

WORK STOPPAGE

SCENARIO

Your hospital maintains several agreements with multiple Labor Unions. Renewed contracts have been under negotiation over the past several days. Unfortunately, several key issues have not been resolved and Union officials have declared an employee strike. The hospital administration is currently unable to meet the Union requests and predicts an immediate work stoppage that could continue for several days.

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INCIDENT RESPONSE 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?

2. Does your hospital have a plan for a work stoppage/strike event?

3. Does your hospital have a process to conduct pre-event planning and prepare for the work stoppage?

4. Does your hospital have a process to assess the impact of a work stoppage on hospital operations?

5. Does your hospital have a plan to decrease hospital census through early discharges, transfers, and ambulance diversion?

6. Does your hospital have a protocol for revising staffing pattern, scheduling, and/or assigned duties during the work stoppage?

7. Does your hospital have a plan to supplement staffing and obtain staffing from outside resources (i.e., registries, other hospitals, out of area or state resources, etc.)?

8. Does your hospital have procedures to reduce or cancel non-essential in-patient or outpatient services?

9. Does your hospital have pre-scripted messages for patients, staff and the media regarding the hospital's ability to continue operations?

10. Does your hospital have a plan for traffic and crowd control and maintaining security of your facility, staff, and visitors?

Response & Recovery

1. Does your hospital have a procedure to address facility security, including the threat of violence or civil disturbances?

2. Does your hospital have a process to evaluate the impact of modified staffing on patient care services?

3. Does your hospital have a plan to obtain alternative staffing resources?

4. Does your hospital have a procedure for providing situation updates and information to local emergency management?

5. Does your hospital have a plan to provide regular information and updates to patients and on-duty staff, including rumor control?

6. Does your hospital have a plan to establish a media staging area and provide regular updates and briefings with situation status and appropriate patient information?

7. Does your hospital have a plan to control traffic and parking?

WORK STOPPAGE INCIDENT RESPONSE GUIDE

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8. Does your hospital have a plan to address vendor delivery issues and to ensure essential supplies are brought to the facility?
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Does your hospital have a plan to manage temporary staff, including:

- Credentialing and privileging
 - Identification badging
 - Orientation to the hospital and assigned area(s)
 - Food and housing support; transportation assistance; medical care, if needed
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- Staff security
 - Scheduling and hours of work
 - Supervision while on duty
 - Payroll
 - Personnel compliance issues (e.g., JCAHO, HIPAA)
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10. Does your hospital have procedures for outsourcing certain services (i.e., laboratory)?
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Does your hospital have a plan to address the following on-duty staff issues during an extended work stoppage incident?

- Staff attendance
 - Staff attitude and compliance with hospital policies
- 11.
- Staff security needs
 - Need for information and updates, including rumor control
 - Threat of violence or civil disobedience
 - Parking/traffic control
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12. Does your hospital have a plan to address mental health support needs and stress management services of patients, family and staff?
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13. Does your hospital have a protocol for incident demobilization and system recovery?
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14. Does your hospital have procedures to return to normal security practices?
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15. Does your hospital have procedures for appreciation and withdrawal of temporary staff?
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16. Does your hospital have facility and departmental business continuity plans?
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17. Does your hospital have a protocol for team rebuilding?
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18. Does your hospital have procedures for cancellation of outsourcing services?
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INCIDENT RESPONSE GUIDE

Mission: To maintain continuity of operations in the event of staffing shortages related to work stoppages.

