris Mailliard
 - Identified patient numbers
 - Total 51
 - Able to be discharged 21
 - Confirmed requested resources
 - Established command
 - Picked a radio channel
 - Requested EMS resources
 - Alternate dispatch
 - NCR HCC
-

Fire resources



*now being called Hospital Resource Officer



Internal Evacuation Process

- Hospital triage
- Destinations and transfers
- Staff riding on the ambulances

Fire Suppression and Resources



Decentralized command





https://www.youtube.com/watch?v=k1sjuA_BtjE&list=PPSV

2:57 PM

December 30th, 2021

Courtesy: Longmont Fire Department

Good Samaritan - Intermountain

- Different circumstance
 - Smoke, yes, but likely not fire
 - Slower cadence
 - Larger facility
- Ambulances – Send ‘em all!



Good Samaritan Incident Command

- Gathering information about the Fire
- In-House incident command established @ 1400
- Decided to evacuate due to smoke and other possible dangers.
 - 1600
 - Fire not likely to infringe on the campus
 - Early decision allowed us to evacuate in a controlled manner
- Census = 163
- Priority units
 - ICU
 - MB
 - NICU
- North Metro Fire:
 - Established "triage"
 - Established staging
 - Established tracking
- Transfers began @ 1645



Good Samaritan Incident Command

- All hospitals already at capacity due to COVID
- 59 total patient transfers
 - 23 Surgical
 - 21 ICU Pts
 - 7 Mother / Baby
 - 3 NICU
 - 5 ED
- IC Terminated at 2145
- Lessons Learned:
 - Shared spreadsheet for Pt tracking
 - Need for an EMS Resource officer







Hospital Impacts, Damage, and Reopening

- Avista
- Good Samaritan



Lessons Learned

- Scaling and Training of Transfer Centers
- Staffing of Hospital Command Center
- Alternate Dispatch Center
 - Resource requests
- Destination Hospitals
 - Hospital system continuum
 - EMR transfer and admission
- EMS Physician Onsite
 - Triage of ICU patients



Lessons Learned

- Allow those responding to respond
- Patient Tracking
 - Important but unlikely in a rapid evacuation
- Continue to reassess the need for hospital/facility evacuation
- RELATIONSHIPS



Hospital Resource Officer (HRO)

- Provide the critical link between the on-scene Incident Command and an impacted hospital(s)
- Provide expertise on EMS operations and serve as a subject matter expert to assist hospitals in making operational decisions
- Information sharing and situational awareness
- Resource coordination
- Patient movement





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THANK YOU!

- Boulder Office of Disaster Management
- Boulder County Public Health
- Abigail Blackmore – Director of Trauma and EMS Outreach, Good Samaritan Medical Center
- Dr. Colleen Foster, Medical Director Louisville Fire Protection District and North Metro Fire Rescue District
- Robert Frakes – EMS Coordinator, Good Samaritan Medical Center
- Caroline Fraser, ED Charge Nurse, Avista Adventist Hospital
- Scott Phillips, System Director, Pre-Hospital Services, Centura
- Jason Roosa, M.D. - Medical Director North Metro Fire Rescue District
- Everyone else!

Photo/Video Credits and Resources



 HRO Documents



Rocky Mountain PBS



9News – BURNED
Six hours in December



Facilitated Learning
Analysis (FLA) – Requested
through Colorado Division
of Fire Prevention & Control



Avista Adventist
Hospital AAR



Marshall Fire Video
Learning Series

Photo/Video Credits and Resources

- Avista Adventist Hospital After Action Report (AAR) – *FOUO*
 - https://drive.google.com/file/d/1oTVkVaDakotF4YlezoEuyITXEbwymc_3/view?usp=sharing
- Facilitated Learning Analysis (FLA) – Requested through Colorado Division of Fire Prevention & Control
 - <https://storymaps.arcgis.com/stories/83af63bd549b4b8ea7d42661531de512>
- 9News – BURNED: Six hours in December
 - <https://www.9news.com/article/news/local/wildfire/marshall-fire/colorado-marshall-fire-boulder-county-wildfire-superior-louisville-map-timeline-evacuations-rebuilding/73-7a052c6c-68b3-4578-9f7b-b3cb69b0be2b>
- Rocky Mountain PBS
 - <https://www.rmpbs.org/blogs/rocky-mountain-pbs/a-look-back-on-what-weve-learned-since-the-marshall-fire/>
- Staff at Avista Adventist Hospital and Good Samaritan Medical Center
 - Centura: <https://www.centura.org/news/centura-avista-adventist-hospital-damage-assessment>
- First Responders