

The Second National Emergency Management Summit
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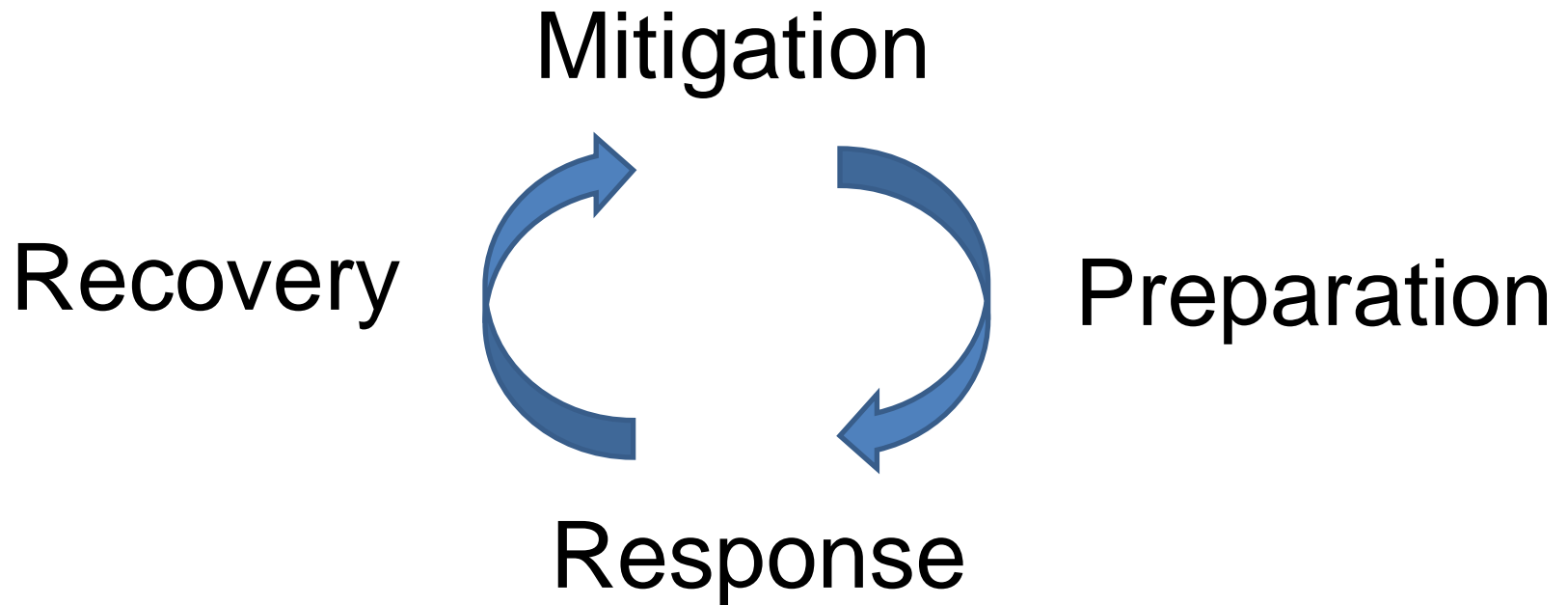
The Role of a Hospital CEO in Times of Disaster

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“Let our advance worrying become
advance thinking and planning.”

Winston Churchill

The Resiliency Cycle



MITIGATION

- Complete a Hazard Vulnerability Assessment (HVA)
- Engage the community
- Plan collaboratively
- Exercise universally

PREPARATION

- Put someone in charge
- Give them authority along with responsibility
- Be a visible supporter and participant
- Build trust with staff
- Don't forget the children

RESPONSE

- Set simple and direct goals
- Communicate effectively
- Create minimal dependence
- Give staff what they need

RECOVERY

- Be self-reliant
- Take care of staff and their families
- Provide a safe environment
- Restore essential functions
- Realize you have now become a community resource

“Unless commitment is made, there are only promises and hopes, but no plans.”

Peter F. Drucker

PLANS

- Communications (EC.4.13)
- Resources and Assets (EC.4.14)
- Safety and Security
(EC.4.15)
- Staff Responsibilities (EC.4.16)
- Utilities Management (EC.4.17)
- Clinical Activities (EC.4.18)
- Granting Disaster Privileges (MS.4.110)

The Preparedness Trinity

1. Developing an on-going planning methodology
2. Training staff in unfamiliar activities
3. Exercising the plan to identify shortcomings and breakdowns

The Value of Exercises

- Teaches automatic responses less easily eroded by stress
- Increases staff and leadership's sense of control
- Protects staff from the effects of an emergency
- Creates a feeling of competency
- Creates minimal dependence on formal and external assistance
- Reduces uncertainty
- Inoculates against stress

The Benefit of Exercises

- Coordinates the community into a single response entity
- Identifies gaps in response planning
- Gets you a seat at the table
- Highlights individual organizational system failures
- Identifies priorities for improvement
- Fulfills regulatory and accreditation requirements

Why Exercises Fail

- Lack of leadership involvement
- Insufficient stress placed on delivery systems
- Lack of community involvement
- Exercise fatigue
- Service interruption
- Poorly designed exercises that don't engage the medical community

Leadership

- Most people will show up – help them get there
- Not all the right people will show up
- Staff respond best when activities are an extension of daily work
- Protect you staff and their families
- Be a Marine!

Voices of Experience

- Keep patient safety as your #1 priority in all decisions
- Not everyone you need will get there – everybody needs to take on menial roles
- Communications will be inadequate
- Delegate authority as soon as possible
- Decision making evolves – plan for it
- Nothing you depend on will work

Voices of Experience Continued

- You are an island, plan on going it alone
- Vertical evacuation must be planned for
- Begin briefings to staff as soon as possible
- Force staff to rest – you never know how long you are going to be at it
- A functioning kitchen and food for staff and patients is a critical element

Voices of Experience Continued

- When the facility is the casualty, nursing is the critical element
- You never have enough redundancy – it's expensive so choose wisely
- Keep copies of all your drawings safe but available
- Nothing works very long under water
- Recovery will depend on adequate insurance coverage

“In preparing for battle I have
always found that plans are
useless, but planning is
indispensible.”

Dwight David Eisenhower

Q&A

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