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
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Objectives

- Maintain security of your facility, staff, patients, and visitors
 - Maintain ongoing patient medical management
 - Provide for supplemental staffing from outside resources
 - Communicate the situation status to staff, patients, and the public
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Immediate (Operational Period Pre-event to 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 and public health department of hospital situation status and plans to maintain services
 - Notify local EMS and ambulance providers
 - 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 transfers
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INCIDENT RESPONSE GUIDE

COMMAND

Public Information Officer):

- Inform staff, patients and families of situation and plans for continuing services
- Prepare media release to inform patients about accessing care and services during the work stoppage
- 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

- Conduct a hospital census and determine discharges, transfers and surgery/procedure cancellations
- Initiate ambulance diversion
- Assess patients for risk and prioritize care and resources, as appropriate
- Secure facility and establish safe passage routes for staff, patients, vendors and visitors
- Increase security patrols to provide a visual presence
- Establish traffic and crowd control procedures
- Implement limited visitation policy
- Ensure continuation of patient care and essential services

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
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INCIDENT RESPONSE GUIDE

LOGISTICS

- Provide for water, food and rest periods for staff
- Obtain supplemental staffing
- Prepare for transportation of evacuated patients
- Direct all departments to adjust staffing schedules and to send all staff above minimum necessary to maintain critical operations to Labor Pool

FINANCE/ADMINISTRATION

- Implement time and cost accounting procedures, and prepare to estimate revenue losses

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

COMMAND

(Incident Commander):

- Assess the staffing, equipment and supply needs and the overall impact from the on-going work stoppage on patient care and the facility
- Update and revise the Incident Action Plan and prepare for demobilization
- Monitor labor relations and progress of negotiations
- Continue to update internal officials on the situation status

(PIO):

- Continue with briefings and situation updates with staff, patients and families
- Continue to manage rumors

(Liaison Officer):

- Continue to notify local emergency management/EOC of situation status, critical issues and request assistance, as needed
- Continue communications with area hospitals and facilitate patient transfers

(Safety):

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

OPERATIONS

- Continue evaluation of patients and patient care
 - Provide optimal staffing to maintain essential services and patient care
 - Continue cancellation of non-essential surgeries and procedures
 - Continue to provide facility security and crowd control
 - Continue ambulance diversion
 - Continue restricted visitation policy
 - Ensure provision of water and food to patients, visitors and families
 - Continue to maintain utilities and communications
 - Monitor patients for adverse affects of heath and psychological stress
 - Prepare demobilization and system recovery plan
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PLANNING

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

- Contact vendors to schedule regular deliveries and maintain supplies
 - Continue to provide staff for essential operations
 - Monitor staff for adverse affects of heath and psychological stress
 - Monitor, report, follow up on and document staff or patient injuries
 - Maintain communications and IT/IS services
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FINANCE/ADMINISTRATION

- Continue to track costs and expenditures and lost revenue
 - Continue to facilitate contracting for resources and services
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INCIDENT RESPONSE GUIDE

Demobilization/System Recovery

COMMAND

(Incident Commander):

- Declare cessation of work stoppage and termination of the incident
- Provide appreciation and recognition to solicited and non-solicited volunteers and personnel that provided services during the work stoppage

(Liaison Officer):

- Communicate final hospital status and termination of the incident to local EOC, area hospitals and officials

(PIO):

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

(Safety Officer):

- Ensure facility and personnel safety during restoration of normal operations
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OPERATIONS

- Restore normal patient care operations
 - Plan for the return of staff and releasing temporary staff, in collaboration with the Logistics Section
 - Maintain facility security and traffic control
 - Repatriate transferred patients, if applicable
 - Discontinue ambulance diversion and visitor limitations
 - Reschedule cancelled surgeries and procedures
 - Provide mental health support and information about community services for patient and families, if needed
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INCIDENT RESPONSE GUIDE

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
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LOGISTICS

- Prepare for the release of temporary staff and other personnel
 - Conduct stress management and after-action debriefings and meetings as necessary.
 - Monitor re-assimilation of staff and provide team building activities, as appropriate
 - Restore normal non-essential services (i.e., gift shop, etc.)
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FINANCE/ADMINISTRATION

