



2017 ANNUAL REPORT

GNYHA Emergency
Preparedness
Initiatives and
Activities



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GNYHA is deeply committed to helping members enhance their efforts to plan for, respond to, and recover from the range of emergencies and disasters that could take place in the New York region. When events do occur, GNYHA works with members, other provider groups, and City, State, and Federal emergency management agencies to facilitate a coordinated, comprehensive response. This report summarizes emergency preparedness and response activities undertaken in 2017.

GNYHA provides resources and programming that help members develop and improve their emergency preparedness, response, and recovery strategies. GNYHA also undertakes activities to improve coordination and communication between the health care sector and government response agencies. Many of these initiatives have focused on improving processes with New York City (NYC) response partners. While these processes directly impact NYC-based hospitals, GNYHA attempts to broaden concepts and resources for members outside of the City. GNYHA is interested in supporting similar processes in other jurisdictions.

TRAINING AND PROGRAMMING ON EMERGENCY PREPAREDNESS TOPICS

CMS Final Rule on Emergency Preparedness

Throughout 2017, GNYHA assisted members in their efforts to implement the Centers for Medicare & Medicaid Services (CMS) Final Rule on Emergency Preparedness, with which they were required to comply by November 15, 2017. In addition to making members aware of resources, tools, and updates, GNYHA developed several resources to help members understand the rule and achieve compliance. These included:

- *CMS Final Rule Descriptions*
- *Crosswalk of Provider Types*

CMS Final Rule for Emergency Preparedness: Descriptions of Applicable City and State Systems, Processes, Resources, and Capabilities

This tool provides brief descriptions of existing systems, processes, resources, and capabilities that directly address the CMS final rule. The tool was developed with the New York City Department of Health and Mental Hygiene (DOHMH), New York City Emergency Management (NYCEM), and the New York State Department of Health (DOH).



<https://www.gnyha.org/tool/cms-final-rule-descriptions/>

Crosswalk of CMS Provider Types in the Emergency Preparedness Final Rule

This tool provides a crosswalk of the 17 CMS provider types in the final rule with the corresponding article or articles within the New York State Public Health and Mental Hygiene Laws.



<https://www.gnyha.org/tool/crosswalk-of-cms-provider-types/>

Coastal Storm Preparedness

Preparing member hospitals to respond to coastal storms is an ongoing focus for GNYHA.

June 2017: GNYHA, with emergency management and public health agencies, developed and shared the *NYC Coastal Storm Operations Overview for Healthcare Facilities*, which provides key planning assumptions, City and State agency actions, and response timelines.

August 2017: GNYHA, with emergency management and public health agencies, developed and shared a *2017 Coastal Storm Season: Community Evacuation and Sheltering Operations* memo to increase member awareness of City evacuation operations and the possibility of needing to shelter medically vulnerable community members removed from evacuation zones.

October 2017: GNYHA hosted *Hurricanes and the Health Care Sector: What We Can Learn from Hurricanes Harvey and Irma, and What We Learned from Hurricane Sandy*. This conference examined the experiences of the health care communities in Southeast Texas and Florida during Hurricanes Harvey and Irma, respectively, and provided our region's health care leaders with the opportunity to reflect on progress made and remaining vulnerabilities on the fifth anniversary of Hurricane Sandy.

NYC Coastal Storm Operations Overview for Healthcare Facilities



<https://www.gnyha.org/tool/nyc-coastal-storm-operations-overview-for-health-care-facilities/>

2017 Coastal Storm Season: Community Evacuation and Sheltering Operations



<https://www.gnyha.org/news/2017-coastal-storm-season-community-evacuation-and-sheltering-operations/>

Hurricanes and the Health Care Sector



A panel of leaders from NYC Health + Hospitals, Mount Sinai Health System, and Northwell Health explored strategies to create resilient health care organizations that can continue to serve their communities and patients during disasters.



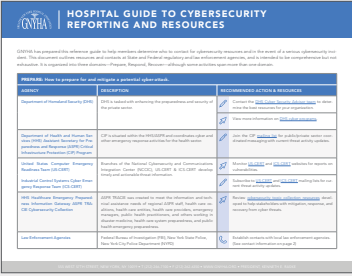
<https://www.gnyha.org/event/hurricanes-and-the-health-care-sector/>

Cybersecurity

As the health care sector is increasingly targeted by cyber criminals, GNYHA has undertaken a number of activities to support member planning and response.

April 2017: With the Department of Homeland Security (DHS) National Cyber Exercise and Planning Program, GNYHA and the Healthcare Association of New York State (HANYS) hosted a facilitated discussion with member hospitals, law enforcement, and regulatory agencies on the response to a significant cyber-attack at a hospital. The facilitated discussion resulted in the development of a *Hospital Guide to Cybersecurity Reporting and Resources*.


