

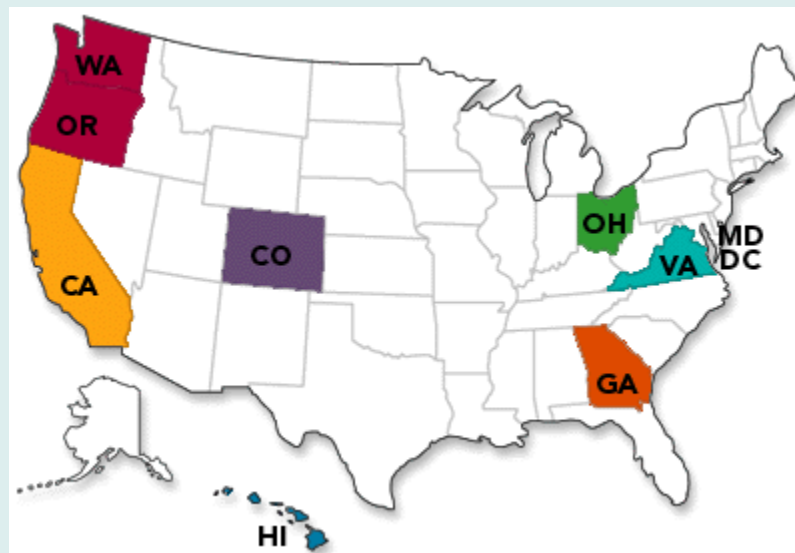
How Kaiser Permanente Prepares for Emergencies

Skip Skivington
Interim Vice President of Supply Chain
Kaiser Permanente
Oakland, CA

Emergency Management Summit
New Orleans, LA
March 5, 2007

Kaiser Permanente At-a-Glance

- Nation's Largest not-for-profit Integrated Healthcare Delivery System
- \$34B Revenue
- Would be ~ 60 on Fortune 500
- Labor Management Partnership with 33 Participating Unions
- 9 States and the District of Columbia
- 8.6 Million Members
- 37 Medical Centers
- 26 New or Expanded Hospitals Planned



Kaiser Permanente At-a-Glance (continued)

- > 431 Medical Offices
- > 13,000 Physicians
- > 156,000 Employees
- > 450,000 Surgeries
- > 85,000 Deliveries
- > 109 Million Prescriptions
- > 34.6 Million Doctor Office Visits

