




COLUMBUS REGIONAL HOSPITAL

*Columbus Regional Hospital
Disaster Recovery*

Health Connect Partners Radiology & Imaging Conference
April 14 – 16, 2010

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Key Points

- Compare and contrast a hospital being a support in a disaster to being the victim of a disaster
- Discuss the effects and consequences of a hospital being suddenly closed
- Identify all of the complications of restoring temporary operations
- Identify all of the complications of restoring and reopening the facility
- Explain the short and long term difficulties your organization will face in the months/years ahead
- Identify the went well and do differently lessons of a disaster recovery


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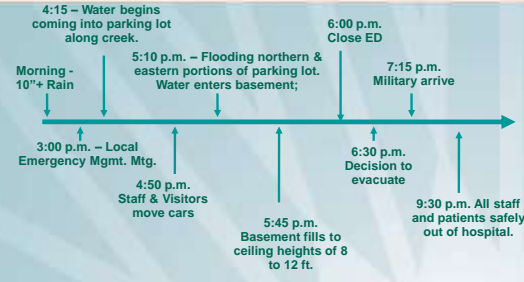
Leading Events

- A lot of rain during the previous 2 weeks
- Retention ponds, rivers, and creeks full
- Tornadoes in the area on Wednesday
- 10+” of rain previous 24 hours

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Timeline of events on June 7, 2008



Timeline of events on June 7, 2008:

- Morning - 10"+ Rain
- 3:00 p.m. - Local Emergency Mgmt. Mtg.
- 4:15 - Water begins coming into parking lot along creek.
- 4:50 p.m. Staff & Visitors move cars
- 5:10 p.m. - Flooding northern & eastern portions of parking lot. Water enters basement;
- 5:45 p.m. Basement fills to ceiling heights of 8 to 12 ft.
- 6:00 p.m. Close ED
- 6:30 p.m. Decision to evacuate
- 7:15 p.m. Military arrive
- 9:30 p.m. All staff and patients safely out of hospital.

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CRH on June 7, 2008



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Looking South



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 Hospital as a victim


- What the ????
- Evacuation
 - National Guard arrives
 - Loss of power
 - Dark, wet stairwells
 - Carrying patients, all kinds of patients
 - Where do the patients go? How do they go?
 - People took charge – was there a plan?
- Communication shut down

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 Community Impact

- Nearly 2,000 homes damaged
 - 150 totally destroyed
- 2nd largest employer -- 1,700 full/part time employees
- Hospital mission unable to be kept
- Emergency care does not exist
- Health system totally disrupted – MDs too
- Fear
 - Health
 - Financial

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 Flood Impact

- Nearly 300,000 square feet damaged
- 6 - 12 inches of water on the first floor
- Basement completely flooded
 - Lab
 - Pharmacy
 - Kitchen
 - IT – PACS servers
 - Storeroom and Central Sterile Supply
 - Radiology File Room

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 We're Closed



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Now what?

- Met at City Hall Sunday A.M.
- How / What services to re-establish
 - ED #1 priority
 - Diagnostic Services
 - Lab
 - Imaging – CDI, Indiana Heart, Mobile Services
 - PT/OT, Sleep lab
 - Cancer Center

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Other space needs

- Equipment storage and clean up
 - Duke energy, airport, other underused / vacant
- Meeting space of course!
 - Staff
 - Leadership
 - Large group and small group
- Offices
 - Executive team got lucky!
 - Directors and Managers – not so much .. ☹

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Outside of the Lab (Basement)



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Lab



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Film File Room Aftermath

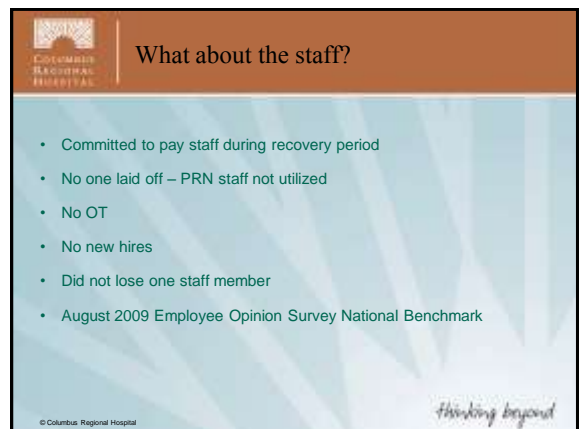


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.... the storeroom



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What about the staff?