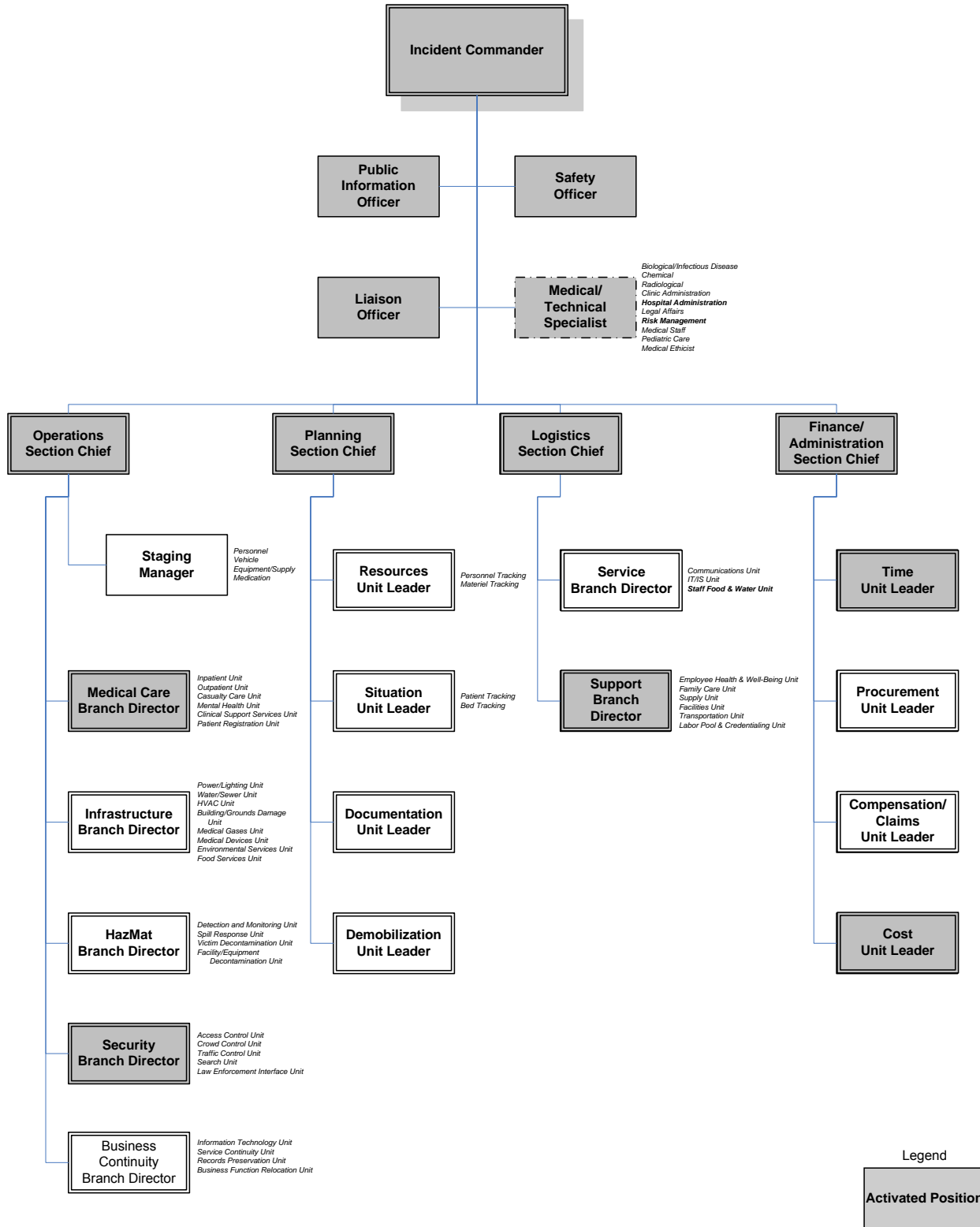
- Compile a final report of response costs and expenditures and lost revenue for approval by the Incident Commander
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Documents and Tools

