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
Lake County is a remote, rural county north of Napa and Sonoma with a total population of 65,000.

Despite the area’s scenic beauty and natural resources, Lake County residents face significant challenges. Ranking (out of 58 counties):

- Premature Death - 58th
- Infant Mortality – 53rd
- Overall Health Factors: 50th

Source: Lake County Community Health Needs Assessment 2016, CA Dept of Public Health: County Health Status Profiles – 2018
Sutter Lakeside is a 25-bed Critical Access Hospital, one of only two hospitals in the county.

**POLLING QUESTION**

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

A. Wildfires
B. Utility Failures
C. Patient surge
DISASTERS, PART 1

Timeline of Events

Clayton Fire

Valley Fire

Sulphur Fire

Mendocino Complex Fire

Power Shutoffs

IS Downtime

COVID-19

Code Dry

Work Stoppage
2015 Valley Fire

- 76,000 acres
- 3rd most destructive fire in CA history at the time
- The first “mega fire” in Lake County
Lessons Learned

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

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
Lessons Learned

• Tested surge capacity
• Learned from AHC’s experience
• Highlighted importance of community partnership
• Drill, drill, drill
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
POLLING QUESTION

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

A. Dietary
B. EVS
C. Medical Records
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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Lessons Learned

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

Organizing HICS

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

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

**Takeaways**

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

Thank you!

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