

LOSS OF POWER

SCENARIO

A fire has destroyed several transponders within the city's main power plant causing a broad power failure across a 30 mile area. The outage is impacting homes, businesses and industries. Power officials fear the damage to be extensive and estimate at least three days before power will be restored. Fortunately, the weather has been comfortable with no expected changes over the next few days.

Your hospital has lost all external power and emergency generators are supplying emergency power to the facility. The hospital census is at 85% capacity.

LOSS OF POWER

INCIDENT PLANNING GUIDE

Does your Emergency Management Plan Address the following issues?

Mitigation & Preparedness

1. Does your hospital Emergency Management Plan include triggers or criteria for activation of the Emergency Operations plan and the Hospital Command Center?
-

Does your hospital have procedures to:

- Verify all emergency generators start and are accommodating the hospital's emergency power load?
 - Verify that the exhaust fans and air handlers supplied by emergency power are operating?
 - Evaluate verify that only essential equipment is plugged into emergency power outlets throughout the facility?
 - Contact the utility company's operations center to ascertain scope and length of service interruption?
2.
 - Evaluate critical areas to determine emergency power needs and supply; provide alternative light sources (i.e., battery powered lights, flashlights)?
 - Acquire generator fuel and needed repairs to maintain emergency power?
 - Prioritize emergency power allocation to critical infrastructure (i.e., HVAC units, morgue, elevators, patient monitors, ventilators, IT/IS systems)?
 - Evaluate the power system for load shedding potential?
 - Identify equipment or areas in the facility that do not have emergency power capability and will be unavailable for use?
-

3. Does your hospital have procedures to communicate situation and safety information to staff, patients and families?
-

4. Does your hospital have procedures to evaluate need for and obtain additional staff?
-

5. Does your hospital have a process to determine the need for partial or complete evacuation of the facility to protect patients and staff?
-

Response & Recovery

1. Does your hospital have procedures for obtaining situation reports and utility status updates from the local emergency management agency and utility?
-

2. Does hospital have a switching team protocol (sometimes called switching orders) that address transfer load?
-

3. Does hospital have a mechanism for regularly evaluating generator and electrical system performance?
-

4. Does your hospital have a process to evaluate the short and long-term impact of the loss the HVAC on the patients, staff and facility?
-

LOSS OF POWER

INCIDENT PLANNING GUIDE

-
6. Does your hospital have a process to determine the need for canceling elective procedures and surgeries and other non-essential hospital services (i.e., gift shop) and activities (i.e., conferences, meetings)?
-
7. Does your hospital have criteria and a process to determine the need for complete or partial evacuation of the facility?
-
8. Does your hospital have a process to assess patients for early discharge to decrease patient census?
-
9. Does your hospital have a plan to provide staff information on the situation and emergency measures to implement?
-
10. Does your hospital have procedures to notify patient's family members of the situation?
-
11. Does your hospital have a process to curtail or cancel non-essential functions (e.g., meetings, conferences, gift shop, etc.)?
-
12. Does your hospital have a process to determine the need to limit patient visitation?
-
13. Does your hospital have a plan to secure the facility?
-
14. Does your hospital have a plan to document actions, decisions and activities and track response expenses and lost revenues?
-
15. Does your hospital have procedures to provide accurate and timely briefings to staff, patients, families, and area hospitals during extended operations?
-
16. Does your hospital plan for demobilization and system recovery during response?
-
- Does your hospital maintain facility and department level business continuity plans?
-
17. Does your hospital have a plan to conduct regular media briefings, in collaboration with the local emergency management agency, local EOC and the Joint Information Center?
-
18. Does your hospital have procedures for restoring normal facility visitation, and non-essential service operations (e.g., gift shop, conferences, etc.)?
-
19. Does your hospital have procedures for repatriation of patients that were transferred or evacuated?
-
20. Does your hospital have procedures for after action reporting and developing an improvement plan?
-

LOSS OF POWER

INCIDENT RESPONSE GUIDE

Mission: To safely manage the operations of the facility during a power outage and minimize time to restore service.

Directions

- Read this entire response guide and review incident management team chart
 - Use this response guide as a checklist to ensure all tasks are addressed and completed
-

Objectives

- Maintain emergency power systems
 - Maintain patient care management and safety
 - Minimize impact on hospital operations and clinical services
 - Evacuate patients to other facilities, if appropriate
 - Communicate situation to staff, patients, the media and community officials
-

Immediate (Operational Period 0-2 Hours)

COMMAND

(Incident Commander):

- Activate the facility Emergency Operations Plan
- Activate Command Staff and Section Chiefs, as appropriate

(Liaison Officer):