- Hospital Emergency Operations Plan
 - Work Stoppage/Strike Plan
 - Facility and Departmental Business Continuity Plans
 - Television/radio/internet to monitor news
 - Telephone/cell phone/satellite phone/internet for communication
 - Human resources reference materials
 - Continuity of Operations Plan (COOP)
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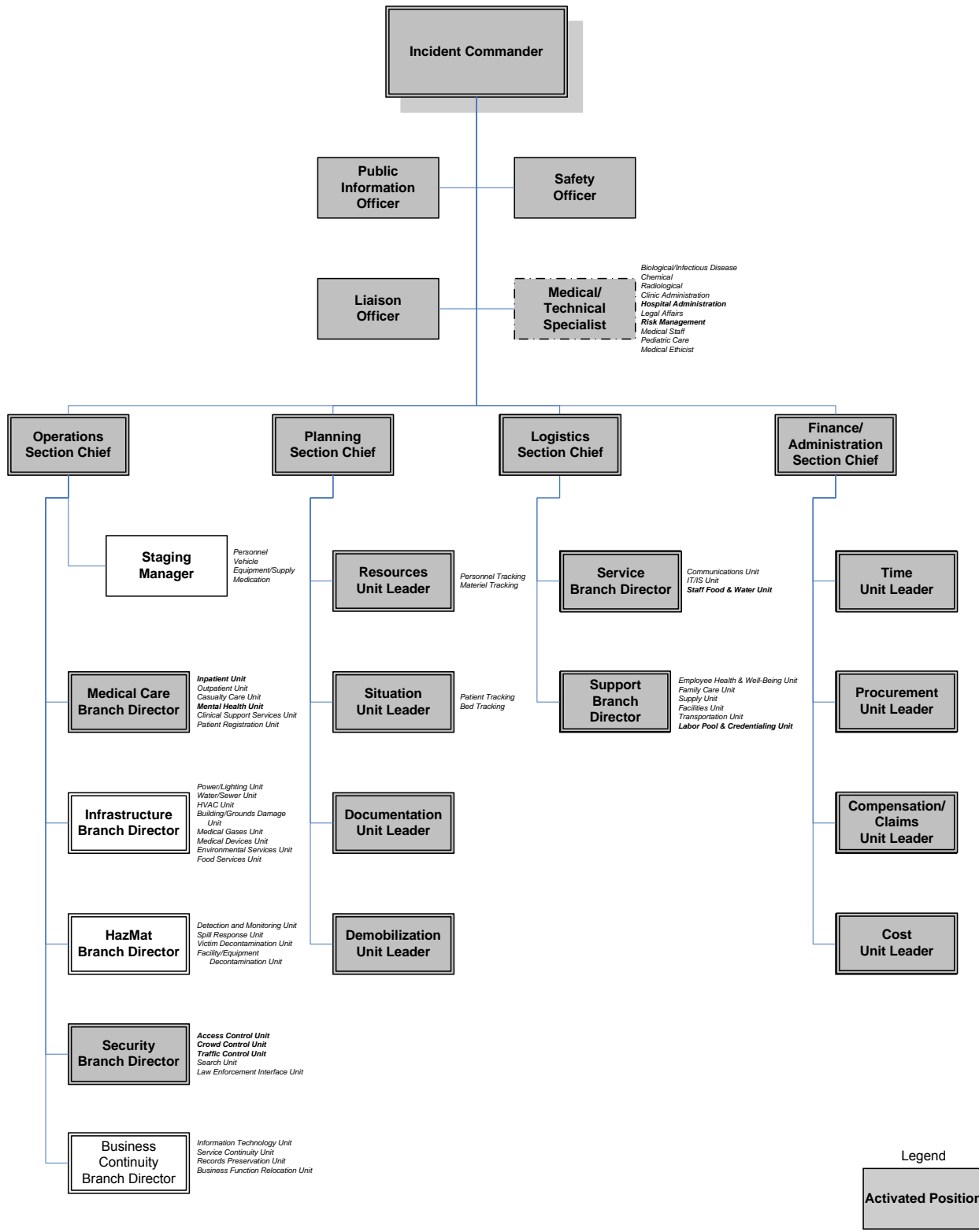
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INCIDENT MANAGEMENT TEAM CHART -- IMMEDIATE



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INCIDENT MANAGEMENT TEAM CHART – INTERMEDIATE AND EXTENDED



Legend

Activated Position

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INCIDENT MANAGEMENT TEAM CHART – DEMOBILIZATION

