

EMIRATES FLIGHT 203

Wednesday, September 5th 2018

Presented at NYC Healthcare Coalition Leadership Council Meeting Thursday May 30, 2019 Nick Caputo
Assistant Director
Pre-Hospital Care &
Emergency Management

EK 203

- Airbus 380
- Dubai to JFK Scheduled arrival 8:50 AM (14 hour flight)
- 521 Passengers 37 Crew

Timeline

- 0805 Initial notification to CommCtr from PAPD stating 2 passengers sick with fever – 100 passengers coughing. Flight is approximately one hour out from JFK.
- 0815 Internal EM and ED notifications and conversations taking place.
- 0900 Flight landed at JFK. The CDC, FDNY and PAPD started screening patients at this time.
- 1000 Incident is announced at Safety Huddle.

Timeline (continued)

- 1010 FDNY Level-B MCI standby at JFK called into the JHMC ED.
- 1012 EM CommCtr transmits Level-B MCI notification.
- 1019 SitRoom is activated and transmits additional information to Level-5 and F/T recipients regarding JFK incident.
- 1019 JFK Operations reports 10 passengers/crew being transported to JHMC.
- 1025 ED preparing for arrival of patients.
- 1030 NYC DOHMH calls the SitRoom requesting patients be placed in airborne isolation rooms and oral and nasal swabs for influenza and MERS.
- 1037 CommCtr transmits update stating 10 patients to be transported to JHMC from JFK.

Timeline (continued)

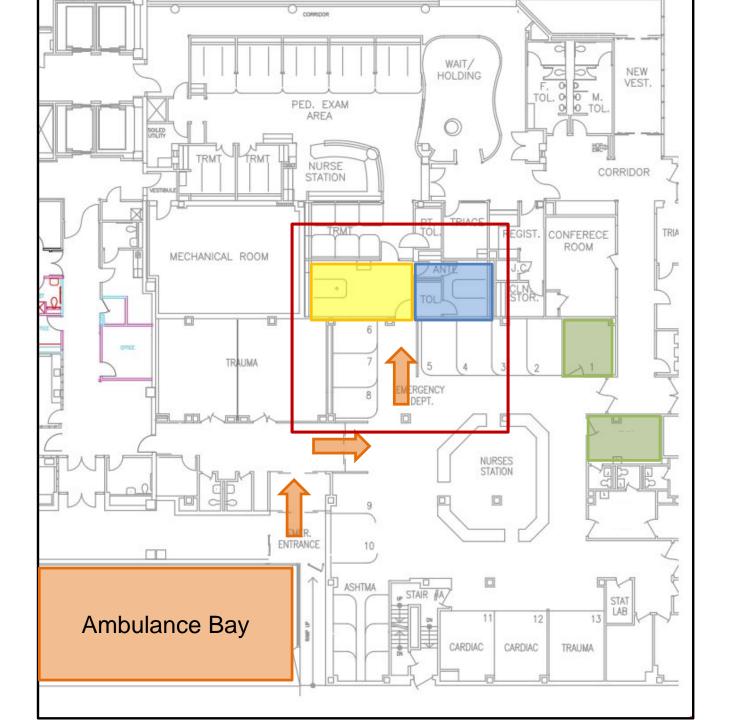
- 1038 FDNY EMS Supervisor (present in ED) notifies ED that 10 patients are being transported to JHMC.
- 1100 10 patients arrive at JHMC via EMS.
- 1125 CommCtr transmits EM Conference call.
- 1155 NYCEM contacts JHMC requesting 25 disposable thermometers for JFK Airport.
- 1300 NYC DOHMH arrives on site.
- 1325 FDNY has declares the Level B MCI standby completed.
- 1328 JFK EMS #1 responds to JFK building 269 for 1 patient from the F/T incident.