Internal Collaboration



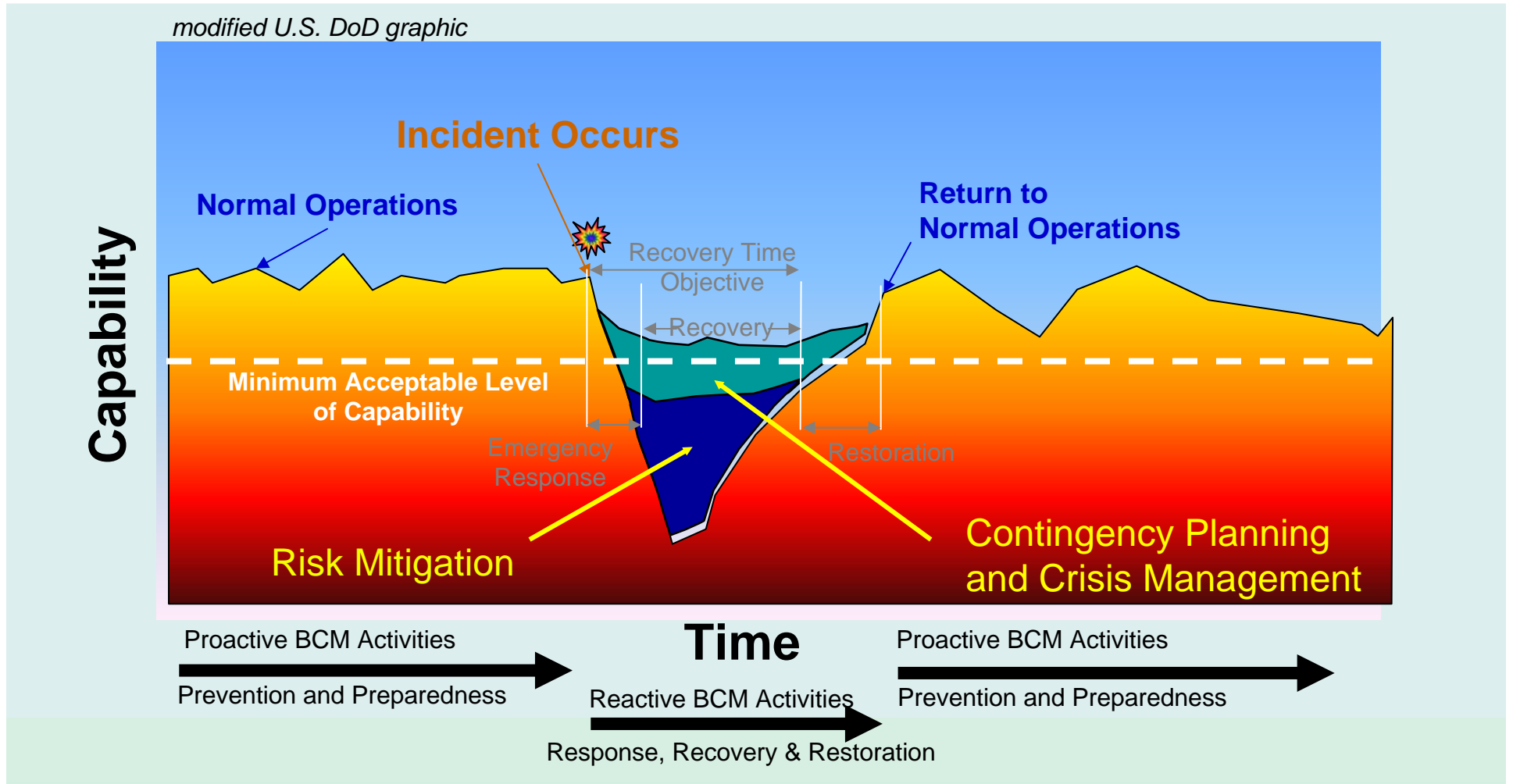
Organizational Changes

**Internal Collaboration + External Collaboration
= Community Readiness**

“Facilitate and broaden communications between government agencies and health plan providers, policy professionals, CEO’s, and communication professionals”

-D.A. Henderson, MD, MPH

BCM Program Design



Why Do Business Continuity?

- Right thing to do for our members, communities and staff
- Ensures compliance with our ever increasing regulatory requirements
- Adverse Audit findings
- Enhances our ability to avoid:
 - Member service interruption
 - Financial losses
 - Regulatory fines
 - Damage to equipment
- Increasing demand from our commercial customers for comprehensive Business Continuity Plans

National BCM Policy

 **KAISER PERMANENTE** Healthcare Continuity Management

Policy Title: National Business Continuity Management	Policy Number: HCM-001
Owner Department: Healthcare Continuity Management	Effective Date: November 1, 2006
Custodian: Business Continuity Manager	Page: 1 of 2

1.0 Policy Statement

The purpose of this policy is to specify the minimum business continuity actions to be undertaken when it becomes necessary to provide for the continued operation of critical functions and to mitigate the impact that a service interruption may have on customers and members.

2.0 Purpose

Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospitals, and their subsidiaries (collectively, "KFHP/H") administers a nation-wide program to identify and prioritize critical operations and the likely threats to those functions. The program is HIPAA and NIMS compliant and incorporates emergency management and response, business continuity and disaster recovery planning at all facilities, including medical centers, national data centers, pharmacy operations and ancillary services.

3.0 Scope/Coverage

This policy applies to all members of the KP workforce in Kaiser Foundation Health Plans, Kaiser Foundation Hospitals, the Permanente Medical Groups or the Permanente Federation, and their subsidiaries.

4.0 Definitions

BCM – Acronym for "Business Continuity Management."

BCP – Acronym for "Business Continuity Planning."

BIA – Acronym for "Business Impact Analysis."

HIPAA – Acronym for "Health Insurance Portability and Accountability Act."

NIMS – Acronym for "National Incident Management System."

5.0 Provisions

5.1 KFHP regions, service areas and all other locations are responsible for identifying critical business functions by performing a BIA and then developing and routinely validating a written BCP for those functions. The BCP should address the actions necessary to sufficiently recover each critical function, work area, and technical infrastructure / platforms.