Guide to Cybersecurity Reporting and Resources



The cover of the document features the GNYHA logo and the title "HOSPITAL GUIDE TO CYBERSECURITY REPORTING AND RESOURCES". Below the title is a table with columns for "ACTION", "DESCRIPTION", and "RECOMMENDED ACTION & RESOURCE".

<https://www.gnyha.org/tool/hospital-guide-to-cybersecurity-reporting-and-resources/>

Cybersecurity Program and Threat Briefing



A photograph of a man in a suit and tie speaking at a podium with a microphone.

A DHS representative discussed agency cybersecurity resources

Cybersecurity Targeted Solution Set



The cover features the GNYHA Ventures logo and the title "Targeted Solution Set" above a large grey box containing the word "CYBERSECURITY".

<https://www.gnyha.org/tool/gnyha-ventures-cybersecurity-targeted-solution-set/>

July 2017: GNYHA hosted a *Cybersecurity Program and Threat Briefing* with DHS. The program consisted of three presentations: Cyber Threats to the Homeland, DHS Cybersecurity Resources, and Managing Cyber Risk: Current Trends and Defensive Strategies for Protecting Critical Infrastructure. At the meeting, GNYHA also shared a *Targeted Solution Set* of cyber-related products and services developed by GNYHA Ventures.

September 2017: In early 2017, Erie County Medical Center (ECMC) was the victim of a cyberattack that significantly affected its operations. During a roundtable discussion at GNYHA, ECMC's leadership shared their experiences and lessons learned.

Roundtable Discussion

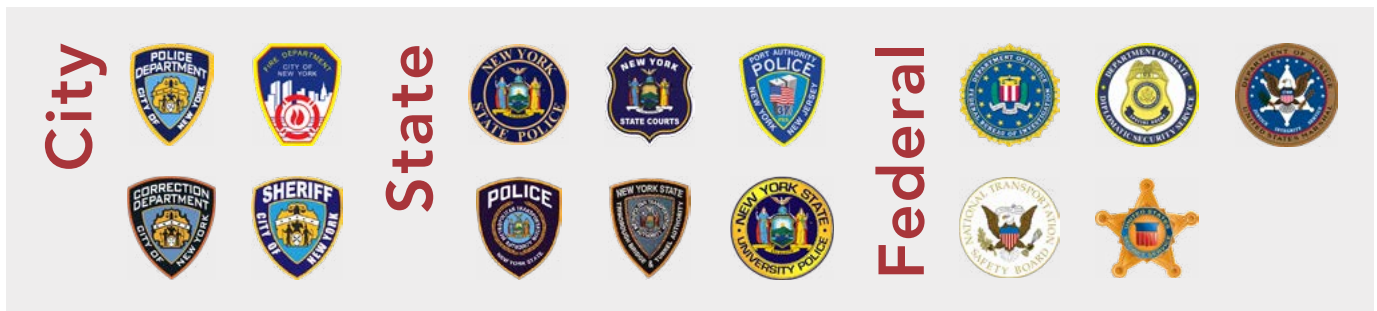
View a recording of the discussion and ECMC's "Surviving a Ransomware Attack" presentation.

<https://www.gnyha.org/event/erie-county-medical-center-cyberattack-roundtable-discussion/>

Law Enforcement Coordination

GNYHA undertook activities to improve coordination and collaboration between member hospitals and the law enforcement community.

January 2017: GNYHA hosted a *Hospital Coordination with Law Enforcement and Investigative Agencies Forum* with representatives of 15 City, State, and Federal agencies. The purpose was to increase awareness of these agencies, detail under what circumstances they may enter hospitals in our region, and discuss how to improve communication and coordination with hospital staff.



May 2017: GNYHA hosted a training session for hospital security directors taught by instructors from the New York City Police Department (NYPD) SHIELD Unit. The first part of the training focused on developing the skill set to deter, detect, and identify potential terrorist activity, and the second half explored identification of threat indicators, hostile surveillance methods, and staging locations.

Mass Casualty Incident Response

Improving hospital and regional readiness for mass casualty incidents (MCIs) is a major focus for GNYHA. During 2017, GNYHA hosted educational programs, facilitated discussions, and trainings on this topic.

May 2017: GNYHA hosted *Emergency Department Frontline Staff Training: Being Prepared to Respond to Mass Casualty Incidents*. The training focused on a scenario of two explosions at a nightclub on a weekend, resulting in hundreds of victims needing care at area hospitals. Presentations included information about notification from Emergency Medical Services (EMS) and preparation for patient arrival; hospital and health care worker safety; patient triage and management;

Emergency Department Frontline Staff Training



<https://www.gnyha.org/event/emergency-department-frontline-staff-training-being-prepared-to-respond-to-mass-casualty-incidents/>

and management of key non-patient issues, including family reunification, law enforcement coordination, and media inquiries.