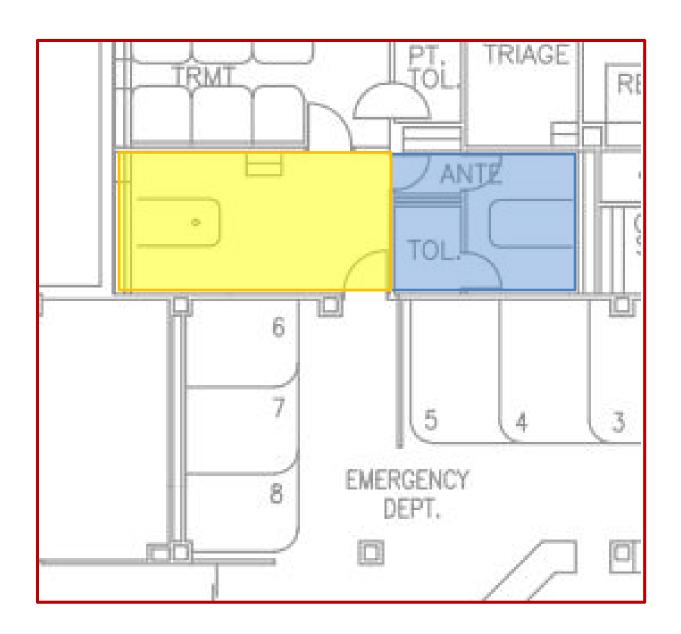
Strengths

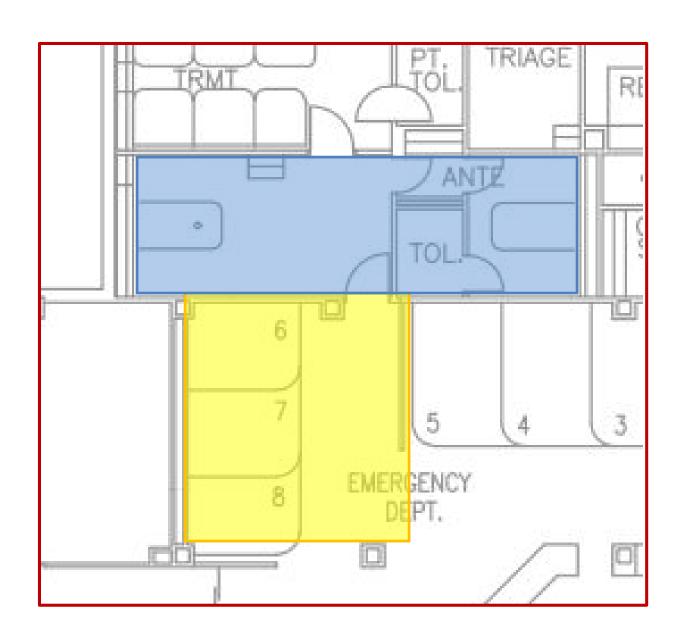
- 1. Early and ongoing communication between MediSys Emergency Management, Port Authority Police, and JFK Operations was very useful in obtaining early notification about the incident and ongoing operational situational awareness from the scene. This communication is a byproduct of Jamaica Hospital providing dedicated ALS EMS service at JFK Airport.
- Early and ongoing communication with DOHMH was very useful in obtaining clinical situational awareness from the scene and obtaining clinical guidance and instruction.
- 3. Initial patient triage by ED staff was conducted in the ambulances prior to the patients entering the JHMC ED.
- 4. Just-in-time PPE refresher training conducted by JHMC Prehospital Care staff was very successful. These individuals also served as the "gatekeepers" and maintained exposure rosters.
- 5. Face-to-face staff huddles, conducted by Nursing Department leadership, with employees not involved in the response were very effective in dispelling false rumors and misinformation.

Challenges

- 1. On many levels, the incident type was a hybrid between an MCI and a biological event. The MediSys mass notification system is designed with pre-established notification groups. The CommCtr dispatcher, having received notification of an FDNY Level-B MCI, appropriately followed the protocol for MCI notification. This notification group, different than the Fever/Travel response group, resulting in many necessary departments being notified later into the incident timeline.
- 2. The JHMC ED has three airborne isolation rooms. At the time of this incident, two of the rooms were occupied by patients also requiring airborne isolation. This resulted in the third room being utilized to cohort all ten of the patients from this incident utilizing the exam room and anteroom as treatment space. An area immediately outside the isolation room, in the main ED, was cleared and utilized as a make-shift anteroom. Moveable patient screens were utilized to create a "warm zone" in this area.







Challenges

- 3. The arrival of ten potentially infectious patients at one time made registering the patients into the EHR challenging as:
 - a) Space was limited inside the isolation room for extra registration staff, given there were ten patients and several nursing staff.
 - b) Efforts to limit the overall number of staff exposed to the patients in play.
 - This resulted in slowing down the patient initial evaluation process.
- 4. The number of nursing staff required to care for ten patients exceeded our typical biological response staffing assumptions (which allows for teams of staff to be rotated in and out of the treatment area due to the utilization of PPE). Supplemental (non-ED) nursing staff were relocated to the ED to backfill the additional ED nursing staff needed to care for the ten patients from this incident.

Challenges

- 5. The HVAC in the relatively small space was not sufficient to handle the body heat load of ten patients and several staff members resulting in the area being very warm. This resulted in the discomfort for the patients, and a need to shorten the staff rotation interval as the staff was becoming overheated wearing PPE.
- 6. There was a delay in obtaining representation from Emirates Airlines. The patients (both passengers and crew members) had many questions and issues that required intervention from the airline. Port Authority Operations was able to assist with contacting the airline and requesting a representative.

