



# Emergency Response lessons learned from 2020

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What went well? What didn't? What changes may be coming?

# 2020 A Year in Review

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- Topics for today
  - Looking back at the CMS Emergency Planning Requirements
  - COVID 19 Timeline
  - Immediate Impacts
  - Supply Chain Issues
  - Information Sharing Issues
  - Expectation for the future

# Looking Back

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## Remember when?

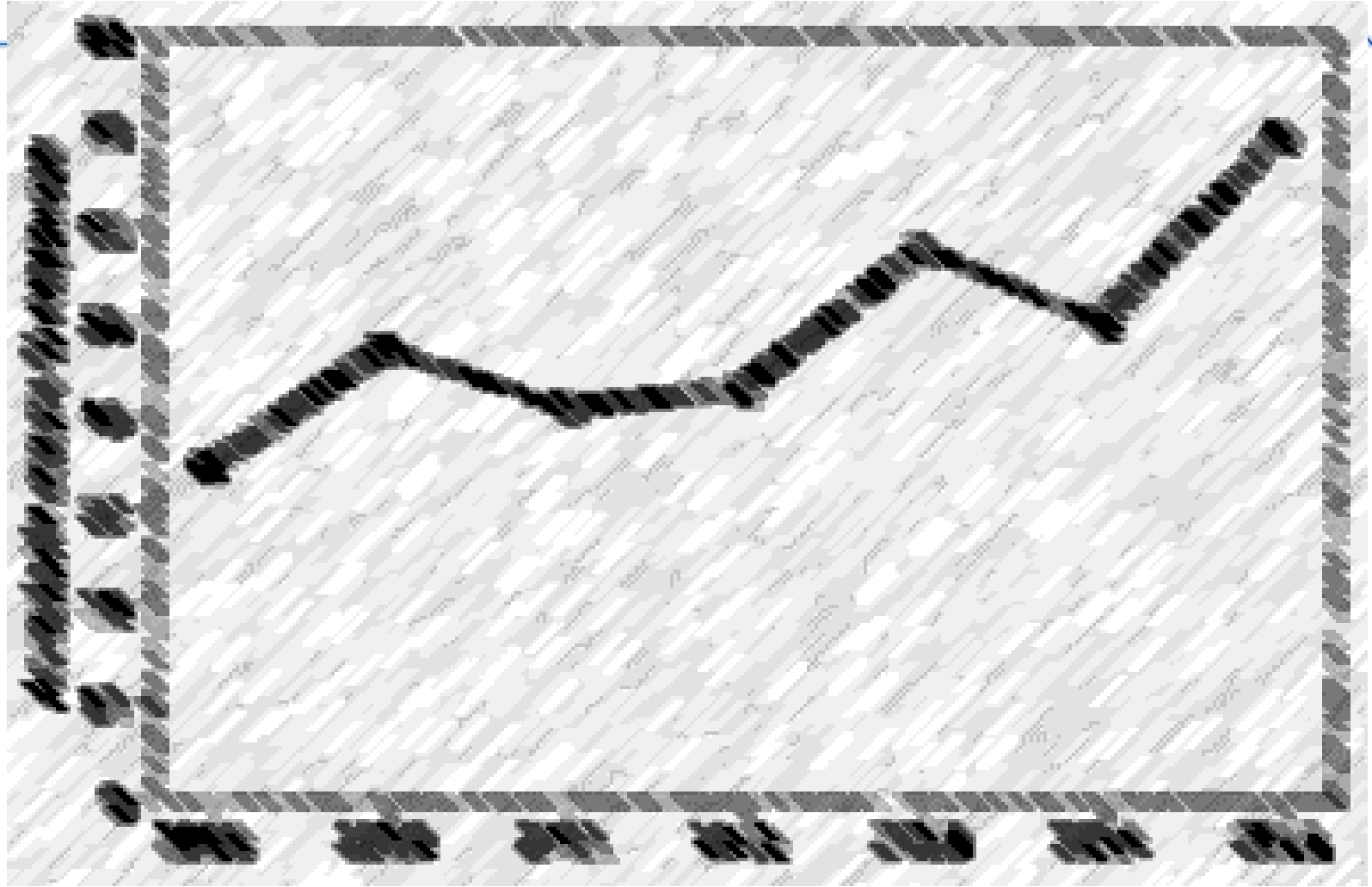
- September 8, 2016, Center for Medicare Medicaid Services issued the Emergency Preparedness Rule for all 17 provider types.
- Generally speaking, the requirement included the following:
  - Development of an emergency plan
  - Completion of a risk/threat assessment
  - Development of a communication plan
  - Providing training for staff
  - Completion of annual exercises, tabletop and full-scale community wide

