
Kaiser Permanente Northern California

North Bay Fires Response

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Presentation Objectives

Describe:

- Timeline
- Response
- Recovery
- Lessons learned
- Best practices

Unprecedented Natural Disaster

- North Bay fires began in early hours of October 9, 2017.
- The fire spread quickly.
- Kaiser Permanente Santa Rosa Medical Center led a successful hospital evacuation.
- Served patients as Santa Rosa and the surrounding areas burned.
- All North Bay facilities re-opened after extensive review.
- Kaiser Permanente leaders focused on multiple needs during disaster.

- In the early hours of October 9, 2017, Kaiser Permanente leaders began a series of urgent texts.
- The news was grim: the fire engulfing the city of Santa Rosa was spreading quickly, and Kaiser Permanente Santa Rosa Medical Center needed to be evacuated.
- In the hours and days that followed, the organization led a successful evacuation of the hospital, continued to serve patient as Santa Rosa and the surrounding areas burned, and eventually re-opened all facilities.
- Kaiser Permanente leaders focused on the multiple needs of members, patients, employees, and the larger community, which faced profound trauma.

Kaiser Permanente Northern California Region

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

Kaiser Permanente Santa Rosa serves about 144,000 members and employs 350 physicians and 2,450 staff

Tubbs Fire Timeline

- 9:43 pm Sunday October 8th: Tubbs Fire starts near Calistoga
- Within 5 hours, multiple large fires in Sonoma and Mendocino counties
- 11:45 pm: Fire travels 12 miles in 3 hours, approaches Santa Rosa from north
- 2:00 am: Fire jumps Hwy 101; continues east; consumes Coffey Park
- 2:30 am: Mass evacuations, bumper-to-bumper traffic leaving area
- 2:45 am: Sutter Santa Rosa Hospital begins evacuation
- 3:30 am: Kaiser Permanente Santa Rosa begins evacuation

Details:

- Diablo winds with gusts up to 80 mph, hot, dry conditions
- High flames moved extremely fast, up to 230 feet per minute
- 759 calls to fire dispatch operators, approximately 1 call every 2 minutes
- Trees down, power lines down, exploding transformers, brush and structure fires, requests for rescue from fires



Photo courtesy of
ABC 7 News



Will Tran ✓
@KRON4WTran

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Breaking-city buses brought in to help evacuate patients from nearby Kaiser Permanente bc of massive wildfires.