- Notify local emergency management/EOC of hospital situation status and obtain incident information and estimated timelines for restoration of power
 - Notify local EMS and ambulance providers about the situation and possible need to evacuate
 - Communicate with other healthcare facilities to determine:
 - Situation status
 - Surge capacity
 - Patient transfer/bed availability
 - Ability to loan needed equipment, supplies, medications, personnel, etc.
 - Contact the Regional Hospital Coordination Center, if exists, to notify about the situation and request assistance with patient evacuation destinations
-

LOSS OF POWER

INCIDENT RESPONSE GUIDE

COMMAND

(Public Information Officer):

- Inform staff, patients and families of situation and measures to provide power and protect life
- Prepare media staging area
- Conduct regular media briefings, in collaboration local emergency management, as appropriate

(Safety Officer):

- Evaluate safety of patients, family, staff and facility and recommend protective and corrective actions to minimize hazards and risks
-

OPERATIONS

- Evaluate the emergency power supply and appropriate usage within the facility
 - Initiate power conservation measures
 - Assess patients for risk and prioritize care and resources, as appropriate
 - Secure the facility and implement limited visitation policy
 - Ensure continuation of patient care and essential services
 - Consider partial or complete evacuation of the facility, or relocation of patients and services within the facility
 - Maintain communications systems and other utilities and activate redundant (back up) systems, as appropriate
 - Implement business continuity plans and protection of records
-

PLANNING

- Establish operational periods, incident objectives and develop the Incident Action Plan, in collaboration with the Incident Commander
 - Prepare for patient and personnel tracking in the event of evacuations
 - Monitor weather conditions
-

LOSS OF POWER

INCIDENT RESPONSE GUIDE

LOGISTICS

- Maintain other utilities and activate alternate systems as needed
 - Investigate and provide recommendations for auxiliary power (i.e., battery powered lights, etc)
 - Provide for water, food and rest periods for staff
 - Obtain supplies to maintain functioning of emergency generators (i.e., fuel, parts, etc.)
 - Obtain supplemental staffing, as needed
 - Prepare for transportation of evacuated patients
 - Validate and/or activate the backup communications systems
-

Intermediate and Extended (Operational Period 2 to Greater than 12 Hours)

COMMAND

(Incident Commander):

- Update and revise the Incident Action Plan and prepare for demobilization
- Continue to update internal officials on the situation status
- Monitor evacuation, if activated

(PIO):

- Continue with briefings and situation updates with staff, patients and families
- Continue patient information center operations, in collaboration with Liaison Officer

(Liaison Officer):

- Continue to notify local EOC of situation status, critical issues and request assistance, as needed
- Continue to communicate with local utilities incident details and duration estimates
- Continue patient information center operations, in collaboration with PIO
- Continue communications with area hospitals and facilitate patient transfers

(Safety):

- Continue to evaluate facility operations for safety and hazards and take immediate corrective actions
-

LOSS OF POWER

INCIDENT RESPONSE GUIDE

OPERATIONS

- Continue evaluation of patients and patient care
 - Determine if any equipment can be taken off emergency power to minimize load on generators
 - Cancel elective surgeries and procedures
 - Prepare the staging area for patient transfer/evacuation
 - Initiate ambulance diversion procedures
 - Continue or implement patient evacuation
 - Ensure the transfer of patient's belongings, medications and records upon evacuation
 - Continue evaluation and provision of emergency power
 - Ensure facility security and restricted visitation
 - Ensure provision of water and food to patients, visitors and families
 - Continue to maintain other utilities
 - Monitor patients for adverse affects of heath and psychological stress
 - Prepare demobilization and system recovery plan
-

PLANNING

- Continue patient, bed and personnel tracking
 - Update and revise the Incident Action Plan
 - Prepare the demobilization and system recovery plans
 - Plan for repatriation of patients
 - Ensure documentation of actions, decisions and activities
-

LOSS OF POWER

INCIDENT RESPONSE GUIDE

LOGISTICS

- Contact vendors to schedule regular deliveries of fuel to maintain emergency power
 - Contact vendors on availability of supplies and fresh food
 - Continue provision of emergency power to critical areas
 - Continue to provide staff for patient care and evacuation
 - Monitor staff for adverse affects of heath and psychological stress
 - Monitor, report, follow up on and document staff or patient injuries
 - Continue to provide transportation services for internal operations and patient evacuation
-

FINANCE/ADMINISTRATION

- Continue to track costs and expenditures and lost revenue
 - Continue to facilitate contracting for emergency power and other services
-

Demobilization/System Recovery

COMMAND

(Incident Commander):

- Determine hospital status and declare restoration of normal power and termination of the incident
- Notify state licensing, accreditation or regulatory agency of sentinel event

(Liaison Officer):

- Communicate final hospital status and termination of the incident to local EOC, area hospitals and officials
- Assist with the repatriation of patients transferred

(PIO):

- Conduct final media briefing and assist with updating staff, patients, families and others of the termination of the event

(Safety Officer):