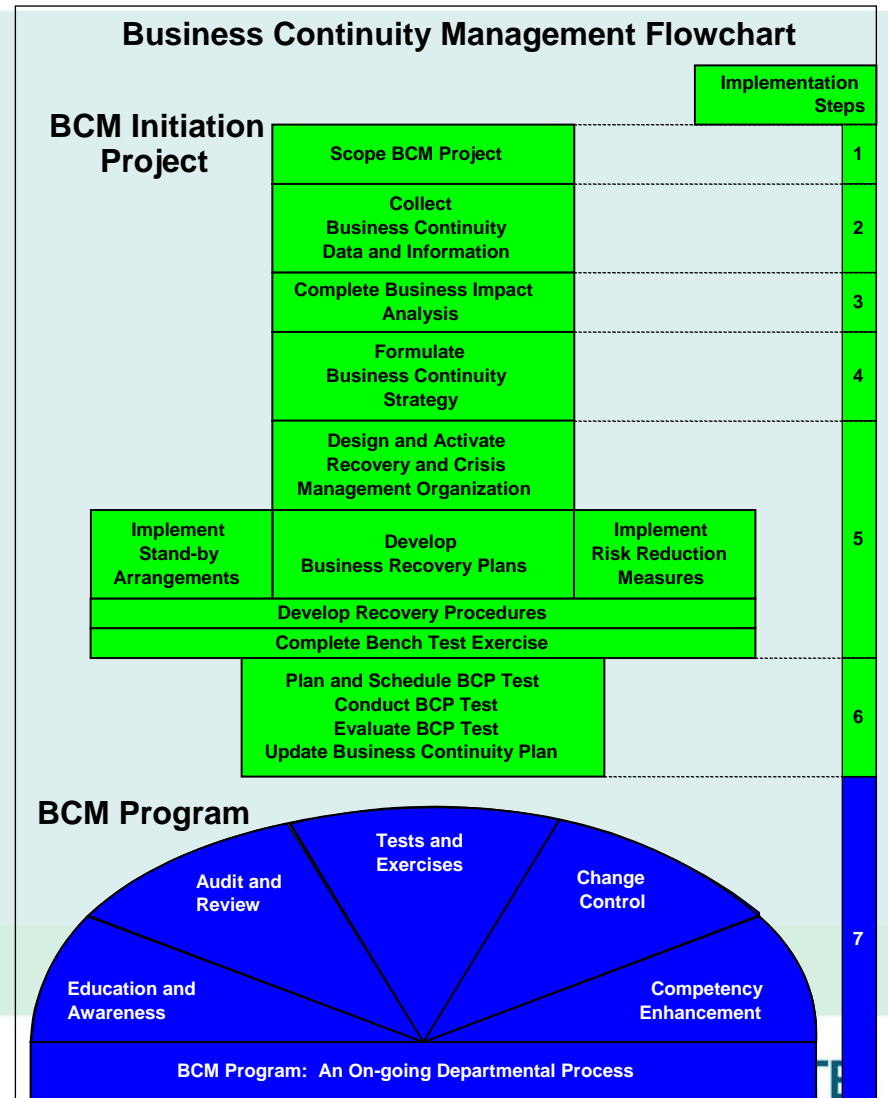
5.2 All Kaiser Permanente locations shall adhere to the standard entitled "Kaiser Permanente Business Continuity Planning Methodology" developed by the National BCM Department, and approved by the Kaiser Permanente BCM Governance Council. The standard addresses concepts, methodology, and guidance and includes tools designed to facilitate the development and implementation of a BCP.

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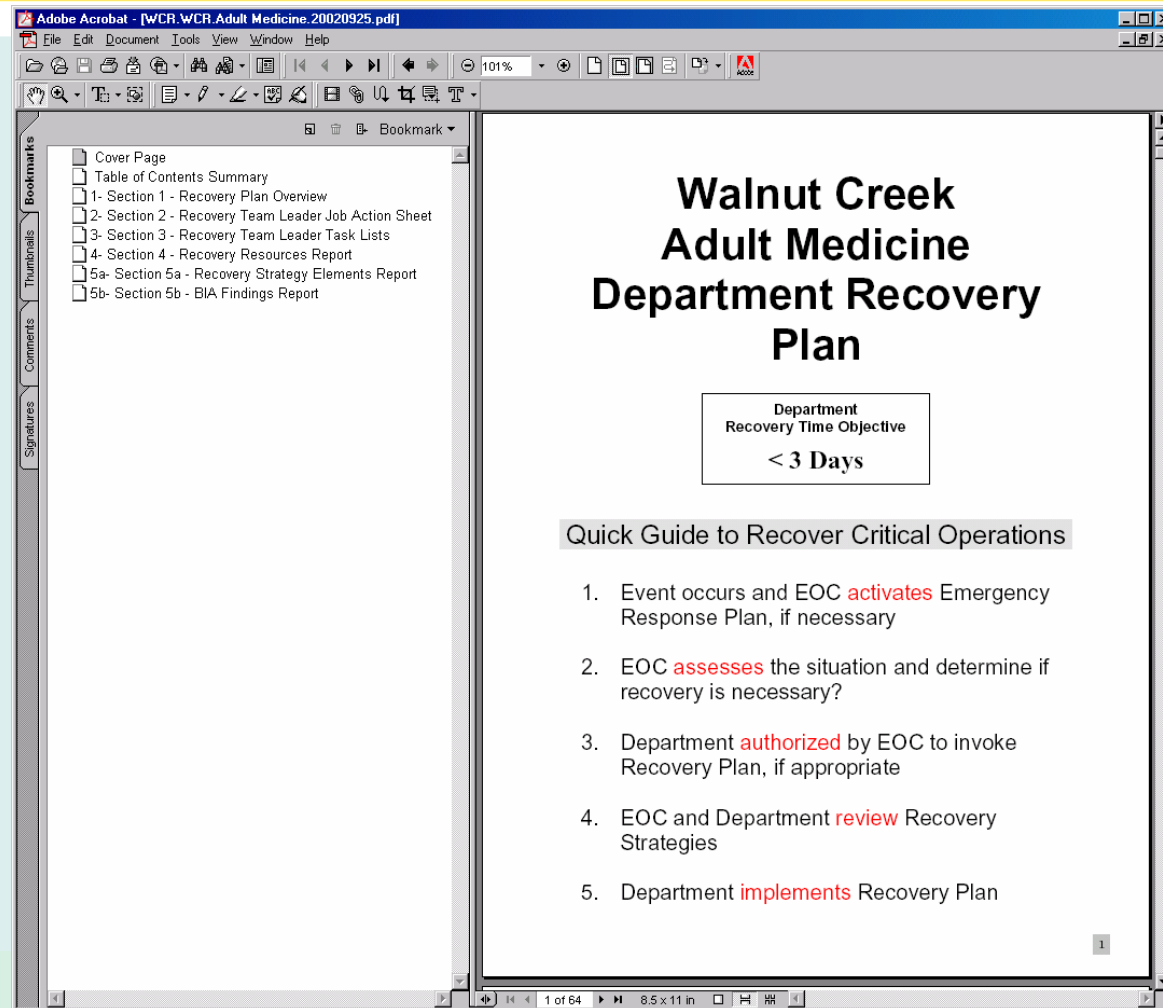
BCM Program Design

