Disaster Planning

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Disasters

- Those we can expect (not necessarily prepared for)
  - Natural
  - Man-made
  - Hybrid – tsunami causes a nuclear power plant meltdown
  - Small medical practice specific
- "Black swan" events
Cyberattack Paralyzes the Largest U.S. Health Care Payment System

The hacking shut down the nation’s biggest health care payment system, causing financial losses that affected a broad spectrum ranging from large hospitals to single-doctor practices.

JAMA Health Forum.

Trends in Ransomware Attacks on U.S. Hospitals, Clinics, and Other Health Care Delivery Organizations, 2016-2021

Change Healthcare cybersecurity outage could persist for weeks, UnitedHealth Group executive suggests

Arthur D. Fu, MD 1971-2020

The Black Swan: The Impact of the Highly Improbable
Nassim Nicholas Taleb
Priority Areas to Address

- Fostering a culture of preparedness
- Building workforce capacity and resilience
- Strengthening cross-sector partnerships


If Disaster Strikes

- Communication
- Patient records
- Computers and systems
- Office building(s)

Disaster Plan Objective

- Management of Communications
  - Staff
  - Patient
  - Hospitals/ORs/Vendors
- Management of Documents
- Management of the Facility/Satellites
- Management of Business Operations
Disaster Preparedness Checklist

- Backup and recovery methods for electronic data
- An inventory with photographs of tangible assets
- Copies of important legal documents
- A list of important telephone contacts and email addresses
- A full-circle call tree for staff
- Instructions for setting up instant messaging technology
- Instructions for securing the records of patients undergoing diagnostic testing/procedures

Management of Staff Communication

Before a Disaster

- Establish written communication protocols (hard copy)
- Distribute a written chain of command (hard copy checklist)
- Maintain a list of all employee phone numbers off-site & electronically
- Maintain emergency contact information for employees
- Specific instructions for staff
  - Where to report
  - What to do

Curis Disaster Planning for the Medical Office 2020.
Management of Staff Communication

**During and After a Disaster**

- Give instructions to your answering service on how to answer calls.
- Messaging to employees/patients (text, practice website, call in message)
- Ensure staff and patient safety. Is the practice operational or not?
- Utilize social media and local media to contact staff if necessary
- Offer staff transportation if necessary
- After disaster debriefing. Lessons learned, process improvement

-management of patient communication before a disaster

- Have a plan for handling high-risk pts
- If the disaster is foreseeable
  - Hard copy of patient list/last clinic note
  - Appointment management
  - Protect patient
  - OTHER EXECUTABLES


Management of Patient Communication

**Before a Disaster**

- Communicate via email or text if possible
- Place notices on office doors with phone numbers containing up-to-date messages
- Office visits
  - Emergencies, post-ops, injections, GENERAL OPHTHALMOLOGIST DELUGE
  - Satellite offices, temporary location, hospital ER, another practice
- Special staff roles
  - Patient scheduling
  - Medication management
Other Issues
Before a Disaster

• Have a plan for office coverage based on physician/staff proximity
• Have a policy in place for cross-training issues
• Develop a plan on how you will handle elective surgery and patient communication. The OR and physicians should work together on cancellations and rescheduling.
• Have battery chargers on hand for staff to use

Management of Hospital/OR Communication
During and After a Disaster

• Designate one staff member to stay in touch with each physician. Consider having a back-up physician on-site at the hospital if necessary.
• Use the hospital pharmacy to store drugs (for any perishable drugs if you do not have a generator). Discuss your options with your hospital so you know what to do when the need to store arises.
• Work with your hospital admissions department. In the event of a disaster, your physician may have to see patients in the emergency room versus a direct hospital admission.
• Give a list of staff cell phone numbers to major hospital departments (e.g. Operating Room, Emergency Room).
• Stress testing the back up systems frequently. They also recommend testing the competency of personnel who will be called during a power failure.

Management of Documents - EMR

• Protect equipment/records
• Inventory equipment
• Monitor equipment
• Back up data with offsite storage
• Be prepared for data lost to a cyber attack
• Stress test the system routinely (MIPS security risk analysis)
Management of Documents
*If Records are Destroyed*

- Notify patients
- Record re-creation
  - Those kept by the patient
  - Those kept by referring doctors
  - Basic paper office visit record
  - Others

Management of the Facility
*Before a Disaster*

- Know your area resources (plumbing, electrical, fire…)
- Vendor contact list
  - Drug distributors, pharmacies
  - Restoration companies
- Identify potential temporary office location(s)
- Have a plan for temporary location setup
- Keep a portable disaster kit
- Keep an up-to-date inventory list of all supplies in your office. If your building is destroyed or damaged, having this list will allow you to itemize your losses and replace needed items.

Management of the Facility
*During and After a Disaster*

- Provide for equipment and electrical safety
- Have a containment area available
- Adjust your level of service depending on the type of disaster
- Consider developing an employee relief fund or soliciting donations to help those in need.
- If you anticipate flooding:
  - Cover all computers and other equipment with plastic to prevent water damage.
  - Elevate all equipment if the floor is possible.
  - Utilize sandbags
- Generators?
- DRUGS?
Management of Business Operations  
**Before a Disaster**

- Review insurance policies for current coverage
  - Re-evaluate current deductibles
  - Consider all types of disasters and whether your coverage is adequate
- Keep copies of insurance policies, contracts, business licenses, etc.
  - Easily accessible
  - File folder system
- Develop a back-up billing system in case of computer malfunction

Management of Business Operations  
**During and After a Disaster**

- Notify your property insurance carrier. When reporting a claim, the description of the event is essential in order to determine coverage. There have been insurance disputes over simple definitions such as “storm surge” versus “flood.”
- Notify the postal service to hold all mail.
- Call the phone company. They may be able to do a back-up for missed calls and voicemails. Note that a possible charge may apply.

Disaster Protection - Insurance

- Business disruption insurance
- Cyber insurance
- Key man insurance
- Disability
Implementing a Disaster Plan

- Quarterly practice disaster test
- Pick different scenarios (flood, cyber attack)
- Security risk analysis by outside party
- Drill with all staff members
- Meet afterward to discuss
- Refine your disaster plan accordingly

Conclusion

- You can’t be disaster-proof but you can be disaster-ready
- Mitigate known risks
  - Back-ups
  - Emergency kits, batteries
  - Appropriate insurance
  - Cyber attack protections
- Create a culture of preparedness
  - Plans
  - Checklists
  - Drills

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