Action Items

- 1. <u>Observation</u>: There was a delay in notifying several departments about the incident because the notification process was handled as an MCI rather than a Fever/Travel notification.
 - <u>Recommendation</u>: Emergency Management should conduct a review of the mass notification groups to determine if more generic (and inclusive) notification groups should be developed.
- Observation: The JHMC ED airborne isolation capacity is not suitable for the cohorting of multiple patients requiring airborne isolation.
 - Recommendation: Emergency Management should convene a workgroup to evaluate if additional space can be converted into airborne isolation space for the purposes of cohorting patients.
- Observation: Patient registration was delayed due to the restrictions placed on the number of registrars that could be utilized for this type of incident.
 - <u>Recommendation</u>: Emergency Medicine should evaluate if a downtime registration form should be utilized when multiple patients from the same incident arrive together and the number of registrars are limited.

Action Items

- 4. <u>Observation</u>: Staffing level needs assumptions in the Fever/Travel Response Plan may be inadequate to manage multiple patients simultaneously.
 - Recommendation: Emergency Management should convene a workgroup to review the Fever/Travel Response Plan with a lens toward managing multiple patients (staffing, supplies, etc.).
- Observation: The HVAC in "core" isolation area is not adequate for cohorting several patients.
 - Recommendation: Engineering should do an assessment to determine if the HVAC can be increased or supplemented while still maintaining airborne isolation standards.



QUESTIONS?





Montefiore Emergency Preparedness Coalition

End of Year Briefing

to the

New York City Healthcare Coalition Leadership Council



Zachary Goldfarb BS, EMT-P, CEM, CHEP

Certified Emergency Manager



BP1-Supplemental Deliverables

- 1. Submit contract
- 2. Participate in Leadership Council meetings
- 3. Attend Emergency Preparedness Symposia
- 4. Update Network contact information
- 5. Support the Bronx Emergency Preparedness Coalition
- 6. Participate in a Citywide Surge Exercise (SurgeEx 2.0)
- 7. Complete a Network Training Plan and Staff Training
- 8. Update Network Acute Care Facility EOPs to Reflect Use of Juvare EMResource
- 9. Mass Fatality Planning
- 10. Participate in Workgroups
- 11. Design a Deliverable





Support the Bronx Emergency Preparedness Coalition (BEPC)

Meetings

- Kings Harbor, Moses, St. Barnabus (upcoming)
- New participants
 - Lifeline Ambulance Service (invited)

Functional Exercise

- April 11, explosion at Jacobi with evacuation
 - LiveProcess and GroupMe

Community Outreach Project

- NYSDHSES Citizen Preparedness Corps
- Three sessions conducted, fourth on June 20
 - Over 150 attendees







Participate in a Citywide Surge Exercise (SurgeEx 2.0)

- Einstein successfully evacuated within the Network
- Made some beds available as requested
 - Not many requests from outside the Network
- Strengths:
 - EPIC
 - LiveProcess
 - Communications
- Challenges:
 - More input from nursing and medical
 - Rapid Patient Discharge procedure revision
 - Surge Plan revision for non-traditional space





Mass Fatality Planning

- Concept of operations
- Body collection points
- Logistics
 - BCP availability
 - Alternate sites
- Challenges
 - Facilities
 - Regulatory relief
 - Public messaging
 - Just-in-time training





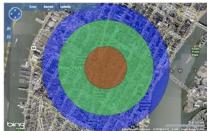


Participate in Workgroups

- Moses: GNYHA FDNY Multiple Casualty Incident (MCI) Workgroup
- CHAM: Improvised Nuclear Device (IND) Healthcare Component Planning Workgroup
- Einstein: GNYHA Cybersecurity Learning Series Workgroup
- Wakefield: Hazard Vulnerability Analysis (HVA) Workgroup





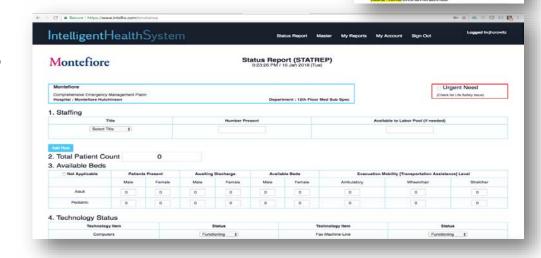






Design a Deliverable

- Implement a web-based facility
 -wide status reporting process
 - Across all New York
 City MEPC facilities
 - Training roll-outs
 - Department-level orientations
 - STATREP drills