- **Steps 1 – 6: BCM Project**
 - 1-time project
 - Initiate BCM at all sites
 - Enhance crisis management
 - Develop BC plans by Dept.
 - Conduct initial BC plan tests

- **Step 7: BCM Program**
 - On-going Departmental process
 - Annually repeat Steps 1 – 6
 - Link to Change Control
 - Evolve BCM competency
 - Improve state-of-preparedness



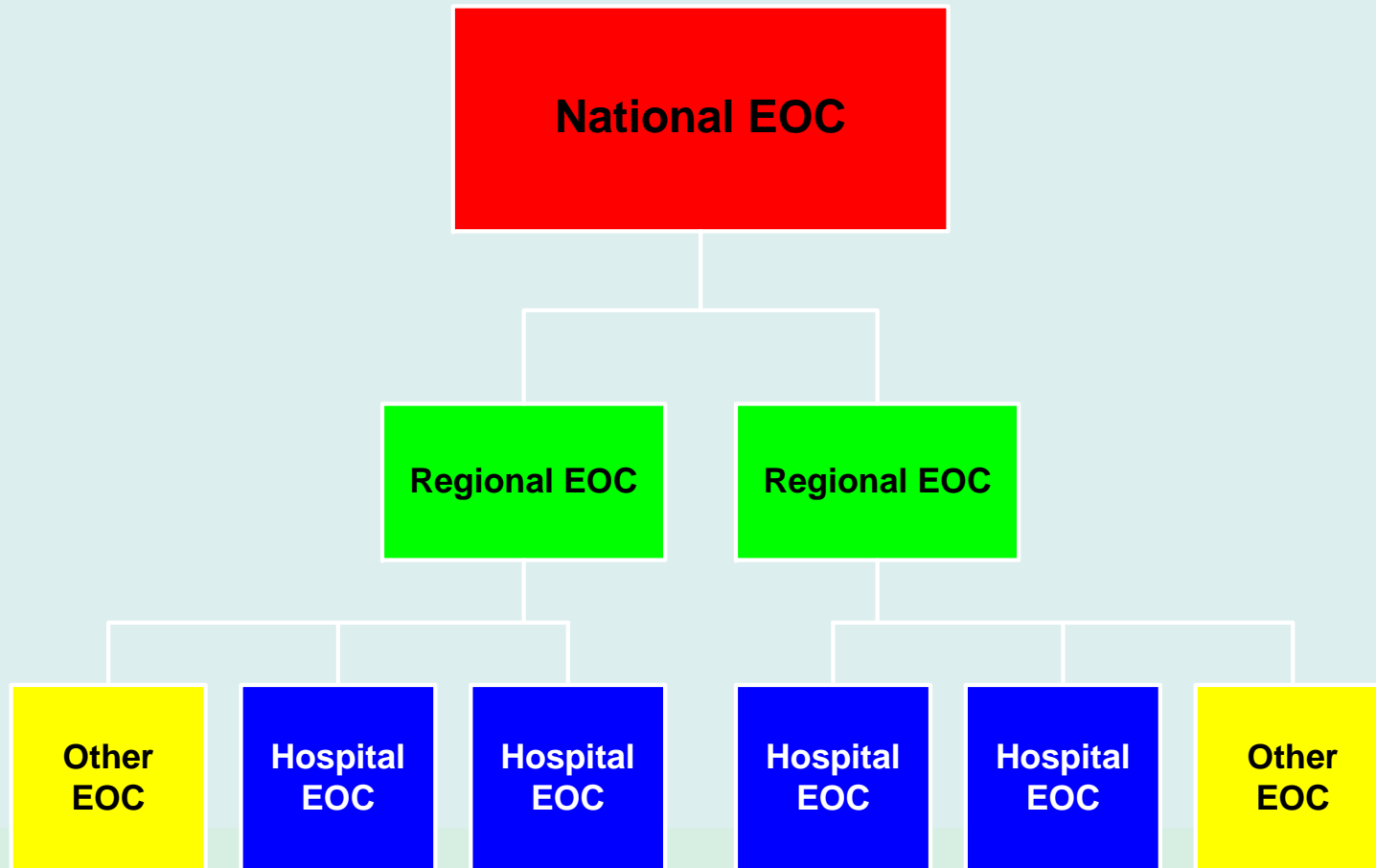
BCM Program Design



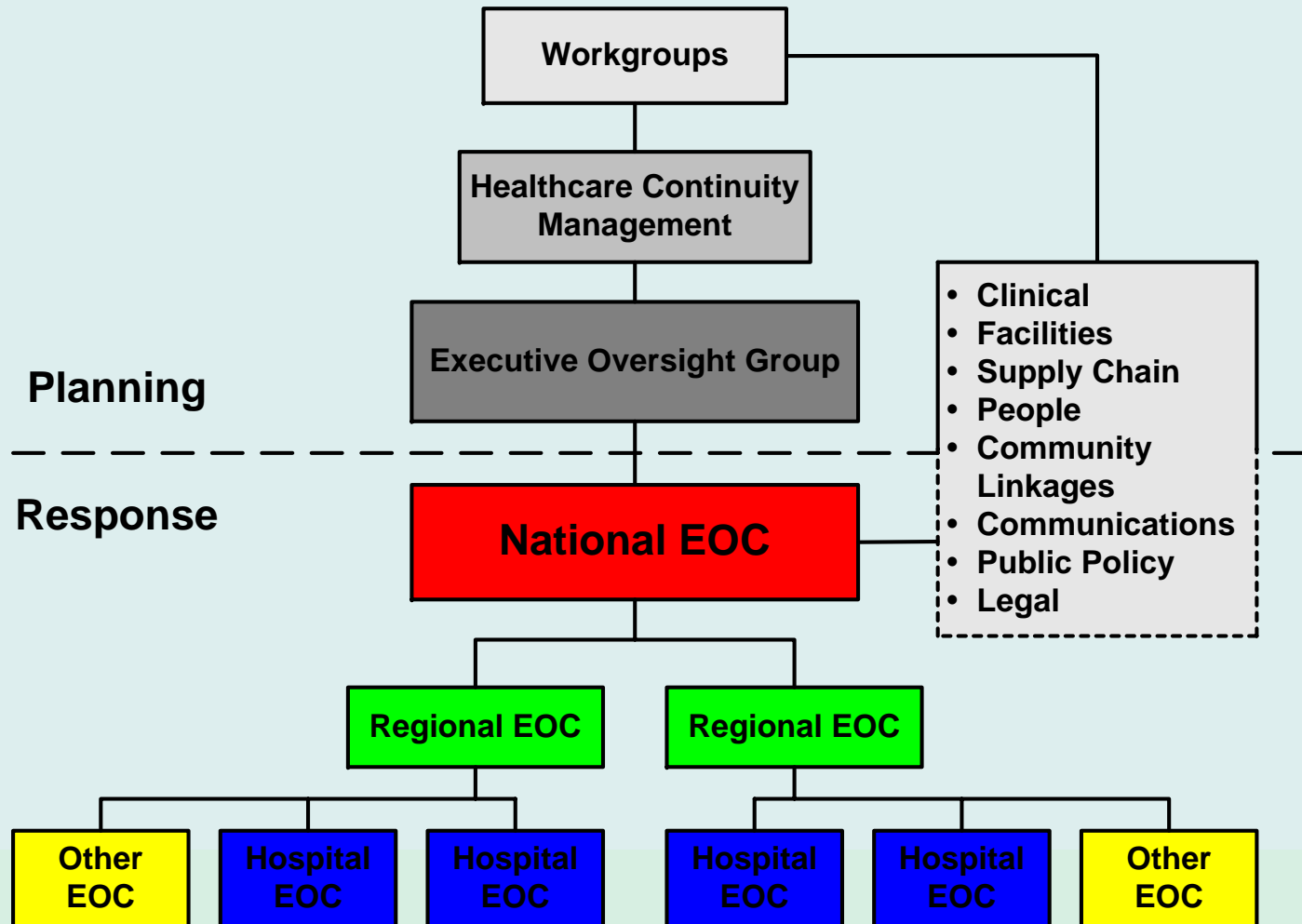
Integrating New Threats into Business Continuity