June 2017: GNYHA hosted an exploratory discussion among hospitals and Federal, State, and local response agencies centered on Improvised Nuclear Device response. This scenario was the focus of a national exercise series led by the Federal Emergency Management Agency that was conducted earlier in the year. Participants explored hospital actions in the periods immediately after the detonation and 24–48 hours later.

July 2017: To help members prepare for internal or external incidents, GNYHA shared a compilation of resources related to security, active shooter, and workplace violence prevention.

Security and Active Shooter Resources



<https://www.gnyha.org/news/security-active-shooter-and-workplace-violence-prevention-resources/>

December 2017: Through a collaboration with the Fire Department of the City of New York (FDNY)-EMS, GNYHA member hospitals that are part of the NYC 911 system have a weekly opportunity to tour the 911 Dispatch Center. Hospital staff learn how 911 calls are routed to either police, fire, or medical branches for processing. Once triaged to the medical branch, specially trained Emergency Medical Technicians gather critical information from the caller, which informs ambulance dispatch. Tour participants watch call intake, and see how ambulances are managed through geographically based dispatch areas. Participants also learn about the role of the Citywide Dispatch Desk related to hospital MCI notifications and visit the desk that manages hospital critical patient notifications.

Zika Virus

GNYHA helped members respond to the ongoing Zika Virus. In addition to providing routine updates on public health guidance and research findings, GNYHA hosted a number of member events.

February 2017: GNYHA and HANYS hosted a forum titled *Zika Virus Disease: Sharing Lessons Learned to Improve Response*. The forum addressed operational and clinical practices and systems utilized during the 2016 response to Zika virus to inform ongoing efforts and future infectious disease responses.

July 2017: GNYHA, HANYS, DOH, and DOHMH hosted a Zika Virus Disease Conference to help members manage patients impacted by the ongoing Zika virus disease outbreak.

Zika Virus Disease Conference



Experts from Mount Sinai Health System, Montefiore Medical Center, NewYork-Presbyterian, and NYC Health + Hospitals joined the Zika Virus panel discussion.



<https://www.gnyha.org/event/zika-virus-disease-conference-2/>

WORKGROUPS

GNYHA frequently convenes workgroups to address complex issues impacting the health care community. Workgroups are multidisciplinary and draw upon experts from member hospitals and health systems, government response agencies, and other response organizations. Workgroups often produce policy and guidance documents. Below are descriptions of workgroup activity in 2017.

Patient Movement Workgroup

The Patient Movement Workgroup was co-led by GNYHA and DOHMH and consisted of clinicians, emergency managers, health IT specialists, and transfer center staff from numerous area hospitals and government response partners. The workgroup sought solutions to a number of issues that hindered patient evacuation during Hurricanes Irene and Sandy. The workgroup designed and tested a number of tools to support facility-level evacuation planning at the health care system and jurisdictional levels. The tools, and information on how they were developed, can be found in the *Patient Evacuation Toolkit*, which was released in spring 2017.

Patient Evacuation Toolkit



This toolkit contains resources to support hospitals during three critical phases of patient evacuation: pre-evacuation bed matching, the transport process, and post-transfer medical record availability.



<https://www.gnyha.org/tool/patient-evacuation-toolkit/>

GNYHA continues to work with City and State government response partners to incorporate these resources and processes into tools for both pre-planning and response.

Hospital Bed Availability During MCIs Workgroup

The Hospital Bed Availability During MCIs Workgroup began meeting in 2016. Co-led by FDNY and GNYHA, it includes representatives from NYCEM, the Regional EMS Council of New York City, and hospital representatives with both ED and EMS experience. Workgroup members explored current NYC MCI response processes, identified areas for improvement, and reviewed information collected by FDNY on systems and methods used in other major US cities. The discussions resulted in two recommendations:

Creation of four MCI levels to reflect the severity and stability of the incident, the total number of expected patients, and a minimum number of hospitals to be notified about receipt of patients.



Use of a Fixed Allotment Model in which FDNY and each 911-receiving hospital agree on the maximum number of critical and non-critical patients to be transported to the hospital at each MCI level.

These protocols became operational on August 1, 2016. Since then the workgroup has continued to meet to monitor implementation of the protocols and make adjustments, and produced an analysis of the first year of the protocols' implementation. The workgroup has also spearheaded a number of activities to enhance hospital readiness for MCI response.

EMS-to-Hospital Response Process for MCIs



<https://www.gnyha.org/tool/ems-to-hospital-response-process-for-mass-casualty-incidents/>

Pre-Hospital-to-Hospital Communication Protocols for MCIs: Year 1 Analysis



<https://www.gnyha.org/tool/pre-hospital-to-hospital-communication-protocols-for-mcis/>

Security Workgroup

In spring 2017, GNYHA convened a Security Workgroup comprised of security directors and emergency managers from hospitals throughout New York State, as well as law enforcement representatives. The workgroup is helping GNYHA update previous documents that highlighted best practices for security protocols and infrastructure protection.