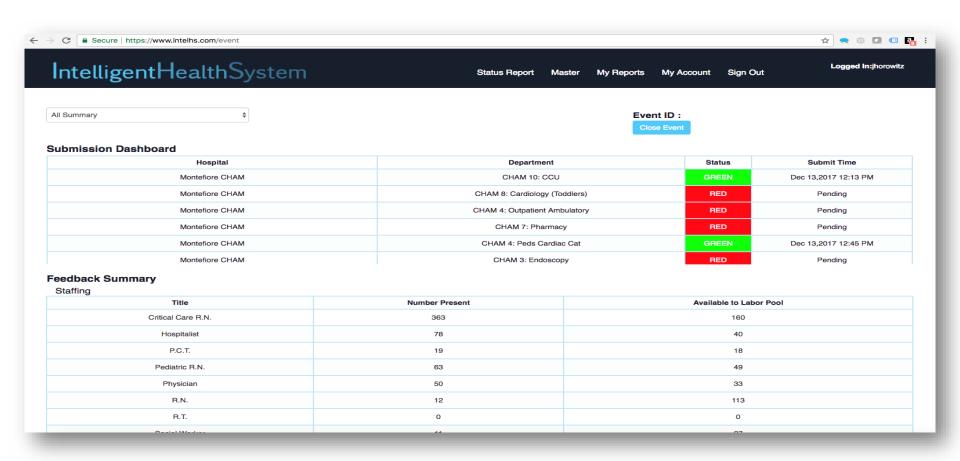
Montefiore Moses Wakefield Eins

DOING MORE

 Outcome: rapid situational awareness across the campus and the Coalition with real-time patient and resource status, impact, and needs

Montefiore

STATREP Dashboard / HCC Summary





Wrap Up

- Deliverables were challenging but rewarding
- Advanced the preparedness levels of the facilities
- Some workgroup activities are ongoing and participation will continue
- Thank you for the opportunity to participate



Montefiore DOING MORE

Mount Sinai Health System Emergency Management

Leadership Council Meeting May 30, 2019



Table of contents

- 1. Program Successes
- 2. Program Challenges
- 3. Future Initiatives

Program Successes

- ▶ Vice President of Mount Sinai Health System Emergency Management
- ▶ Training and Exercise Coordinator
- NYSNA Strike Planning
- ▶ Health System coordination
 - Daily System and Facility Huddles
 - MSHS Health System Emergency Management Committee
 - MSHS Ambulatory Services Emergency Management Sub-Committee
- Development of a system-wide Threat and Hazard Identification Risk Assessment (THIRA)
 - Provides health system risk profile overview for both hospitals and ambulatory facilities within MSHS
 - Used as a resource to solicit feedback from MSHS leadership pertaining to prioritization of hazard-specific planning, training, and exercise initiatives

Mount Sinai 5/30/2019 3

Program Challenges

- System-wide situational awareness software
- Document management
- Maturation of health system Incident Management Team
- Decontamination
- MCI Preparedness
- ▶ Evacuation/Surge

Mount Sinai 5/30/2019 4

Future Initiatives

- System-wide MCI Surge full-scale exercise
- Expand engagement and collaboration with hospital based ambulatory services emergency management sub-committees
- Development of a comprehensive facility and system-based Emergency Management "scorecard"
 - Identification of health system response standards
 - Prioritization of most relevant hazards
 - Operational assessment of the planning, organization, equipment, training, and exercises as it relates to health system initiatives
 - Dashboard capability will allow for health system overview of progress related to core elements

Mount Sinai 5/30/2019 5

Thank you!



2018 Accomplishments & 2019 Goals



EM & HP Priorities:

- Integrated health system
 - Standardization
 - Assessments
 - Policies & procedures
 - Communications plan
 - Training & exercise
- EM/ HP Academies



EM Planning & Ops:

2018

- Juvare design, build, implementation & growth
- Expanding CO EM initiatives
 - CO leadership emergency incident on-call
 - Coastal storm planning (surge, SMNS)
 - EITS cybersecurity partnership
- EM communication upgrade
 - Mass Notification
 - EM Radios

- Juvare phase 2
 - Detailed view additions & verification
 - Integrating HPP Deliverables into EM Resource
- Mass Notification System
- Strategic workgroups
 - Surge capacity analysis
 - Juvare best practices
 - Gotham Health EM



System-wide Special Pathogens Program:

<u>2018</u>

- Designed, coordinated & led PanX 2018
- Implemented the "System Special Pathogens Response Standardization Initiative" across all 3 service lines
 - Standardized to 2 PPE ensembles
 - Launched SP carts
- Developed, overseeing & coteaching first-of-its-kind Frontline Facility SP Course
 - 7 classes completed

- Building a global arm to the System-wide Special Pathogens Program
- Expanding the Frontline SP Course nationally
- Conducting PanX 2019 model at individual clinical sites



System-wide Security & Hospital Police:

<u> 2018</u>

- Development & implementation of HP productivity reports
- HP process standardization
 - Services, equipment, technology
- Solidification of HP Council as SMEs & problemsolving, decision-making body

- Implement HP staffing models
 - Leadership
 - Supervision
 - Staff
 - Support
- Codify policies & procedures
- Develop key performance indicator (KPI)-based reporting system



EM Finance, Administration & COOP:

2018

- Managed 8 grants
 - UASI (2015, 2017)
 - HPP Network Coalition (FY 18, FY 19)
 - HPP Ebola (FY 18, FY 19)
 - ICF / Special Pathogens Program
 - NETEC Base & Supplemental
- Continue CO COOP program

