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### Agenda

- Where does Resiliency Begin
- Prelude
- Evacuation
- Evacuation Surge
- Aftermath
- One Year Later

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### Where Does Resiliency Begin

- One person at time
  - Find Independence
  - Ability to Connect to Others
  - Be Insightful
  - Show Initiative
  - Have Creativity
  - Sense of Morality
  - Capacity for Humor

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# What is disaster resilience?

The ability of individuals, communities, organizations or states to adapt to and recover from hazards, shocks or stresses without compromising long-term prospects for development.

Disaster resilience is determined by the degree to which individuals, communities and public and private organizations are capable of organizing themselves to learn from past disasters and reduce their risk for future ones.

UNISDR, 2005



4 June 4, 2019 | © 2011 Kaiser Foundation Health Plan, Inc. For internal use only

## The Lead-Up Experiences

- Albert Schweitzer Hospital
- Red Cross
  - County Floods
  - On-Call
  - National Disaster
  - Training
- Relief International
  - Haiti
  - Global Training
- Kaiser Regional Emergency Preparedness



2018 The Permanente Medical Group

Kaiser Permanente thrive

## Prelude

## Kaiser Permanente Northern California

Membership:	4.3 million
Hospitals:	21
Medical Offices:	242
Physicians:	8,950
Employees:	77,700




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## Kaiser Permanente Santa Rosa

- 180,000+ members
- 350+ physicians
- 2,450+ staff
- 173 licensed beds
- 61,030 ED visits
- 1,926 births
- 18,249 surgeries




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## One Month Before

- Took leave




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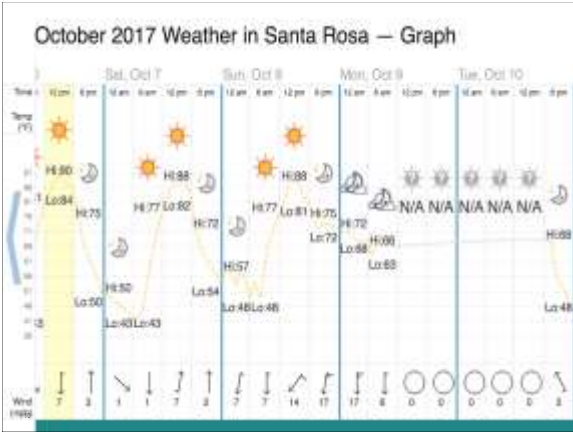
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## 8 Hours Before

- Octoberfest




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11 June 4, 2013 | © 2011 Kaiser Foundation Health Plan, Inc. For internal use only.

WEATHER PERMANENTLY **thrive**




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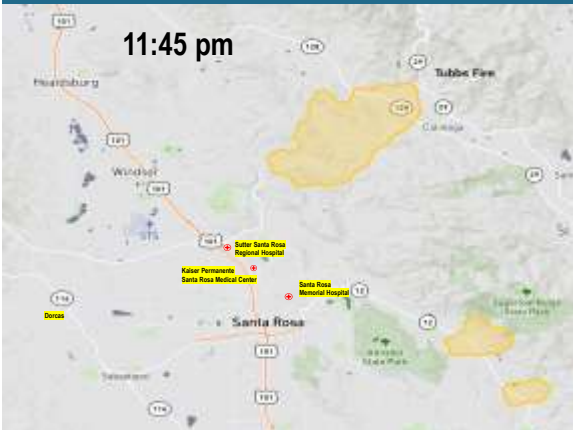
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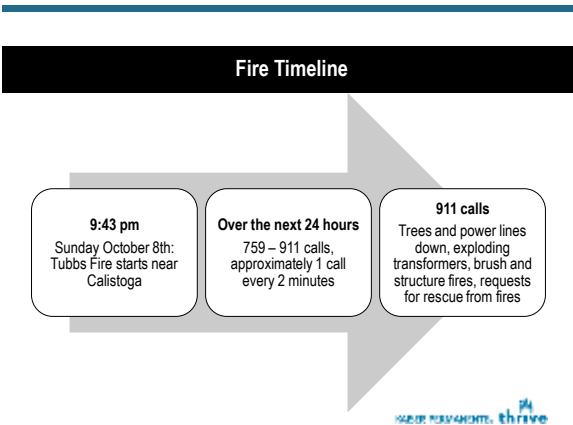
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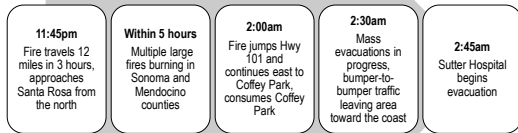
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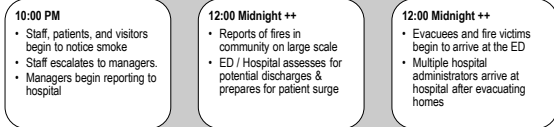
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## Fire Timeline