Threat Assessment Update

Preparation



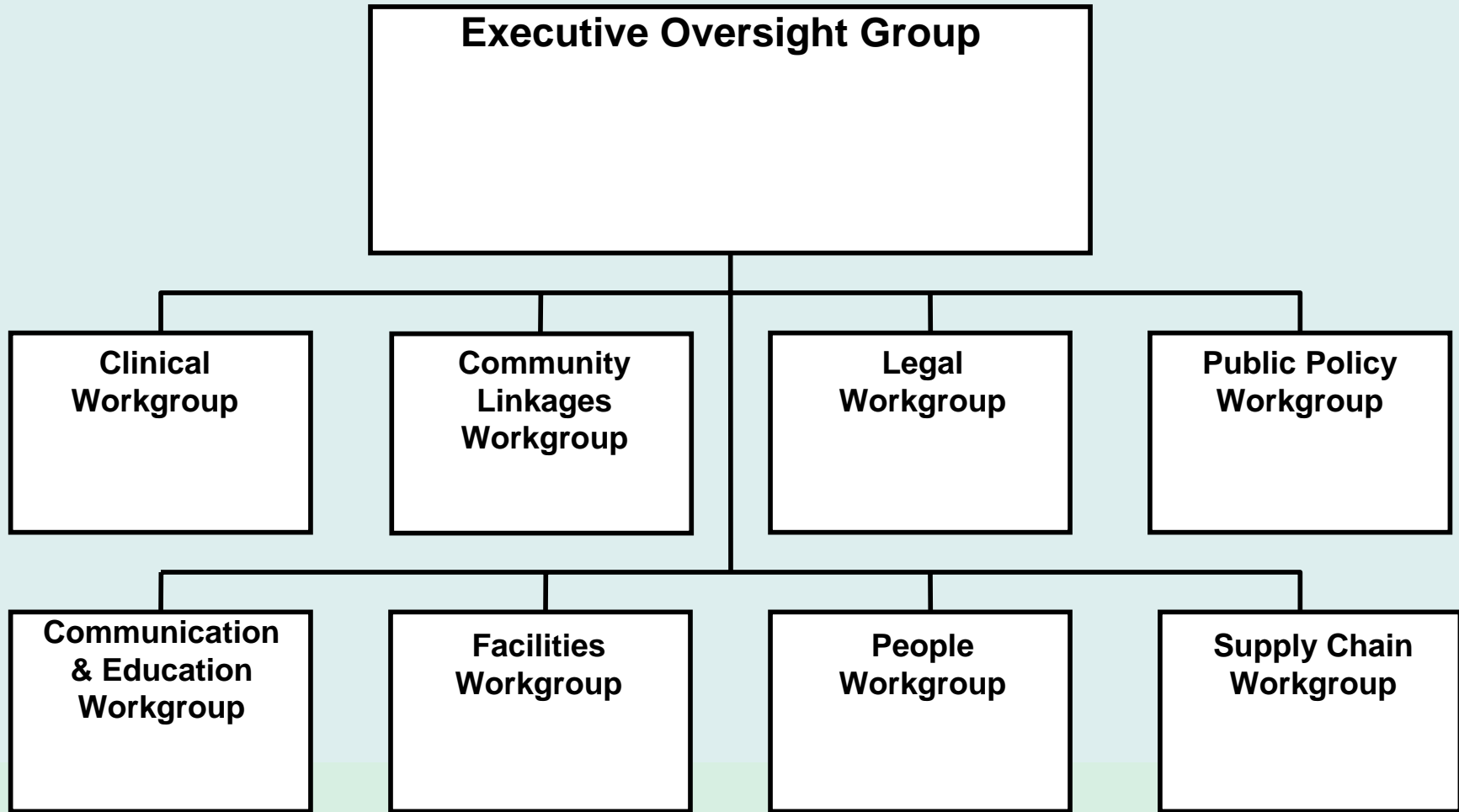
Integration



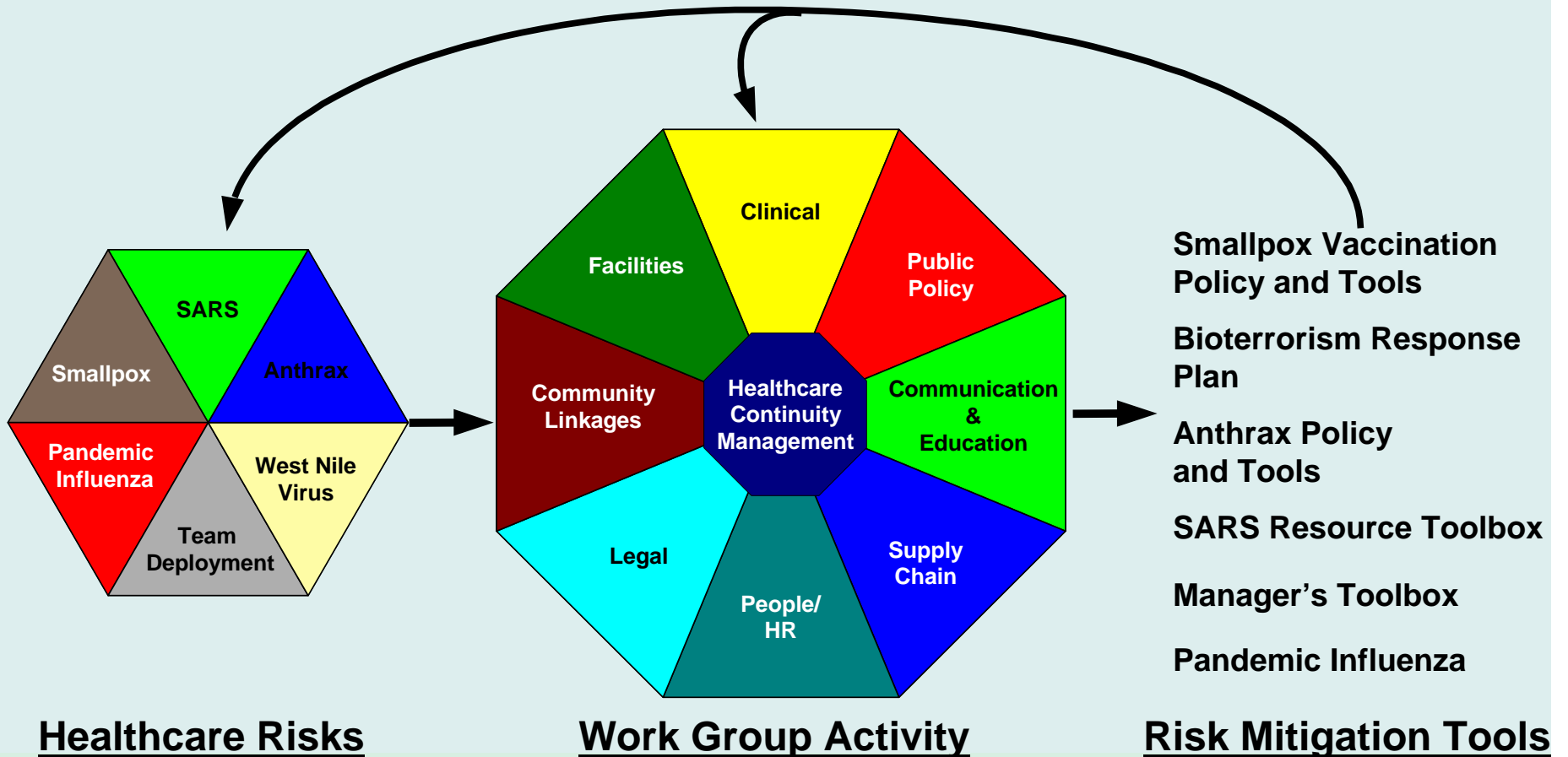
Workgroups

- Comprised of key stakeholders from all disciplines from throughout the organization
- Membership includes local, regional and executive levels
- Commitment ranges from “as needed” to full engagement, depending on the event
- Typical involvement is 1-4 hours/quarter

Oversight



Ongoing Risk Mitigation



Focused Responses

- September 11 and Anthrax attacks 2001
- National Smallpox Vaccination Program
- Sudden Acute Respiratory Syndrome (SARS)
- West Nile Virus
- Northeast Power Outage
- West Nile Virus
- Pandemic Influenza Guidelines
- Federal, State, Local Grant Processes
- Southeast Asia Tsunami
- Katrina/Rita

Focused Response

Southern California Shelter Operations

- On site operations included medical and support staff
- **The Dream Center**
 - Supported by KP Los Angeles Medical Center
 - Treated 47 evacuees during 4 days of operation at the shelter site
- **The Salvation Army**
 - Supported by KP Bellflower Medical Center
 - Saw 28 patients over three weeks of on-site operations
- **Local Assistance Centers**
 - Supported by KP Riverside Medical Center
- Continue to see patients at the medical center and medical office buildings



Kaiser Permanente Projects

- Kaiser Programwide Emergency Management Exercise
- Pandemic Influenza Planning
- HICS IV Project
- Internal Disaster Readiness website

Kaiser Permanente Emergency Management Exercise

- Progressive trainings and exercises are an integral component of KP's disaster planning and emergency management program.
 - Programwide exercise is conducted annually in conjunction with State of CA Medical/Health exercise in November
 - Exercise includes coordination of response efforts of Kaiser Permanente facilities with KP Regional Emergency Operations Centers (REOC) and government agencies


2006 programwide emergency management exercise
COORDINATORS GUIDE

This Coordinators Guide contains practical information intended to promote coordinated exercise planning across the organization and effective participation by all players.