- Pursue additional funding sources to expand grant portfolio
 - System-wide security & HP
 - All-hazards EM
- Improve departmental & grant / financial data records management
 - PeopleSoft Finance / Supply Chain use
 - Develop tracking sheets to monitor grant purchases & budgets
- Improve CO COOP program to include delinquent departments



EM Training, Exercises, & Response:

2018

2019

- Facilitated interactive trainings for Juvare EMResource & elCS
- Improved system-wide situational awareness
- Facilitated GothamHealth active shooter functional exercise series
- Develop robust multi-year training and exercises calendar
- Implement & oversee systemwide NIMS / HICS training program (May 2018-May 2020)
- Develop Emergency Management with Workforce Development
 - Supports standardized and system-wide, emergency management training & exercise program



Moving Forward:

Develop and lead standardized emergency management initiatives that improve our ability to communicate, collaborate, and coordinate NYC Health + Hospitals resources.



Ready or not, patients will present



Madeline M. Tavarez, MPA

Senior Director, Emergency Management Planning and Operations

NYC Health + Hospitals

125 Worth Street

New York, New York 10013

Office: (212) 323-2524

Mobile: (646) 787-5006

Email: tavarezm1@nychhc.org

NewYork-Presbyterian

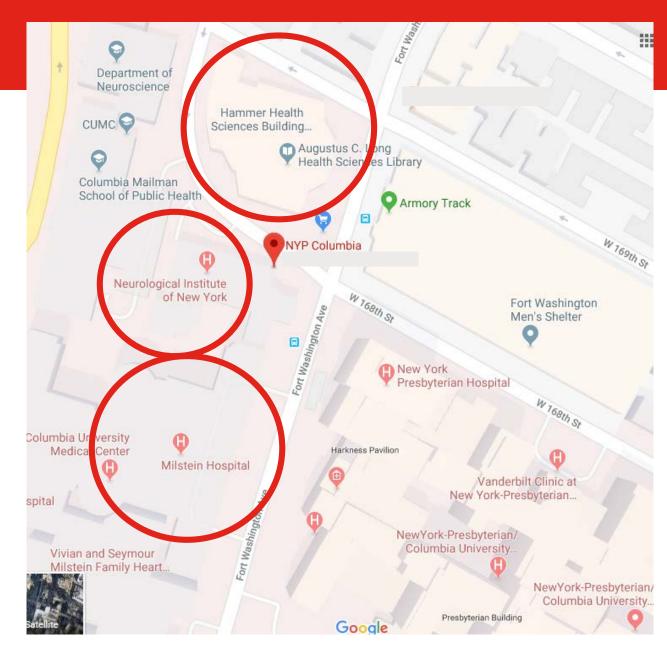
NYCHCC LC Meeting NYP/CU Milstein Electrical Shutdown

March 9-10 & May 4-5



What happened?

- Main electrical vault structural failure identified
 Unsafe to make any repairs with the live electrical services in the room
- The Facilities Team identified all affected areas
 - Significant portions of the Milstein building
 - All power for the Neurological Institute
 - All of the power for the Hammer Building (Columbia University)
- The Fix?
 - 2 shutdowns were needed
 - Both repairs taking approximately 24 hours



What was affected at NYP/CU Milstein Building?

Location Name	Hudson North	Hudson South	Knuckle North	Garden North	Garden South	Knuckle South
10	MER	MER	Pharmacy	MER	MER	MER
9	McKeen	McKeen/Hotel	Cafeteria	9GN	9GS	Offices
8	8HN	8HS	Offices	8GN	8GS	Offices
7	7HN	7HS/BMT	Offices	7GN	7GS	Offices
6	6HN	6HS	Offices	6GN	6GS	Offices
5	Cardiac Surgery/Step Down	CCU/CT ICU	Offices	5GN	5GS	HC CCU/CTU
4	ICU/Invasive Radiology	SICU	OR Recovery	OR/PACU	Cysto Suite	HC Echo/US
3	Radiology	Radiology	OR	OR	HC OR Suite	HC Prep
2	Invasive Cardiology	Non Invasive Cardiology	Cafeteria	Cafeteria	HC Prep	HC Recovery
1	Dialysis/Admitting	Administration	Lobby/Starbucks	Lobby	Lobby	Conference Center
Milstein Basement				Radiology MRI		



All normal power circuits will be shut down; emergency circuits will be on generator power No visible impact, however emergency circuits will be on generator power Lighting on emergency power, limited equipment Not impacted by the shutdown

Preparatory Efforts

HICS operationalized for Pre-Planning

- The command center was opened for 1 week before any actual work began
- Held daily calls with Clinical leadership
- Confirmed all circuits affected
- Addressed any and all questions at daily meetings
- Staged supplies such as extension cords, flashlights, portable lights
- Ensuring adequate supplies of emergency equipment



