Cedars-Sinai Medical Center

Following the 1994 Northridge Earthquake, Cedars-Sinai Medical Center (CSMC) worked to resume services within days in the face of severely damaged buildings and impacts to critical services such as the clinical labs, patient care areas and affiliated research.

CSMC has applied lessons learned from this event to strengthen their emergency management program. Today, executive leadership is investing in and leading an integrated approach to preparedness that includes emergency management, business continuity and IT disaster recovery.

WATCH OUR INTERVIEW WITH THE CEDARS-SINAI CHIEF OPERATIONS OFFICER AT WWW.CDPHREADY.ORG
Henry Mayo Newhall Memorial Hospital

As a stand-alone facility, Henry Mayo approaches preparedness from a perspective of maintaining services to patients at all times. Over time their emergency management program has evolved and today is a multi-disciplinary effort across safety, risk and patient care leadership.

Furthermore, executive leadership declared the importance of preparedness and continuity from an organizational and strategic standpoint. As leaders responsible for managing the risks to the organization, they have examined their role and the vision of Henry Mayo as it relates to their responsibility to serve their community at all times, especially in times of disaster.

WATCH OUR INTERVIEW WITH HENRY MAYO'S CHIEF FINANCIAL OFFICER AT WWW.CDPHREADY.ORG
Kaiser Permanente

Often cited as having best practices in emergency management and business continuity, Kaiser Permanente has built their preparedness program over the past 10 years thanks to innovative thinking, learning from countless events across their facilities and consistent leadership since its inception.

The investment in their program has shown results through cost savings in IT disaster recovery planning by ensuring dollars spent align with continuity needs of mission critical patient care services. As a result Kaiser Permanente has been able to effectively respond and recover from numerous emergency incidents ranging from internal flooding to major wildfires.

WATCH OUR INTERVIEW WITH THE KAISER PERMANENTE SENIOR VICE PRESIDENT OF OPERATIONS AT WWW.CDPHREADY.ORG
Financial Impacts of Natural Disasters for Hospitals

The intensity and frequency of major natural disasters is increasing, from **100 per year in the 1970s to more than 500 per year today**, according to the Harvard School of Public Health. Experience with disasters involving or affecting hospitals has shown that regular planning and training results in an increased capacity to maintain essential services, respond to the community and recover from the disasters. This helps avoid lawsuits, closures, sentinel events, and lost revenue experienced by unprepared organizations.

**BACKGROUND**

2015 marks the 10-year anniversary of Hurricane Katrina and the subsequent flooding of New Orleans. It remains an important case study given the magnitude of the impact to healthcare in the region. Two years following Hurricane Katrina, the reduction of available beds in the region and the fiscal impact to hospitals was staggering. Thousands of animals perished along with the loss of vital tissue samples, wiping out years of painstaking research for cures for cancer and other life threatening human diseases. These losses are not isolated to this disaster, an unprecedented number of healthcare facilities have closed temporarily or permanently following disasters.

**LEARNING FROM EXPERIENCE**

Within days of Hurricane Katrina’s landfall the Ochsner Clinic was back in business. An email dated September 14, 2005 to all Ochsner employees announced that Ochsner Clinic, “has rapidly resumed all capabilities, including elective surgeries”. Ochsner Clinic remained the city’s **only continuously operational hospital during Hurricane Katrina and the ensuing floods**. Within five years they had increased market share, acquired and reopened hospitals that had been closed, and remain a committed leader to advancing care in the region.

Go to **WWW.CDPHREADY.ORG** to learn more about how Ochsner Clinic and others have benefited from successful preparedness and long-term recovery efforts.
Recent events have highlighted the remaining gaps in healthcare preparedness. An unprecedented number of healthcare facilities have closed temporarily or permanently following these events due in part to facilities lacking effective emergency management programs. Preparedness efforts improve the capacity of our organizations to maintain mission critical services and promotes resiliency of the entire community.

A changing regulatory landscape and associated funding conditions require that healthcare organizations develop and maintain higher levels of operational resiliency. Leading healthcare systems are advancing preparedness programs to include an integrated model across emergency management, business continuity, IT disaster recovery and the operations of their institutions.

It is recommended that organizations develop a multi-disciplinary program focused on strengthening healthcare resiliency by integrating planning efforts with operations. The California Department of Public Health Hospital Preparedness Executive Toolkit provides resources that showcase the needs and benefits of a strong preparedness program. This toolkit was developed from interviews with executives of leading healthcare organizations with strong programs and first-hand experiences planning for and responding to disasters.

