

**2014**



**HARVARD**

**SCHOOL OF PUBLIC HEALTH**

Emergency Preparedness and Response  
Exercise Program



# **MDPH HOSPITAL EVACUATION TOOLKIT**

## **VIII. HOSPITAL SHELTER-IN-PLACE PLAN CHECKLIST**





## Hospital Shelter-In-Place Plan Checklist

### INITIAL DECISION MAKING AND INCIDENT MANAGEMENT

#### Assessment of Initial Priorities

Following notification of a threat and/or disaster event, does your plan specify:

- How a structured threat assessment is being performed with respect to the facility's ability to successfully shelter-in-place?
- Who is assessing critical infrastructure and key resources? How is that information being reported?
- How the unit-level situation reporting is being aggregated and communicated to hospital leadership?
- How long it will take to perform a full assessment of the hospital's operational capabilities prior to and following the threat?

#### Establishment of Incident Command Structure

Does your plan specify:

- How do you rapidly compile, verify and share information/reports?
- When do you need your first Incident Action Plan (IAP) to be completed?
- Who is responsible for the development of a staffing plan for HICS leadership when sheltering? When will this be performed?

#### Determination of Shelter-in-Place Trigger Points

Does your plan specify:

- What are the specific triggers that you will use to decide whether to shelter-in-place?
- Is there a decision tree or matrix that would help with the decision either to activate the shelter-in-place or evacuation plans?
- What are the critical pieces of infrastructure that are required to safely shelter-in-place?
- What is needed to maintain these operations for essential infrastructure?

#### Authority to Make Shelter-In-Place Decisions

Does your plan specify:

- Who has authority to order shelter-in-place?
- How do personnel begin to shelter-in-place or evacuate without instruction from leadership or incident management if they perceive an impending life threat?
- Is there someone on-site 24/7 who has the authority to order a partial or full evacuation?
- Does the CEO/Board of Directors reserve the right to overrule operational decisions regarding evacuation or sheltering?
- What input/influence outside agencies will have on decisions to shelter-in-place (i.e. state or local public health, fire department leadership, emergency management, etc.)?



### **Contact with Local Public Safety Incident Command System(s), Surrounding Communities, & Other Response Partners**

Does your plan specify:

- What mechanisms are used to send and receive information regarding evacuation or sheltering decisions?
- What types of information you need from local public safety and local public health representatives to make a sheltering decision?
- Are there any permissions needed from external agencies or partners when deciding to shelter-in-place?
- Have you identified all of the partners whom you need to notify after deciding to shelter-in-place?
- How and when will you notify these partners after deciding to shelter-in-place?
- How frequently will you update your partners with information regarding your sheltering operations and operational status?



# SHELTER-IN-PLACE OPERATIONS

## Primary Operational Objectives in Conducting a Hospital Shelter-In-Place

- Do you have pre-specified primary operational objectives after deciding to shelter-in-place?
- Are these objectives planned to be communicated to staff?
- Does your plan specify which section of your IC structure is primarily responsible for each objective?

## Hospital Departments Involved in Sheltering Operations

- Does every department in the hospital know its respective role(s) during shelter-in-place operations?
- Does the plan specify how the labor pool will operate differently during sheltering operations from other types of EOP activations?
- Are there specific guidelines for which services and functions may be automatically suspended during sheltering operations?

## Roles of Partner Agencies

Does your plan specify:

- The operational supports that partner agencies may be able offer that would be of assistance in sheltering operations?
- The specific resources that may be available to you from your partner agencies if you choose to shelter?
- How soon these external assets may be available?

## Primary Methods of Communication

Does your plan specify:

- Your primary methods of internal and external communication?
- How you will communicate the shelter-in-place decision to staff, patients, and families who are on the hospital premises during sheltering?
- How you will communicate the shelter-in-place decision to staff, patients, and families who are not on the hospital premises during sheltering?
- How you will communicate changes to the plan as they occur?

## Ongoing Threat Assessment

Does your plan specify:

- Specific trigger points/metrics that can be used to decide whether to evacuate as the event evolves? When reassessment is planned to occur?
- Who is responsible for the ongoing threat assessment?
- How frequently will this information be assessed?
- What information is necessary to inform the decision?