- **Community Service:**
 - Over 150 homes destroyed hundreds of others heavily damaged. All agencies in need of assistance – United Way, Food Centers, Shelters, etc.
 - Between 6/22 – 10/11 3355 shifts were worked out in support of the community.
 - Started Registry Service:
 - Staff sent to area hospitals to help support them with our patient load.

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What about the Radiology Staff?

- Deployed to other areas – worked security, cleaned equipment, furniture, lab slides (over a million)
- Deployed to area hospitals and imaging centers to assist with their increase in volumes
- Reception staff worked in reception trailer
- Covered CT 24/7
- Limited Diagnostic Staff covered ED area only most of the time
- MRI covered normal shifts – very limited exams
- Ultrasound worked out of portable office, then Breast Center
- Nuclear Medicine mobile and outsourced

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Rebuilding Radiology

- Reopening in 90 days ?
- Previous discussions of Strategic Business Alliance
- 64 slice CT, 16 slice CT, Digital Rad Room, 3 Ultrasound machines, upgraded and moved MRI (from LX to HDx), PET/CT (oncology and cardiac) for \$5 Million
- Hundreds of other things missing or destroyed
- Freedom to do the right thing ... It is only temporary

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PET / CT oops



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Nuclear Medicine the last to move





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Reopening Services

- June 9th - outpatient services open at locations across the community
- June 22nd - Carolinas MED-1 mobile emergency unit opens
- August - Interim Emergency Department officially opens and mobile unit closes
- October 27, 2008 - Inpatient and surgical services opened within building
- May 15, 2009 - Nuclear Medicine, Lab, Pharmacy, and tower elevators open.

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Elevators



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The new and improved Lab



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Making Us Better

- Remodeled Cancer Center, Birthing Center, and Mental Health Center
- All new drywall, carpeting, paint across 1st floor
- Improved patient registration and greeting process with free valet parking
- New Room Service for patient meals
- All new radiology equipment for faster scan times and higher quality images
- Lean Sigma – 70+ projects
 - Nursing model redesign
 - Radiology projects

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Work Still Undone

- Cafeteria
 - Kitchen
- Innovation Center
- Other ???

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Basement -- January 2010



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Temporary flood barrier



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 March 2010




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 Financial Impact


- Estimated total damages at \$178 million (property damage, employee payroll, business interruption)
 - Received \$119 million so far from a variety of sources
 - Submitted \$37.7 million in additional funding
 - \$35 million shortfall

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 Let's not forget FEMA

- Our insurance problem ...
- How the process works
 - Debris Removal (90% / 21 days)
 - Protective/Security Measures (90% / 21 days)
 - Building and Equipment replacement (75%)
 - Equipment upgrade (Improvements 75%)
 - Improvement projects (Alternative projects 56.25%)
- Property ledgers
- P.O., invoices, meeting minutes, etc.
- Designee to manage the process
- Work with them they're not evil
- http://www.fema.gov/government/grant/pa/re_categories.shtm

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 Lessons Learned


- Disaster Manual – you could be the disaster!
- Everything takes longer than you think it will
 - Opportunities and missed opportunities
- Document Document Document Document
- Cell phones are useless (for a number of reasons)
- Do you have current phone numbers and email addresses?
- Emotional crash at some point
- Some staff still struggling to adjust to new "normal"

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 Went Well

- A lot of things are now new!
- New friends / lifetime bond
- Sense of purpose
- We are now a "No B.S." organization
- MD commitment

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 Final Thoughts

- You may be the DISASTER: Have you planned for this?
- Location: Think about where you would relocate your department if you have too.
- Vendor Relationships: Do you have contacts with mobile services?
- Power: Portable Generators – where can you get them?
- Communication: Phone trees, cell numbers, private email, regular meetings with staff and leaders – update routinely, not annually!
- Radiologists: What are their needs? Where will they read? You are their source of income.
- Staff: Emotional support ? Things will never be the same.

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 Almost forgot



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- Any Questions?
- Thank you!

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