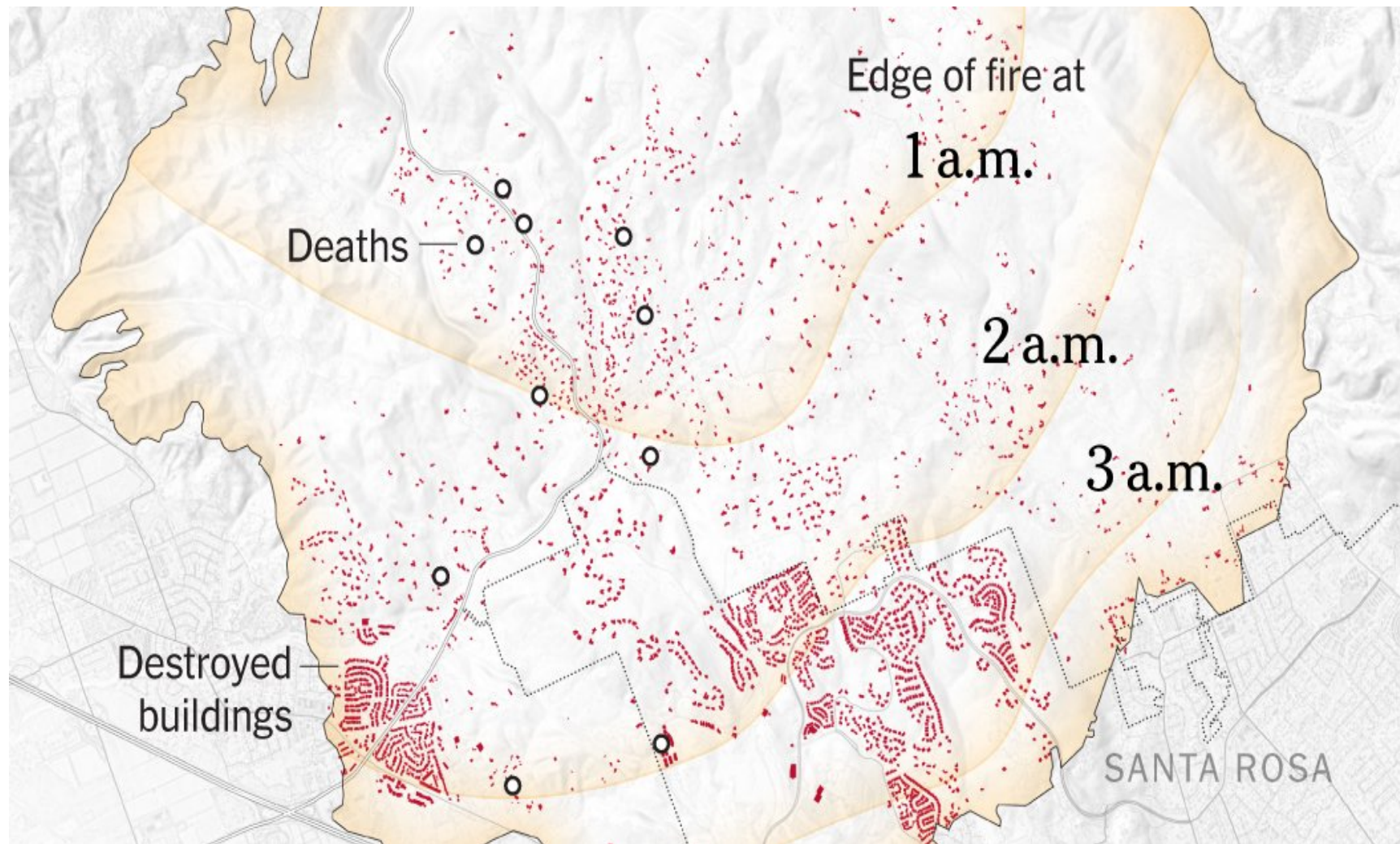


6:16 AM - 9 Oct 2017

- KP Santa Rosa evacuated 122 patients to area facilities in 2 1/2 hours
- KP Santa Rosa Hospital Command Center staff included many who had lost homes, pets
- Medical teams, supplies, and medicine sent to local evacuation centers for 2+ weeks
- KP Rohnert Park clinic campus converted to 12-hour Urgent Care and Pharmacy 10/10 to 10/16
- KP Mercury Way clinic campus: provided walk-in mental health care
- Labor & Delivery: established advice line, slept on site near Santa Rosa Command Center to staff the line
- Surgery: triaged scheduled surgeries including oncologic surgery
- Oncology: moved operations to KP San Rafael
- All other outpatient services appointments triaged
- Santa Rosa on-site clinics reopened October 16th, once removed from evacuation zone
- KP Santa Rosa staff/providers assisted at other KP and area hospitals until Santa Rosa reopened

Support provided to Kaiser Permanente staff and providers:

- Immediate financial support made available for staff affected by fires
- Managers called all staff directly
- Employee Assistance Program and Mental Health provided multiple resources
- Housing Unit activated to provide housing for displaced staff
- On-site child care opened
- Daily bridge line managers meetings; daily communications to staff



Source: New York Times

Kaiser Permanente San Rafael Impact

Evacuated patients from KP Santa Rosa arrived in ambulances, cars, and city buses.



- Most patients from Kaiser Permanente Santa Rosa were evacuated to the Kaiser Permanente San Rafael facility, which received 85 patients within 5 hours.
- The facility's physicians and staff managed the rapidly changing situation with professionalism and calm.

This is a high-level timeline of what transpired early the morning of Oct. 9 at the facility:

- 3:15 am: Kaiser Permanente San Rafael alerted that wildfires reached Santa Rosa, Sutter Santa Rosa was evacuating.
- 3:30 am: Command Center opened. Fires outside KP Santa Rosa
- By 5:30 am: First Kaiser Permanente Santa Rosa patients arrived at KP San Rafael
- The 18-bed San Rafael ED had 71 patients in 3 hours and 150 patients in 12 hours; quickly reached capacity
- 150% increase in Emergency Department visits
- Santa Rosa's surgery cases added to San Rafael's surgical volume
- 70% increase in Pharmacy prescriptions for the Marin service area, including a 118% increase in Petaluma prescriptions in just one week.

Regional Support of Fire Response



Photo by Kirk Pappas

- The Regional Command Center relied on the PlaniTrac information tracking software for each impacted facility to submit requests.
- The Region also opened a separate HR Command Center.