### Strengthen Critical Infrastructure

Does your plan specify:

- How you will meet your immediate staffing needs?
- How you will meet your extended staffing needs (if needed)?
- How you will ensure the provision of water and food for patient care and consumption?
- How you will protect/maintain your generators?
- How you will obtain essential supplies (fuel, food, water) if the event is prolonged?
- How you will obtain/provide other supplies (linen, specialty items, etc.) if the event is prolonged?
- How you will support patient and staff toileting if plumbing systems are not functional during sheltering operations?

### Altering Staff Plans

Does your plan specify:

- Your primary methods of external communication with staff?
- Considerations for changing staff schedules to meet needs (extended shifts, re-tasking)?
- How you will meet your staff's personal needs (transport, sleeping, food, etc.)?
- Consideration for staffs' family safety needs?
- Consideration for staffs' pet care needs?

### Establishment of Appropriate Security

Does your plan specify:

- The priorities, in order, for hospital security at the outset of shelter-in-place operations?
- If there are adequate resources to maintain security at all operational sites?
- Additional options for internal and external security and crowd control other than local law enforcement?
- How these resources be will accessed and who has authority over them?
- How this will be coordinated and supervised?
- How you will maintain security for special patient populations?
  - Infants
  - Children
  - Psychiatric patients
  - Prisoners

### Patient Assessment and/or Prioritization for Expedited Discharge

Does your plan specify:

- Uniform and specific standards for reverse triage within the institution?
- If reverse triage standards are known to providers?
- Who (specifically) will be tasked with making patient assessment and discharge decisions?
- How staff oversee the process (centralized vs. decentralized) of discharge?
- How will information on potentially dischargeable patients be compiled and incorporated into IAPs?
- How care coordination will happen for shelter-in-place patients who may need services at home?



Who is responsible for this?
<input type="checkbox"/> How patients are prepared for rapid and safe discharge in anticipation of, or after sheltering?
<input type="checkbox"/> If patients will receive a supply of needed medications on discharge if it is likely that pharmacies will not be open in the community?
<input type="checkbox"/> How to discharge patients who may elect to leave AMA during a shelter-in-place? What to do if patients cannot be located during sheltering and may have eloped?
<input type="checkbox"/> A place for discharged patients and/or families of inpatients to be cared for if they are unable to safely leave the facility?
<b>Resources Needed for Shelter-in-Place Operations</b> Does your plan specify:
<input type="checkbox"/> The additional resources you require that are unique to sheltering operations?
<input type="checkbox"/> The contents of a specific cache of supplies that each unit would need to successfully shelter-in-place?
<input type="checkbox"/> A mechanism for rapidly shutting down the HVAC?
<input type="checkbox"/> A mechanism for rapidly sealing the facility (e.g. sealing vents, doors and windows with tape and plastic)
<input type="checkbox"/> A mechanism to rapidly move patients to Shelter-in-place locations (i.e. for a tornado or other immediate threat)?
<input type="checkbox"/> Specific safe refuge locations and routing options to those locations within the facility?
<input type="checkbox"/> How patient and staff safety will be monitored and supported during operations?
<input type="checkbox"/> Mechanisms to identify staff capable of performing heavy physical labor if needed?
<input type="checkbox"/> Methods of patient transport that will be utilized to execute transfers to designated shelter-in locations?
<b>Maintaining Patient Care</b> Does your plan specify:
<input type="checkbox"/> How to maintain continuity of care if the usual equipment is not available during the sheltering process?
<input type="checkbox"/> Special measures for sheltering patients who are actively receiving or needing surgery during sheltering operations?
<input type="checkbox"/> Special measures to provide care for acute or critically ill patients?
<input type="checkbox"/> Procedures to document clinical information, particularly for long sheltering operations if routine information systems assets are not available?
<input type="checkbox"/> Special measures for pediatric (including neonatal) patients while sheltering?



## RECOVERY

### Recovery Objectives

Does your plan specify:

- Pre-scripted recovery objectives following sheltering operations?
- How to terminate sheltering operations and return to normal operations?

### Process of Recovery

Does your plan specify:

- Who has the authority to initiate return to normal operations?
- The procedure to return to normal operations?
- Defined triggers for going back to normal operations?
- Unique facility considerations that may be needed after sheltering in place?
- The resources that are needed for full recovery after sheltering?

### Communication During Recovery

Does your plan specify:

- Who you are communicating with during recovery?
- How hospital staff, patients, and visitors will be notified about the return to normal operations?
- How you will notify the public that the hospital has returned to normal operations?
- What role(s) partner agencies will play in the recovery process after sheltering?



### Appendix 1: Evacuations and Shelter-in-place decision paths