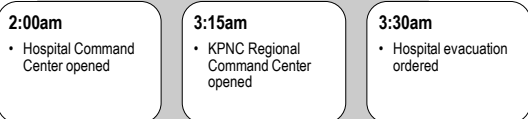
Kaiser Permanente **thrive**

## Kaiser Permanente Santa Rosa Fire Timeline



Kaiser Permanente **thrive**

## Kaiser Permanente Santa Rosa Fire Timeline



Kaiser Permanente **thrive**



The Unimageable Happens

## Evacuation

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Entrance to  
the  
Emergency  
Department  
Photo by Kirk  
Pappas

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The view from  
the roof of the  
parking  
garage  
Photo by  
Jitesh Vasadia

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Fire burns behind hospital  
Photo by Jitesh Vasadia

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Fire  
approaches  
hospital  
Photo by  
Jitesh  
Vasadia

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View from  
hospital floor  
Photo by  
Wes McBride

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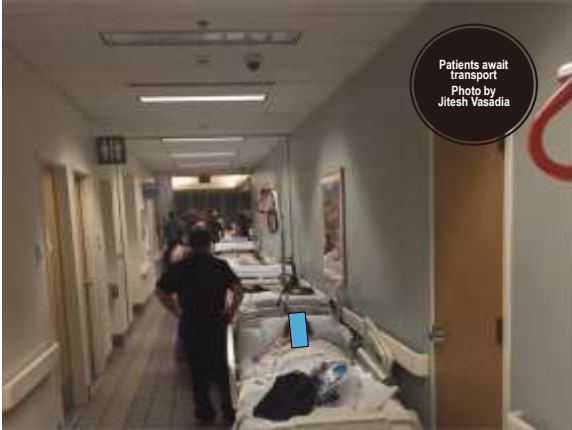
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**Kaiser Permanente  
Santa Rosa evacuated  
122 patients  
in 2-1/2 hours  
via ambulances, buses,  
and private cars**




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## Wake Up

Asleep/Dream

Reality

- Morning
- Home
  - Waiting



© 2018 The Permanente Medical Group




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## Call to Duty

- Work
  - Regional Command Center
    - Answering questions
    - Resourceful
  - Santa Rosa Command Center
    - Relief
    - Recovery
    - Listening

2018 The Permanente Medical Group



## Resilience: It Does Take A Village...



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## Evacuation Surge



## Kaiser Permanente San Rafael

### SRF Average Stats:

- Average daily census 50-54
- ED average daily census 85

### SRF Fire Stats:

- 85 patients were evacuated to KP SRF
- Their 18 bed ED had 71 patients in 3 hours and 150 patients in 12 hours
- Their hospital census went from 46 to 96 in 8 hours



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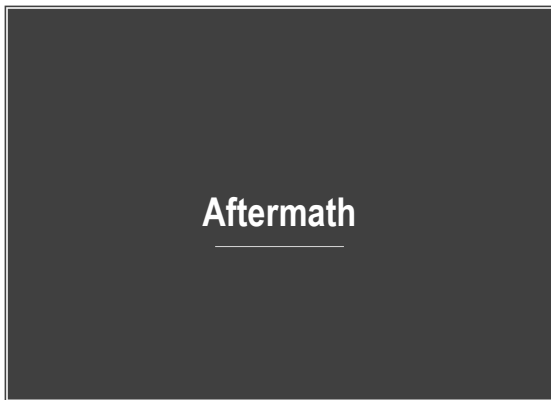
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## Northern California Fires

- 43 confirmed fatalities
- 75,000 displaced
- Approx. 9,000 structures destroyed
- Over 200,000 acres burned
- Widespread outages: cell service, internet, PG&E
- KP Santa Rosa & Sutter / most satellite facilities in mandatory evacuation zone
- Local and regional resources completely overwhelmed
- Air quality in North Bay severely impacted



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## Immediate Operational Impacts KP Santa Rosa

- Medical Center and most associated care centers in mandatory evacuation zone
- Over 230 Kaiser staff and physicians lost their homes
- Rolling evacuations made HCC staffing challenging



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## STRATEGIES:

- Public Affairs
- Social Media
- Regular managers calls
- Daily staff/provider communications and member-facing communications
- Hospital Command Center
- Human Resources Command Center and Hotline



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## What We Learned: Staff Considerations:

<b>Travel difficult</b> <ul style="list-style-type: none"> <li>✦ Including into the medical center</li> </ul>	<b>Ongoing fire event</b> <ul style="list-style-type: none"> <li>✦ Large-scale</li> <li>✦ Rolling evacuations</li> </ul>	<b>Many staff affected</b> <ul style="list-style-type: none"> <li>✦ Personal loss</li> <li>✦ Community loss</li> </ul>
<b>Emergency credentialing</b> <ul style="list-style-type: none"> <li>✦ Privileging</li> <li>✦ Health Connect access</li> </ul>	<b>Staffing outside hospital</b> <ul style="list-style-type: none"> <li>✦ Evacuation centers</li> <li>✦ Pharmacies</li> </ul>	<b>On-Site child care</b> <ul style="list-style-type: none"> <li>✦ School closures</li> <li>✦ Travel barriers</li> </ul>

43

KAISER PERMANENTE **thrive**

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## What we Learned: Safety and Security



- Access to campus restricted
  - Entry to parking lot
  - Entry to hospital
- Sign in required / log of onsite personnel maintained
- Employee Health and Employee Assistance Program activated to monitor HCC personnel and onsite staff
- Smoke mitigation ongoing issue

KAISER PERMANENTE **thrive**

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## What We Learned: Continuity of Care and our role as leaders in the community

- Medical teams, supplies, and meds sent to local evacuation centers for 2+ weeks, 24/7
- KP Physicians worked at non-KP area pharmacies to assist w/refill
- Mercury Way campus: provided walk-in mental health care with extended hours
- L&D: established advice line, slept on site in order to staff
- Surgery: triaged scheduled surgeries including oncologic
- Oncology: moved operations to Kaiser San Rafael
- All other outpatient services triaged appointments

KAISER PERMANENTE **thrive**

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## What We Learned: Continuity of Care and our role as leaders in the community

- Virtual appointments increased to 35% of all patient appointments
- Kaiser Permanente staff relocated 148 skilled nursing facility patients to safer locations
- Members tracked for displacement or other acute needs
  - Home Health, Patient Care Coordinators, other service lines



Kaiser Permanente **thrive**

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## Preparation = Resiliency

### Hospital Preparedness

- Evacuation Checklists – Brief / user-friendly
- Establish your Flow and Tracking Procedures now
- Create Evacuation Kits & Reports
- Drills: Practice Makes Perfect
- Public Sector : Private Sector relationships essential to success**

### Personal Preparedness

- Have evacuation kit ready to go
- Kennel animals first, especially cats
- Create a family disaster plan
- Practice home evacuation plan, including operation of garage door
- Sign up for Nixle Alerts
- Take pictures and videos of your home and belongings
- Insurance: make sure policy = current replacement cost

Kaiser Permanente **thrive**

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## How are we *really* doing?

66% of fire victims under-insured

Housing market remains challenging

Many are rebuilding

Many are not

Many have left

Thresholds have changed

FOR PERMANENCE, thrive

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## How are we *really* doing?

Community events, ceremonies, & sharing of our experiences connect our community and help us process

Preparedness for the next potential event is part of our healing



FOR PERMANENCE, thrive

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## Resiliency: One Year later...

- November 2018
  - Camp Fire begins on November 8, 2018
  - Consumes 70,000 acres in one day
  - Deadliest, most destructive fire in CA history

Statistics	
Cost	\$20 billion/100,000+
Date(s)	November 8, 2018 – contained November 23, 2018
Burned area	153,500 acres (62,653 ha) <sup>(1)</sup>
Cause	Under investigation
Buildings destroyed	18,804 <sup>(1)</sup>
Fatalities	88 civilians <sup>(1)(2)</sup>
Non-fatal injuries	12 civilians and 5 firefighters <sup>(2)</sup>
Missing people	5 <sup>(3)</sup>

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EMSA puts out call for assistance 11/16/18  
Kaiser NCAL disaster relief effort begins 11/17/18

- ❑ 34 KP volunteers deployed
- ❑ 54 KP volunteer deployment days served
- ❑ Countless lives touched...



WATER RESOURCES, **thrive**

Are we adapting? Are we more prepared?



**Absolutely!!!**

100% **thrive** <sup>pl</sup>



Online Video: <https://lookinside.kaiserpermanente.org/stronger-together>  
Download Video: [https://drive.google.com/open?id=1B5wXSvB\\_dS-MZCWH\\_M97\\_wfXN1U4H](https://drive.google.com/open?id=1B5wXSvB_dS-MZCWH_M97_wfXN1U4H)

WATER RESOURCES, <sup>TH</sup>thrive



**Thank You!**

June 4, 2019 11

MAJOR POLICY AGENTS  thrive

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