Emergency preparedness initiatives across Kaiser Permanente continue to address the increasing risk of disaster. Progressive trainings and exercises are an integral component of Kaiser Permanente's disaster planning and emergency management program. Implementing and practicing these procedures is vital to maintaining readiness.

This exercise includes coordination of response efforts of Kaiser Permanente facilities with Kaiser Permanente Regional Emergency Operations Centers (REOC) and government agencies. Threat Assessment Management's vision is to ensure the continuation of essential functions and critical processes, including our ability to provide healthcare services under all conditions.

We look forward to another opportunity to practice emergency operations, to improve our response skills, and to collaborate with all KP participants.

 KAISER PERMANENTE®

Pandemic Influenza Planning “Running Start” Approach

Key Steps Taken for Pandemic Influenza Preparedness:

1. Developed public awareness education regarding respiratory and hand hygiene
2. Developed employee and provider education materials
3. Created educational tools & strategy for primary care & emergency services
4. Restricted neuraminidase inhibitors (oseltamivir, zanamivir) more commonly known as Tamiflu and Relenza
5. Emphasized Infection Control practices and staffing
6. Identified staffing issues during epidemic/pandemic
7. Implementing critical product supply strategy

HICS IV- Key Highlights

- All hazards approach
- Systems approach to managing an incident not an emergency management program
- Emphasizes preparedness efforts with community partners
- Scalable model ranging from large urban hospital to small rural healthcare facility
- NIMS compliance for hospitals

HICS IV- Key Highlights

- Incident Management team chart
 - Revised for consistency with NIMS
 - Addition of Task Forces and Strike Teams
- Update of the original Job Action Sheets
- Incident Action Planning Guide
- Revised forms consistent with NIMS/Standard ICS
- NIMS compliance for hospitals