High-level Regional Command Center Timeline:

- 2:30 am Oct. 9 – Santa Rosa CEO notifies regional Senior VP
- 3:14 am – Santa Rosa MD notifies regional Emergency Manager
- 3:15 am – Regional Command Center opened virtually
- 5:15 am – Regional Command Center opened physically in downtown Oakland
- 10:00 am – fully staff RCC operating to assess, support, and coordinate information for KP Northern California
- Bridge line opened and continually monitored
- Communications to all employees re: status, events, planning
- KP HealthConnect (EMR) access for relocating employees
- Human Resources Command Center activated and staffed on another floor
 - Hotline established
 - Monitored and tracked all costs
 - Assisted with child care at Santa Rosa
- Staffed Regional Command Center physically 24/7 for 8 days
- Deployed regional and facility staff to Santa Rosa and San Rafael to assist
- Deactivation trigger: CalFire releasing KP properties from the evacuation zone

Recovery Mode

Kaiser Permanente in Santa Rosa reopens hospital, 17 days after fires forced closure



(1 of 3) Crista Gatti and Israel Vigil embrace in an emergency room filled with Kaiser Medical Center nurses as the hospital opens Wednesday Oct. 25, 2017, since the Tubbs fire ravaged Santa Rosa and Kaiser was forced to evacuate. Gatti lost her home in Coffey Park, and Denise Parsons, bottom, lost her rental house in the same area. (Kent Porter / Press Democrat) 2017

MARTIN ESPINOZA
THE PRESS DEMOCRAT | October 25, 2017, 5:15PM



KP Santa Rosa Recovery

- Hospital de-stocked, extensively cleaned, re-stocked, surveyed by California Department of Public Health
- Utilized multiple regional resources to assist
- Hospital re-opened October 25th, 17 days after the fire