Communication

- Staff
 - Mass Email
 - Updates at the Tier 3 Huddle
 - Computer Pop-up Alert Boxes
 - Patient Safety FridayPresentation

Patients

- Notifications included with all the breakfast, lunch and dinner meal trays
- Signage

Command Center

- Around-the-clock Command Center Coverage during event
 - Saturday, March 9 at 1:00pm Sunday, March 10 at 3:00pm pending completion of work (day light savings)
 - Saturday, May 4 at 11:00am Sunday, May 5 at 12:00pm pending completion of work
- Command Center Team

Facilities Biomed

Operations Nursing and Provider support

Security & Emergency Management AOC

IT Columbia University Facilities

- Full Department Leadership Weekend Coverage Contact List (different both weekends)
- Full Subject Matter Expert Contact List

NYP Facilities ConEdison

Columbia University Facilities Construction Contractors

Response During the Shutdown

Command Center

- Responded to and managed the emergency response
- Troubleshot all issues immediately
- Pushed out communication every 4 hours (or sooner if necessary) to the Senior Leadership team

Patient Care Team

- Completed routine rounding
 - Reported emergent issues immediately to the Command Center
 - If non-emergent, it waited for the conference call

Conference Call

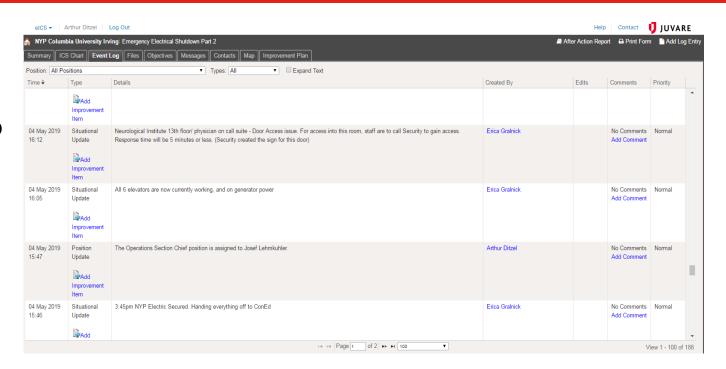
The purpose: each unit reported out anything unusual, anything needed, anything that they expected to be on emergency power that wasn't, and/or if operations were normal

- Every 2 hours the Patient Care Team called into a conference call with the Command Center
- Continuous open communication and transparency

Response During the Shutdown Continued

Sit Stat 2.0

- Security & Emergency Management team recorded and tracked all communication to the Command Center using eICS
 - Reports of variations from normal operations
 - Requests for assistance
 - Most importantly progress of the work
- Command Staff roles were assigned and changes were made with operational periods



Lessons Learned: After Shutdown #1

Communication EM.02.02.01

- Targeting the right listserv
- Reaching Medical Providers
- Language
- Level of employee involved / Point Person
- Social Media team involvement
- Bridgeline Capacity

Resources & Assets EM.02.02.03

- Contact lists
- Signage
- Refreshments
- Equipment
- Field Operations Command Center

Safety & Security EM.02.02.05

- Dim lighting in certain areas
- Security sensitive areas vulnerability

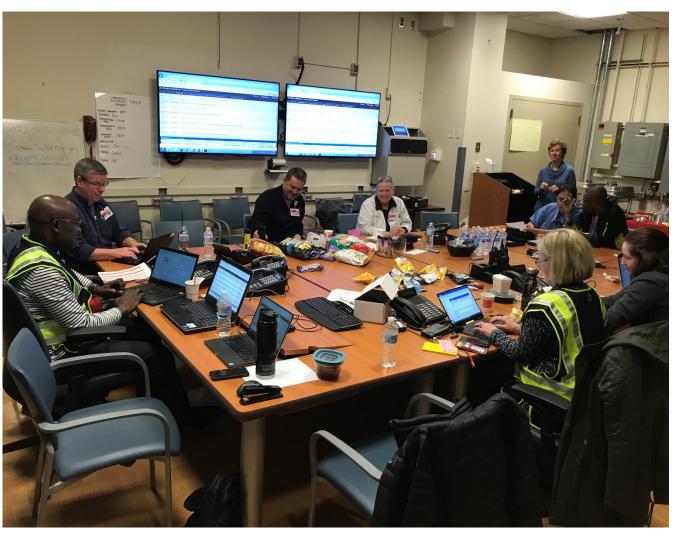
Staff Responsibilities EM.02.02.07

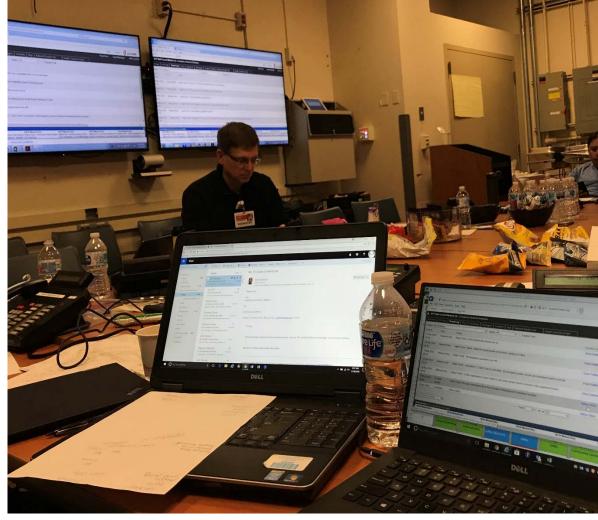
- Pressed for time right before shutdown
- Additional command center needed
- Inconvenience