# Plan Development Positives

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- Foster relationships with Local, State, Federal, Tribal and Territorial response agencies
- Creation and maintenance of Emergency contacts for use during emergency situations.
- Encourage health care providers to collaborate with local emergency management agencies for plan development.
- Identify potential hazards that could affect delivery of services or the community
- Mitigation of impacts from those identified threats
- Create a strategy for return to “normal” Operations



# But Then.....



- January 9 - “World Health Organization announces Mysterious Coronavirus-Related Pneumonia in Wuhan, China”
- January 20 - US Airports start Screening Passengers
- January 21 - CDC Confirms first US Coronavirus case
- January 23 - Wuhan under quarantine
- February 3 - US Declares a Public Health Emergency
- March 11 – WHO Declares COVID-19 a Pandemic
- March 13 - President Trump Declares National Emergency
- March 17 - CMS Expands the use of telehealth

# Early Projections



- 2.2 Million Deaths in the United States (CDC Estimates approximately 1.5 million deaths in the US)
- Infection Rates projected as high as 75%
- Actual numbers to date (approximate):
  - 33.4 million cases (just over 10%)
  - 597,000 deaths

(Just to be fair, early numbers are almost never right)

# Immediate Impacts:





# Immediate Impacts...



## Supply Chain Issues

- Leading manufacturer of N95 Masks – Wuhan, China
- Leading manufacturer of medical gowns, procedure gowns, et. al. – Wuhan, China
- Leading manufacturer for test kits – Wuhan China
- China's response to dependence on foreign countries for supplies in recent years spawned a recruiting program by their government, making them a powerhouse dominating PPE manufacturing.

# The Strategic National Stockpile (SNS)

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- The SNS was created in 1998 with intent to deliver pharmaceuticals, slowly expanded over time to include antibiotics, vaccines, antitoxins, chemical antidotes, and other medical supplies.
- Identified Shortfalls
  - Unrealistic expectations for use of the SNS
  - Historic underfunding of the SNS and SLTT public health preparedness
  - A lack of timely decisions regarding energizing supply chains
  - Federal government's altering the mission of the SNS during the national emergency
- <https://youtu.be/ynH57C1T2Vw>

*(RAND Corporation report to Committee on Homeland Security and Government Affairs, June 2020)*

# Additional Supply Chain Issues



- Change in mission of the SNS
  - When the SNS was created the intent was to provide the right medicines and supplies to those who needed them the most during a disaster.
  - Statements made by federal partners in April of 2020 said the mission of the stockpile was to “Supplement state and local supplies during public health emergencies” and called the SNS a short term stopgap when materials were not immediately available.

*Newsweek, April 3, 2020, <https://www.newsweek.com/strategic-national-stockpile-website-changes-after-jared-kushners-controversial-claim-it-was-not-1496051>.*

# Supply Chain Issues Continued



- Many Medical Facilities had adopted a “just in time” stance on ordering supplies.
- Supply Chain managers did not maintain a deep bench for purchasing supplies (only one vendor)
- The war for medical supplies found all levels of government competing against the private sector and each other for acquisition of supplies.
- Lack of understanding of urgency put medical entities in the US at a distinct disadvantage while waiting for an emergency declaration when ordering supplies.

# The Good



- Transition to manufacture of critical PPE by Private Sector Partners
  - John Deere – Face Shields
  - Education Partners – Face Shields and Respirator Parts
  - Breweries and distilleries – Hand Sanitizers
  - Multiple Partners – Cloth Face Masks
  - Donations at one point in the response accounted for over 60% of total PPE acquired for distribution to essential medical facilities
- Sharing Amongst Competitors
  - Competing agencies that were closed by gubernatorial proclamation donated large quantities of PPE for medical facilities

# Misinformation to Lack of Information to Disinformation

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- **Misinformation:**

- If you drink bleach, it will prevent COVID 19
- FEMA is hijacking PPE orders and using them to protect government officials
- The “government” is going to make it so we can’t leave home, who will bring me groceries?
- The “government” said I’m an essential worker so I have to go to work.
- I have a “government” issued card that says I don’t have to wear a mask.

