




May 22nd 2011

22 Minutes That Changed Everything
 Presented by
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Freeman Family

- 2 Deaths
- Numerous Family members lost
- 361 Lost their homes
- Many dug there way out to take care of the community.



WHAT IF ON A NORMAL DAY?

- You are without normal Electricity?
- You lost your Telephone and internet Service?
- You loose your Water and Sewer?
- A Staff member looses their home.
- No blackberry, smart phone or good old fashioned cell phones
- What if the Roads and Highways around your facility were closed to traffic.
- What if you lost your Cable TV?
- What if you lost your Natural Gas Supply?
- What if you lost 17,000 square feet of your roof over your cardiology wing.

Now Imagine That They All Happen At Once and

- A mile wide tornado starts at the beginning or your town and plows a 14 mile path through the heaviest concentration of homes, apartments and businesses in the region.
- You now loose 50% of the available health care .
- You have no idea just how bad things are.

May 22nd 2011

- The super cell shifts to the south.



Emergency Preparedness

- FHS has an active Emergency Preparedness Committee made up of a Cross Functional Team. Primary committee meets monthly and sub committees meet as needed.
- Joplin and Jasper County Missouri have a group of local Emergency Managers, EMS, Public Health, Home Health, Red Cross, Behavioral Health, Local physicians, clinics and all area hospitals that meet monthly to prepare to respond to events just like May 22nd. Co-Sponsored by the LEPC and Missouri Hospital Association.

Preparedness Preparedness Preparedness

- Local and Regional planning was crucial.
- We train with facilities inside our region on a regular basis.
- . We know the capabilities of one another.
- There is a face and voice to the person who needs help or that I am calling for help.
- Planning and Preparedness reach beyond the walls of your facilities

Drills and Exercises

- Annual State Wide Tornado Drills
- Quarterly Internal Drills
- Minimum of two major exercises per year.

May 16-May 20th 2011 48 hours Prior to the Tornado

- NLE Earthquake Exercise.
- 72 Hours without landlines, cell phones, internet. No outside communication!
- Generator Power Only, Loss of water supply



Operation Cyclonic Winds June 2010

- Regional exercise involving hospitals from Springfield, Monett, Cassville, Carthage, Joplin, Neosho and Branson.
- Objective: St. Johns Hospital in Springfield Mo. Takes a direct hit from an F-5 tornado and must evacuate patients to area hospitals.
- HVA indicated tornado to be the highest risk for the health system.

What Drills Won't Prepare You For

- Reality of the importance the community has on your ability to provide care during disasters.
- Try having a drill and remove your leadership from the scenario.
- The flood of issues that all come at once.
- The physical and emotional pain of the patients.

May 22nd

- Tornado touches down approximately 4 miles west of the Hospitals at 5:41 PM
- Main Power is lost-Generators Are Operating
- Cell Phone and land lines are down
- Really have no idea about the severity or how wide spread the event is.

Hell is Here



Emergency Department

- I won't repeat much of what Bob has already taken you through, but it was controlled chaos and I have never witnessed so many people almost working as one person.
- The immediate volume of patients was something you only whisper about in your planning meetings.
- What level of Medical Surge to you plan for?

Incident Command

- Hospital Command Center was established at 6:20 PM
- Originally staffed with two persons.
- Typical IC staff was either caught in the storm or working in the ED
- Disasters don't happen a little at a Time. It Will Be Chaos. But You Will Prioritize and Control Key Elements

Incident Command

- Kept it simple.
1. Staffing-Clinical & Non Clinical
 2. Communications
 3. Supplies/Logistics
 4. Safety
 5. Medical Director/Techs
 6. Get Off Your Butt and See, Hear and Smell first hand.

Incident Command

- Events don't end at 5:00 PM
- Do you have enough staff trained to maintain incident command throughout the nights?
- After 48 hours the most hardened staff member needs to get away.
- The best form of communication is seeing, talking and hearing personally. Use your feet when necessary.



Radiology

- In 18 hours FHS performed 825 X-ray procedures and 396 CT procedures.
- Do you have adequate emergency plug in's to keep portable x-rays charged?
- Staff available to keep accurate documentation and runners to communicate with physicians?

Security

- Three security guards on duty at the time of the tornado.
- Entire Staff consists of approximately 12.
- Numerous Entrances to man.
- Attempted to lock down all entrances but unable to because of the flow of patients and triage areas.
- Instead of concentrating on making a bigger security presence known security concentrated on providing comfort to patients and visitors

Security Responsibilities

- Secure all entrances
- Assist with all helicopter landings
- Assist with patient and visitor shuttles and buses to mass shelters.
- Assist in morgue
- Traffic Control
- Cant depend on local law enforcement. Deputize non clinical staff if needed.

Security

- There was an incredible amount of calmness from the patients and visitors.
- Water, cots, chairs, snacks anything that could be done to make patients as comfortable as possible was done that night.