Utilities Management EM.02.02.09

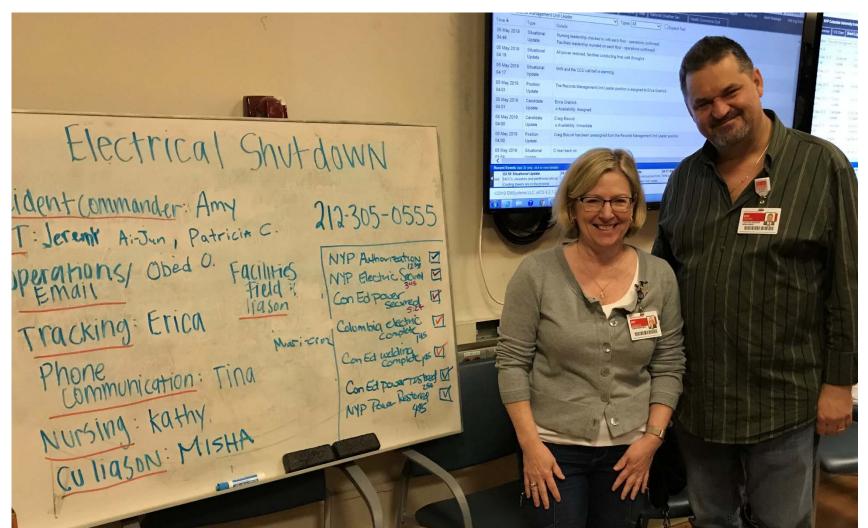
- Air condition in climate controlled areas (pharmacy)
- Patient Clinical & Support Activities EM.02.02.11
 - Patient Flow
 - Vulnerable Patient Management

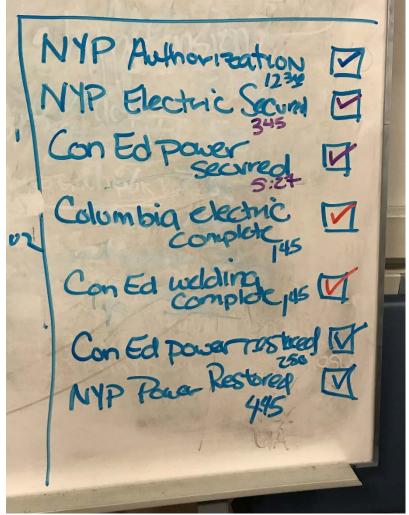
Response During the Shutdown





Response During the Shutdown





Questions



AMAZING THINGS ARE HAPPENING HERE

Thank You





LEADERSHIP COUNCEL MEETING (LCM) – IGNITE PRESENTATION

Active Shooter "Prep Talks" NYU Langone Health

Caitlin Flynn, Director Matthew Scott, Sr. Emergency Management Specialist



Types of Workplace Violence

- Type One Criminal Intent
- Type Two Customer / Client
- Type Three Worker-to-Worker
- Type Four Domestic Violence
- Type Five Ideological Violence



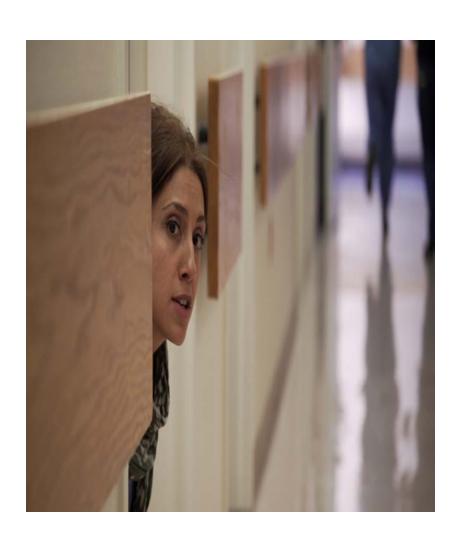
Customer / Client Violence in Healthcare

Type Two – Customer / Client

- By far the most prevalent within healthcare
- Healthcare and social service workers are four times
 more likely to be victims of violence on the job than any
 other U.S. worker
- Offender known to organization (client, customer, patient)
- Violence occurs during routine delivery of services
- Risk of assault or injury by patients represents a real and ongoing threat in everyday work



Why is Healthcare Different?