Learn more at WWW.CDPHREADY.ORG
A Leader’s Guide to Resiliency

Case Examples
Roadmap
Dashboard
WHY RESILIENCY?

Recent events have highlighted the remaining gaps in healthcare preparedness – mainly the capacity of our clinics, hospitals and long-term care to continue to deliver essential services when impacted by a service interruption or disaster. An unprecedented number of healthcare facilities have closed temporarily or permanently following these events due in part to facilities lacking effective emergency management programs. Preparedness efforts improve the capacity of our organizations to maintain mission critical services and promotes resiliency of the entire community.
WHY RESILIENCY?

1. Ensures our ability to continue to our core mission
2. Establishes effective plans
3. Identifies measurable risks
4. Mitigates economic impacts and controls recovery costs
5. Improves patient safety
6. Exceeds compliance with regulations
7. Protects technology investments and organizational assets
Cedars-Sinai Medical Center has applied lessons learned from past events to strengthen their Emergency Management program.

Today, executive leadership is investing in and leading an integrated approach to preparedness that includes emergency management, business continuity and IT disaster recovery.
A changing regulatory landscape and associated funding conditions require that healthcare organizations develop and maintain higher levels of operational resiliency.
...requirements that will be consistent and enforceable for all affected Medicare and Medicaid providers and suppliers.”
...addresses the three key essentials needed to ensure that health care is available during emergencies: safeguarding human resources, **ensuring business continuity**, and protecting physical resources.”
At Henry Mayo Newhall Hospital the executive leadership declared the importance of preparedness and continuity from an organizational and strategic standpoint. As a stand-alone facility, Henry Mayo approaches preparedness from a perspective of maintaining services to patients at all times.
There is precedent for **a more holistic approach** that goes beyond traditional planning or compliance. Tailoring a program to an organization's culture and operational priorities are essential components to achieve true organizational resilience.

Enhance operations and capabilities.  
**Strong Core.**

Ability to change and adapt.  
**Proactive Response.**

Reshape environment as needed.  
**Resilience achieved.**
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Definition</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Strong Governance</td>
<td>An executive program sponsor to ensure alignment with strategic priorities of the hospital</td>
<td>✓ Conduct a minimum of two meetings per year to review program activities and ensure organizational alignment</td>
</tr>
<tr>
<td>2 Multi-Disciplinary Team</td>
<td>A planning committee that includes operational leaders across the organization</td>
<td>✓ Engage operational leaders to develop actionable plans that reflect organizational process.</td>
</tr>
<tr>
<td>3 Exceeds Compliance Requirements</td>
<td>A framework based on standards and regulations that include both Emergency Management and Business Continuity</td>
<td>✓ Develop a crosswalk of regulations to ensure program activities and deliverables meet or exceed requirements</td>
</tr>
</tbody>
</table>
| 4 Ability to Measure Risks/Impacts to Organization and Patients | Defined impact measures and metrics for decision support | ✓ Develop and define impact measures  
✓ Conduct interviews with clinical, research and business departments to measure impacts, prioritize service lines and align with IT disaster recovery planning |
| 5 Integration Across EM, DR, BCP and Operations | Program scope that includes non-patient care services (e.g. finance, research, scheduling) and leverages pre-existing plans | ✓ Expand current plans to include strategies and locations for recovery for mission critical service lines |
Case Example

Often cited as a best practice in emergency management and business continuity, Kaiser-Permanente has built their preparedness program over the past 10 years thanks to innovative thinking, learning from countless events across their facilities and consistent leadership since its inception.
Thank you
SEVEN BENEFITS OF HOSPITAL PREPAREDNESS

1. Ensures our ability to continue to our core mission. By establishing the priority of and sequencing of services that must be continued to maintain essential operations (supply chain, payroll, research) and healthcare delivery (patient care)
2. Provides strategies to develop effective plans and operational recovery strategies
3. Identifies risks and measures the impact to operations during interruption events and disasters
4. Builds financial resilience, mitigates economic impact of interruptions and controls recovery costs and increases market share
5. Improves patient safety, improves efficiency, availability of critical supplies
6. Exceeds compliance with the increasing cross-section of healthcare emergency management and business continuity standards
7. Protects technology investments and organizational assets