HICS Foundation

- Joint venture between Kaiser Permanente and ER One Institute at the Washington Hospital Center
- The Foundation will:
 - Have an Advisory Board of National Work Group and Ex Officio members
 - Preserve the integrity of HEICS/HICS materials
 - Have an unique webpage: www.hicsfoundation.org
 - Post best practices
 - Provide training
 - Evolve the discipline of emergency management specifically for the healthcare industry

Internal Resources

Disaster Readiness Website

- Helping Employees Cope with War and Terrorism
- Managers Meeting Goals and Agenda - Word PDF
- Do's and Don'ts of Crisis Communication
- Art of Basic Facilitation
- Emergency Preparedness: Advice From Your Peers
- Department Managers' Emergency Preparedness and Response Checklist
- Emergency Phone List Template
- National Human Resources Policies - Disaster Related



DISASTER READINESS

Kaiser Permanente's site for information and resources about disaster and terrorism readiness planning and response.

Welcome...



[HOME](#)
[EVENTS](#)

If you will activate or have activated your Emergency Operations Center (EOC), please contact Healthcare Continuity Management (HCM).

HCM staff will coordinate assistance and resources in support of your response.

24-Hour Emergency Incident Notification to HCM
Primary (510) 987-3000
Backup (626) 405-2521

Information for:

[EVERYONE](#)
[MEMBERS](#)
[CLINICIANS](#)
[DEPT MGRS](#)
[EMERGENCY MGRS](#)
[RECOVERY MGRS](#)

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[Save the Date! 2007 NEH&S/HCM All Hands Conference](#)
February 5-8, 2007, San Jose, CA

[WEH&S All Hands Meeting, September 21, 2006](#)

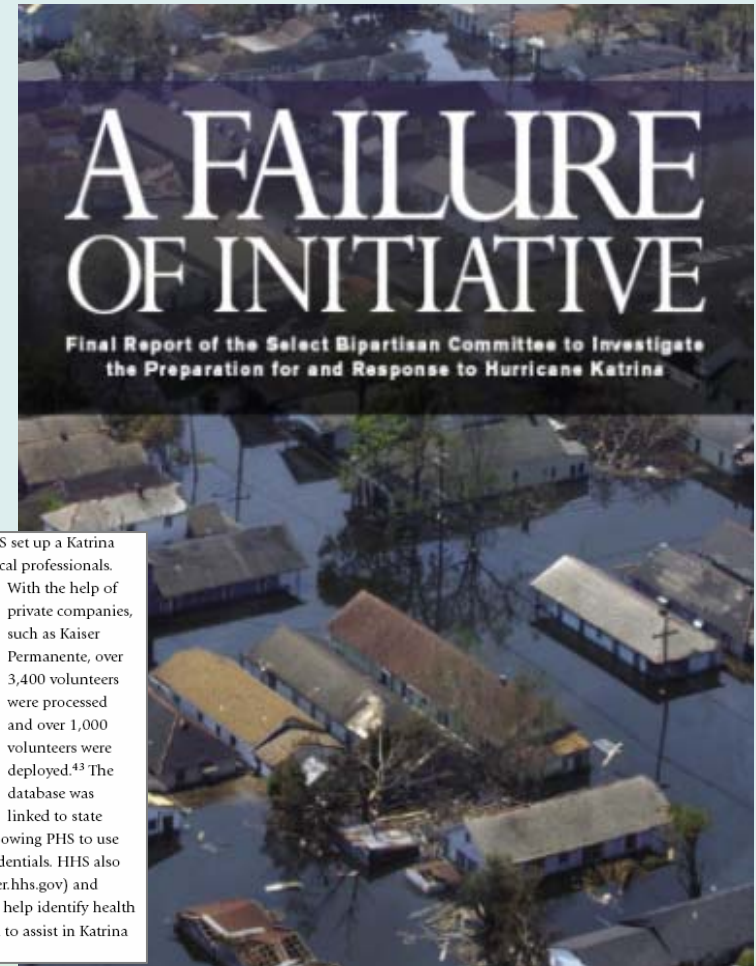
Healthcare Continuity Management coordinated a day-long meeting focused on emergency management topics for the Western Hub EH&S professionals.

[>>More](#)

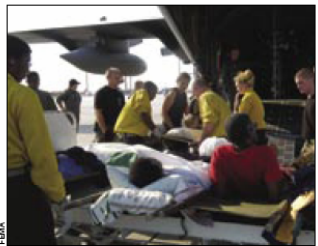
[NIMS Implementation Activities for Hospitals](#)

Federal Acknowledgement

“With the help of private companies, such as Kaiser Permanente, over 3,400 volunteers were processed and over 1,000 volunteers were deployed.”



coast following Hurricane Katrina. PHS set up a Katrina database to credential and verify medical professionals.



With the help of private companies, such as Kaiser Permanente, over 3,400 volunteers were processed and over 1,000 volunteers were deployed.⁴³ The database was linked to state databases and a national databank, allowing PHS to use existing information to help verify credentials. HHS also established a website (<https://volunteer.hhs.gov>) and toll-free number (1-866-KATMEDI) to help identify health care professionals and relief personnel to assist in Katrina relief efforts.⁴⁴

Contact Information

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