- No longer a question of if, but rather when/where
- Hospitals present unique environment and challenges – "soft targets"
- Events evolve rapidly and end quickly
- During initial moments, intervention/response is essential. TRAINING!



Training Options for Staff

Online Training

- Animated video (imbedded in annual training requirements)
- MHSDA Plan to Live Module 1 (All Staff)
- MHSDA Plan to Live Module 2 (Managers and above)

In-Person Training

- Auditorium Sessions (EM+ER & Security)
- FBI Active Shooter SME
- NYPD Shield Unit



Training Options for Staff





Unit Based Training Plan

NYU Langone Health

High-Impact Situations *Unit-Based Training*

You have the power

You could suddenly find yourself facing the threat of violence in your workspace - a High-Impact Situation You have all the ability and the skills you need to handle such a situation

- The key is to use those abilities and skills
- . To react quickly and stay in control



Stay aware

We are built to spot patterns...but many people turn that instinct off when they go to work



Look for warning signs

Look out for warning signs that could indicate the potential for violent behavior, such as:

- · Aggressive mumbling/ talking/ threats
- · Quiet with angry or smoldering expression Sudden unexplained energy bursts
- . Law enforcement or military clothing or
- paraphernalia

You could see these behaviors in:

- · Existing or former co-workers
- · Patients/Family members/Customers
- Strangers



Be ready to take action

If you find yourself in a High-Impact Situation, take

- Take a moment to assess what is happening
- . Control your breath (it will help you to not panic)
- . If you are in danger ... Run Hide Fight

Use it to take action



Know your workspace

Let's focus on you and your workplace as we talk through how to use the ability and the skills you have To react quickly and stay in control

Let's walk through your workplace..

- . How would you evacuate or lock down patients, visitors, and staff?
- . What are your evacuation routes and exits?
- . Where can you shelter in place (lockable/ nonlockable doors, barricaded doors)
- · Where is cover vs concealment?
- · What could you use as an improvised weapon?



Communicate

Talk to others who are in the High-Impact Situation

- . Speak clearly and loudly...use plain language...make sure you are understood
- If you are warned of a threat outside your workplace: . What is your first step?
- · When do you shelter in place?



Help others if you can

If you are a patient care provider, you will always be compassionate

During a High-Impact Situation some will choose to stay and try and protect others while others will leave . It is OK to leave and it is OK to stay

. The decision about your patient is yours to make...but you must make it



 Reinforce the concepts of Run, Hide, Fight in a practical, hands-on environment

- Bring training to front line staff WHERE THEY WORK
 - 15 and 30 min options available

Empower staff to be ready to take action





Unit Based Training Plan

NYU Langone Health

High-Impact Situations Unit-Based Training

You have the power

You could suddenly find yourself facing the threat of violence in your workspace — a High-Impact Situation You have all the ability and the skills you need to handle such a situation

- . The key is to use those abilities and skills
- . To react quickly and stay in control



Stay aware

We are built to spot patterns...but many people turn that instinct off when they go to work



Look for warning signs

Look out for warning signs that could indicate the potential for violent behavior, such as:

- Aggressive mumbling/ talking/ threats
- Quiet with angry or smoldering expression
- Sudden unexplained energy bursts
- Law enforcement or military clothing or paraphernalia

You could see these behaviors in:

- · Existing or former co-workers
- · Patients/Family members/Customers
- Strangers



Be ready to take action

If you find yourself in a High-Impact Situation, take action...

- . Take a moment to assess what is happening
- · Control your breath (it will help you to not panic)
- . If you are in danger ... Run Hide Fight

Use it to take action



Know your workspace

Let's focus on you and your workplace as we talk through how to use the ability and the skills you have To react quickly and stay in control

Let's walk through your workplace...

- How would you evacuate or lock down patients, visitors, and staff?
- What are your evacuation routes and exits?
- Where can you shelter in place (lockable/ nonlockable doors, barricaded doors)
- . Where is cover vs concealment?
- · What could you use as an improvised weapon?



Communicate

Talk to others who are in the High-Impact Situation with you.

- Speak clearly and loudly...use plain language...make sure you are understood
 If you are warned of a threat outside your workplace:
- . When do you shelter in place?

. What is your first step?



Help others if you can

If you are a patient care provider, you will always be compassionate

During a High-Impact Situation some will choose to stay and try and protect others while others will leave

- It is OK to leave and it is OK to stay
- The decision about your patient is yours to make...but you must make it



Key concepts:

- Situational Awareness
- Warning Signs and Escalation
- Readiness and Control
- Communication and Plain Language
- Help others if you can
- THIS TRAINING IS 100% PORTABLE



Unit Based Training Plan

- Challenges / Barriers
 - Training Bandwidth
 - Supply and Demand / Prioritization
 - Scheduling
 - No "stupid" questions





THANK YOU