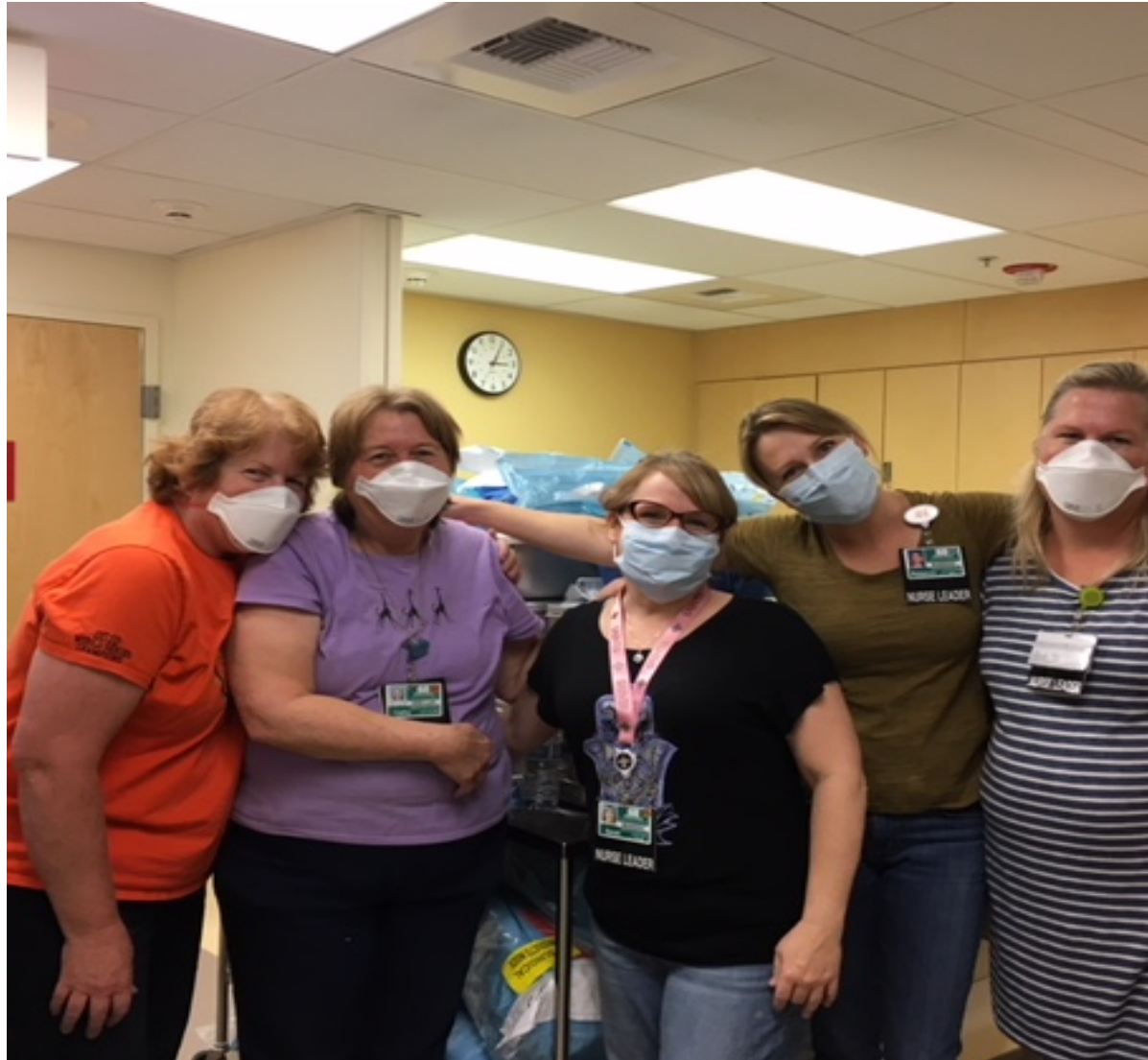
KP San Rafael Recovery

- Patients prepared and transported back to Santa Rosa
- Some additional surge operations continued past Santa Rosa's reopening
- Members and patients were still under evacuation, had semi-permanently relocated, or had lost their homes

KP Regional Command Center Recovery

- Regional Incident Commanders relocated to Santa Rosa for reopening activities
- Brought Tiger Teams of experts to monitor and direct recovery and restoration activities
- KP National Supply Chain organization engaged for resupply

Key Challenges



- Communications / information-sharing was challenging at the outset
- Local and regional resources extremely taxed
- Ongoing fire event with large-scale, "rolling" evacuations
- Many responders lost homes
- Poor air quality inside & outside
- Additional staffing needed to manage patients at SRF, others
- 24/7 medical staffing needed for evacuation centers

Santa Rafael Challenges

- Staffing for the continued high census
- Orientation for non San Rafael staff
 - (Doctors, Nurses, ANMs, EVS, Dieticians, PT etc.)
- Medical and non-medical supplies
- Beds
- Credentialing and HealthConnect access for KP staff from other facilities

Regional Command Center Challenges

- Staffing the Regional Command Center for 24/7 operations in downtown Oakland – staff working around the clock
- Managing staffing requests for San Rafael's ongoing surge
- Developing deactivation triggers
- Logistics – restocking the entire Santa Rosa campus