18 Hours Post Tornado



Logistics

- Critical Areas will not have time to go through the HCC
- Pharmacy
- Nutrition
- Equip Triage Areas with a predetermined initial inventory and then constantly resupply



Safety

- Building Safety
- Access Roads
- Security
- Utilities
- Infection Control
- Traffic Safety



Safety

- During the response it was important to be a resource for the different departments.
- With over 100 physicians, numerous volunteers and countless employees working outside their normal duties, the written and practiced game plan was not going to play like a finely tuned symphony.
- See the big picture and work on the fine tuning afterwards. What is in the best interest of the patient at that time.
- Minutes can make a difference.

24 Hours and More Weather



It Can Be WHO You Know

- Empire District ran a new main feed line to FHS and power was restored in 13 hours.
- Construction contractor contacted us and within an hour he had a crew of 15 and a semi load of generators and telescopic lights.
- Freeman Pharmacy Director worked with the St. Johns Pharmacy to obtain supplies.
- FHS pathologist knew the St. Johns pathologist and was able to obtain Blood from the damaged St. Johns Lab.
- Personal contacts are vital during disasters.

Communication

- Had to be the biggest challenge. We have become dependent upon having the ability to contact anyone, anywhere at anytime.
- Internal phone lines worked but who had time to sit at a desk and answer the phone?
- We had the ability to connect with the hospital security cameras and view them in the HCC. Able to see real time ED and Triage Areas.

Communication

- No ability in the first couple of days of communicating with the City/County EOC without using runners.
- EOC is located across town and through the devastated areas.
- FHS Contacted the SEMA 24 Hour Duty Officer at 6:40 PM. Informed them of our abilities and immediate transportation needs. Didn't hear back for 48 hours,

Communication

- Ham radios were used but it took 4 hours before trained operators could arrive. Make sure every shift has adequate operators onsite.
- Radios, Radios, Radios- Only works if you have adequate channels and repeaters.
- FHS had just received a shipment of new radios 5 days before the tornado from ASPR grant funds.

Communication

- Texting was the most reliable communication.
- A portable communication trailer was part of the St. Johns and Freeman Communication plan but the trailer was destroyed.
- Established a communication center on the top floor of the hospital. I Phones were able to connect approximately 50% of the time.
- As part of the Earthquake drill a list of emergency contacts for every hospital within 200 miles was placed in a hard file. Previously had been kept in the web based EmResource and would not have been available.

Surgical Care

- 22 surgeries in the first few hours.
- FHS has multiple OR's at the West campus. These are divided up in the main OR, Hearts Center and Birthing.
- We closed all but the main OR so staff would be concentrated in the same area to share resources.
- If a patient can be stabilized in the ED and be safely transported out. Do It! Post Op will require significant other resources which will be stretched thin throughout your facilities.

The Local Politician



Public Information Officer

- Massive amounts of miss information hit the airwaves immediately.
- Face book & Twitter Very difficult to manage
- Media wants to be up close and personal. If they cant get the story from you they will find someone on the street.
- Have scheduled updates with the media and the Staff.

Fatality Management

- We all have mass fatality plans but how many really understand your plans and State laws.
- Who can view a body?
- Who can the body be released to?
- How do you handle those that can not be saved?
- Pastoral Care should be available at all times to talk with families
- Worst radio message of the event-We need more body bags.
- Very difficult situation, Family and Friends

Behavioral Health

- With the loss of St. Johns Inpatient Psychiatric services, Freeman was the only care provider in the region.
- Prior to the Tornado the beds were almost always full.
- Post tornado as many as 16 psych patients had to wait in the ED for rooms to open up either at Freeman or in other facilities across the State.



24-72 Hours

- Staff is exhausted!
- Many of the staff have no homes.
- Still no power to much of the area.
- Shock starts to set in.
- Hospital was normally at 90% of census. OMG
- Electricity had been restored to the Hospital-GREAT work by Empire District Electric.
- Water Pressure was still low, boil order in place and no one will give us even an estimate of when.

Days, Weeks and Months

- Community still needs care.
- FHS added many beds immediately..
- Singles turned back into doubles
- Immediately created 200 new open positions
- Used traveling nurses but there was no place for them to stay. Every hotel booked within 50 miles. Spent many nights on cots in a conference room.
- ED wait times increase because of increased ED census and waiting on beds to open up. Patient Satisfactions Suffers

Days, Weeks and Months

- Major capital investment has to be made immediately. \$25M+
- Patient Satisfaction starts to drop
- Staff starts to get snippy.
- Sleep becomes a memory.
- Business Aspects
- Depression
- Counseling
- Anger

Questions

- There are literally hundreds of other actions that took place that night and the days that followed.
- Everything took effort by a lot of people and decisions had to often be made on the spot without committees, groups or hearing others suggestions.