Please encourage folks to use vetted sources of information and fact-checking to avoid passing along potentially false information

# Lack of Information

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- Initial lack of understanding of the virus caused delays in the release of preventative information.
- Lack of understanding of the virus created public panic in response to reports
- Public Information releases were often delayed while sorting out conflicting reports
- Political pressure/elected officials caused confusion with public messaging

# Disinformation

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- Disinformation from various organizations attempting for further their cause created a lack of public trust and additional confusion.
  - Initially Cloth Masks were initially reported to be less than 1% affective for prevention but later a recommended level of PPE by Center for Disease Control.
  - Business competitors were providing disinformation to keep a competitive edge on the opposition or discredit opposition.



# The Good

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- The creation of Joint Information Centers and standardization of messages became a practice with local response organizations in Iowa.
- Use of 211 as a collector of questions and repository of the most current information alleviated many of the most common questions from the public and provided a central place for people to go to ask common questions.



# Business Continuity

# Businesses Struggling due to COVID

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- Immediate impacts to those businesses forced to close by Government proclamation:
  - Non-essential retail
  - Restaurants
  - Live performance entertainment industry
  - Gyms
  - Varied manufacturing facilities
  - Many, Many more

# Emergency Planning

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- Companies that had developed strong business continuity plans were able to maintain service with little interruption (Mid American Energy, Insurance Companies, Fiber and Network delivery, Utilities)
- Government agencies that had spent time working on Continuity of Government plans and Continuity of Operations Plans were able to deliver critical functions to the public with minimal interruption.

# Emergency Planning(cont.)

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- Organizations that had previously developed partnerships with response agencies were better equipped to find information and reach out for assistance.
- Organizations with well developed emergency plans had developed delegation of authority and a clear understanding of roles and responsibilities for Administration and staff

# THE GOOD

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## Business Continuity

- Identification of essential workforce
- Ability to transition to a virtual environment
- More adaptable to an ever-changing environment
- Able to continue essential functions in the absence of key leadership due to illness



# The Future

# Re-evaluation of Threat



- Traditional Threat Consideration Formula
  - Probability
  - Consequence
    - Life Safety
    - Facility/Structure
    - Business Interruption
  - Preparedness
    - Planning
    - Internal Response Capability
    - External Response Capability
  - Duration of Event



# Business Continuity as a Global Concept

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- Prior to COVID – 19 Business continuity focused on a single facility or campus experiencing a disaster (fire, tornado, etc.)
- Considerations for future planning should take into consideration of a corporate wide impact.
- NIKE business continuity struggled with dissimilar responses based on politics in many states to maintain operations.
- Prioritization of facilities and essential functions must be a consideration

# Essential Functions

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- Planning Considerations
  - Identification of Essential Functions
  - Identification of Essential Employees
  - Potential virtual workplace options
  - Considerations for planning, training and exercise of virtual workplace for essential employees

*Many large business partners are examining the concept of a modified workplace in order to keep a percentage of their workforce segmented to ensure critical functions can continue.*

# The Future of Supply Chain Management

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- For Medical Community, Just in Time Purchasing might not be the way
  - Storage
  - Life expectancy
  - Stockpile Management
- Depth of Field for vendors is a must
- Planning efforts should include considerations for non-traditional sources
- Agreements should be made in blue sky, not dark sky times.
- Variation in manufacturer location

# Information Sharing

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- Who are your trusted Sources of Information?
- How do you communicate potential threat information to your staff and when is it appropriate to do so?
- What information do you need to share with your clients and when is it appropriate to do so?
- What information do you share with vendors, suppliers, etc.?
- How do you communicate with Emergency Response Agencies and how do you ensure bi-lateral communication?

# Staying Relevant in an International Crisis

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- What Services, equipment, personnel do you have that contribute to the solution?
- How can you provide significant input into the solution?
- Even contributions you may consider small may make a significant impact.

# Questions?

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# Contact Information

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