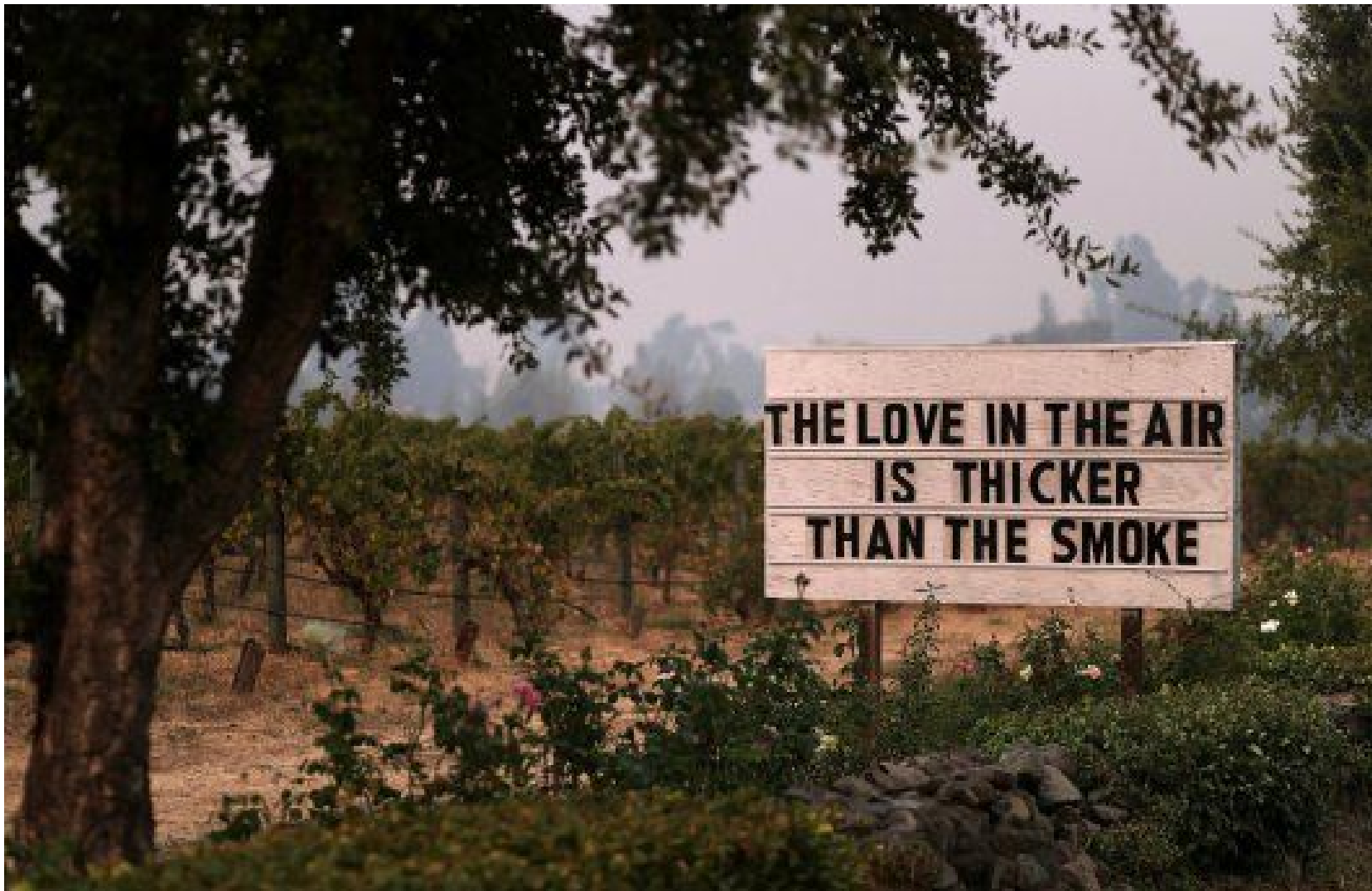
Lessons Learned



Evacuation Lessons

- Create and utilize brief, easily accessible evacuation checklist
- Evacuation should be a parallel process
- Create evacuation kits:
 - Bags for personal items
 - Evacuation report
 - Oxygen, equipment, etc.
- Assign Tracking Leader and immediately establish tracking procedures
- Assign a staff member to every patient
- Get creative with transport
 - Staff buses w/care teams, meds, & equipment
 - Maintain contact with buses
- Utilize Social Media early and often and enlist help of Public Affairs
- Establish HR Command Center/Hotline:
 - Enlisted HR help to manage the immediate needs of impacted employees and physicians, including help with housing, loans, and daycare
- Team Communication: Establish group texts for staff and Managers, “Crew” app Enlist Employee Assistance Program and Psychiatry during the process

Lessons Learned



Lessons – Personal Preparation

- Have evacuation kit ready to go in one location and created a family disaster plan
- Practice your home evacuation procedures
- Sign up for local alerts: Nixle, others; neighborhood groups such as Next Door; keep a list of your neighbors' contacts
- Make sure your policy = current replacement cost
- Be sure to have a “code upgrade” rider on your policy
- Take pictures and videos of your home and belongings - Include clothing, closet contents, jewelry, and personal items
- Consider having a land line. The county will send evacuation notices to this line using reverse 911
- Have a plan with friends/family for a meeting location/agreement for various types of emergencies



View from hospital floor
Photo by Wes McBride

Organizational Preparation Lessons

- Take time to understand materials/supply ordering process and work flows
 - What items have a long lead time?
 - What items are essential for care?
- Ensure share drives are tidy with information regarding operations easily accessible (e.g. patient handouts, room stocking lists, special ordering information)
- Take time to share stories and debrief when returning to work.
- Employees will want to help their coworkers:
 - Established KP Colleague to Colleague North Bay Fires Page: Donation of living space, vacation hours, household items, etc.,



Photo courtesy of John Fannin

In the end...

- More than 200 Kaiser Permanente employees lost their homes
- Tubbs Fire tallies:
 - More than 36,000 acres burned
 - More than 6,800 structures destroyed, including 2,800 in Santa Rosa
 - 22 people died
- North Bay Fires / Wine Country Fires tallies:
 - More than 160,000 acres burned
 - More than 8,400 structures destroyed
 - 42 people died



Photo courtesy of John Fannin



Questions?



Photo courtesy of John Fannin



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