- Ensure facility safety and restoration of normal operations
-

LOSS OF POWER

INCIDENT RESPONSE GUIDE

OPERATIONS

- Restore normal patient care operations
 - Ensure restoration of power and services
 - Repatriate evacuated patients
 - Discontinue ambulance diversion and visitor limitations
 - Ensure business continuity of operations and return to normal services
-

PLANNING

- Finalize the Incident Action Plan and demobilization plan
 - Compile a final report of the incident and hospital response and recovery operations
 - Ensure appropriate archiving of incident documentation
 - Conduct after-action reviews and debriefing
 - Write after-action report and corrective action plan for approval by the Incident Commander to include the following:
 - Summary of actions taken
 - Summary of the incident
 - Actions that went well
 - Area for improvement
 - Recommendations for future response actions
-

LOGISTICS

- Perform evaluation and preventative maintenance on emergency generators and ensure their readiness
 - Restock supplies, equipment, medications, food and water
 - Ensure communications and IT/IS operations return to normal
-

FINANCE/ADMINISTRATION

- Compile a final report of response costs and expenditures and lost revenue for approval by the Incident Commander
 - Contact insurance carriers to assist in documentation of structural and infrastructure damage and initiate reimbursement and claims procedures
-

LOSS OF POWER

INCIDENT RESPONSE GUIDE

Documents and Tools

- Hospital Emergency Operations Plan

- Hospital Evacuation Plan

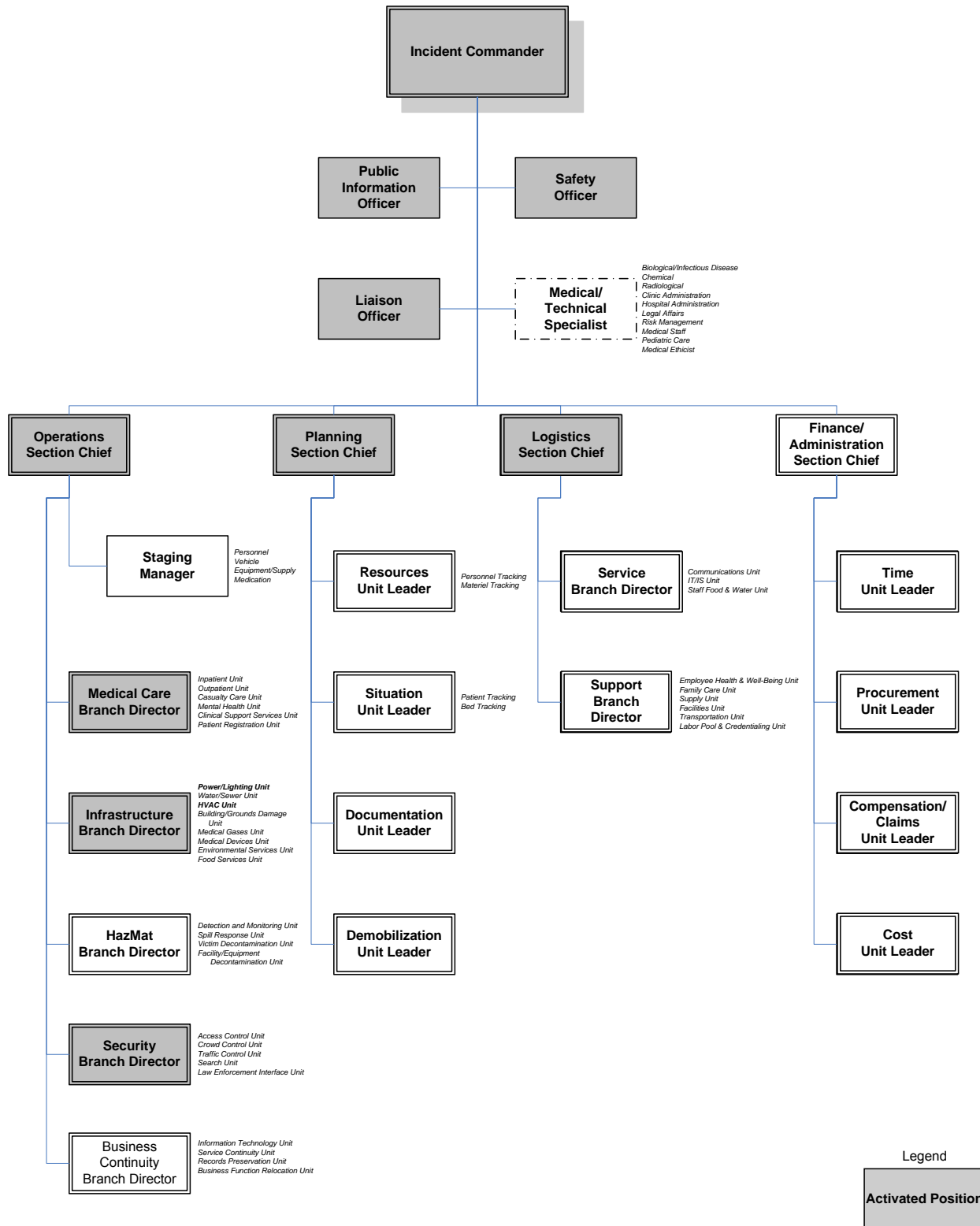
- Emergency Power Plans

- Emergency Communications Plans

- Facility and Departmental Business Continuity Plans

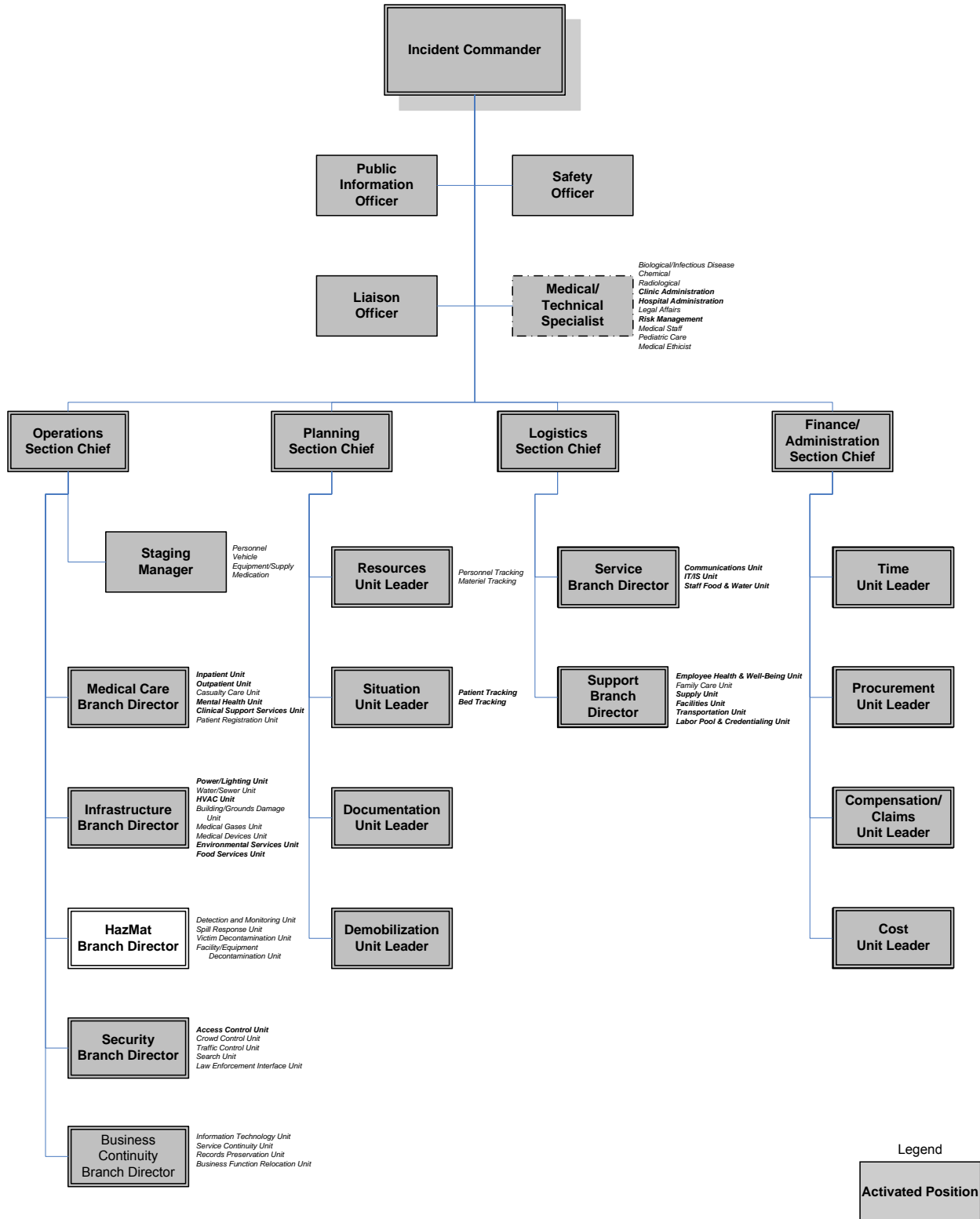
LOSS OF POWER

INCIDENT MANAGEMENT TEAM CHART -- IMMEDIATE



LOSS OF POWER

INCIDENT MANAGEMENT TEAM CHART – INTERMEDIATE AND EXTENDED



LOSS OF POWER

INCIDENT MANAGEMENT TEAM CHART – DEMOBILIZATION