EMERGENCY PREPAREDNESS COORDINATING COUNCIL

GNYHA's Emergency Preparedness Coordinating Council (EPCC) was founded in 1999 to work through Y2K-related concerns. EPCC meetings occur monthly and bring together hospital and health system rep-

representatives and government agency officials to discuss current and emerging emergency preparedness and response topics. All EPCC presentations are available on GNYHA's website. Below is a summary of presentations from the 2017 calendar year.



Debriefs of Real World Events

- Vehicle ramming attack in lower Manhattan
- Responding to the Times Square multi-pedestrian car crash
- Impact of Mount Sinai West hospital fire
- LIRR train derailment
- What our region can learn from Hurricane Harvey
- Lessons learned from a planned water disruption at Richmond University Medical Center



Emergency Preparedness Exercises

- Lessons learned from full scale decon exercise
- Lessons learned from a NYC Pediatric Disaster Coalition communications exercise
- Lessons learned from a hospital-wide MCI response drill
- Lessons learned from an explosive incident exercise at NYC Health + Hospitals/Bellevue
- Gotham Shield exercise
- NYC Health + Hospitals special pathogens full scale exercise



Emergency Preparedness Plans and Players

- The role of the US Secret Service and White House Medical Unit
- The Metropolitan Transportation Authority's emergency response system
- US Department of Homeland Security resources and services available to the health care sector
- Building the NYC Health Care Coalition
- Coastal Storm Planning Considerations
- Review of NYC's Heat Plan



Emergency Response Considerations & Resources

- Mass fatality considerations as part of MCI response
- The future of communicable disease preparedness in NYC
- Using safety huddles to improve preparedness
- Use of CMS emPower data for planning and response
- NYS identification of unidentified patients model policy

ASSISTING MEMBERS DURING RESPONSE

Many types of events can impact hospitals, including planned events such as the annual United Nations General Assembly, events we can anticipate such as winter storms and hurricanes, and no-notice events such as terrorist attacks and building collapses.

GNYHA's Role in the NYC Emergency Management Structure

GNYHA is a formal part of NYC's emergency response structure as a member of Emergency Support Function-8 (Health and Medical). GNYHA staff participate in informational and decision-making calls when a citywide plan is activated. When requested, GNYHA staffs a desk at the NYC Emergency Operations Center. In 2017, GNYHA instituted a formal emergency staffing plan that further increased its ability to meet member needs during emergencies.

New York City Health and Medical Executive Advisory Group (HMEExec)

Formed in 2015, HMEExec is comprised of representatives from FDNY, DOHMH, NYCEM, NYC Health + Hospitals, DOH, and GNYHA. Representatives set annual emergency preparedness priorities and align agency-led and collective efforts to reach common goals. During an emergency response, HMEExec helps set objectives and identifies policy issues that require agency attention. During monthly EPCC meetings, representatives update the hospital community on HMEExec activities and seek feedback.

Emergency Contact Directory

Each quarter, GNYHA distributes its *Emergency Contact Directory* to members and a broad range of response partners. The directory contains contact information for key personnel and information relevant to emergency response for all members located in New York City, on Long Island, and in the greater Hudson Valley. The directory also contains contact information for numerous City, State, and Federal response agencies and entities.

Government Agency Contact Information

Contact information for government response agencies is available on GNYHA's website.



<https://www.gnyha.org/topic/emergency-contact-information/>



To request the *Emergency Contact Directory*, e-mail: contactsupdate@gnyha.org

GNYHA Sit Stat 2.0

GNYHA recently made available to all New York State members, at no cost, a comprehensive web-based incident management system to enhance daily operations and manage and document emergency inci-

dents. GNYHA *Sit Stat 2.0* is powered by the *Intermedix for Healthcare* software platform; each participating member hospital is given a customizable base product that includes EMResource and eICS. The tools enable hospitals to develop, revise, and manage emergency plans; manage and document incidents, including all aspects of incident command activations (e.g., HICS forms, situation reports); and many other emergency management functions.

Through a permission-driven structure, individual hospital accounts will be linked to other hospitals, health system emergency management offices, GNYHA, and agency response partners to form a health and medical situational awareness platform that enhances regional preparedness and response capabilities. A Sit Stat Advisory Council comprised of representatives from member health systems and standalone hospitals throughout New York State will guide development of the initial system, including dashboards and reports, rollout and training plans, and setting minimum usage standards.

Sit Stat 2.0 builds on a previous system made available in 2015 to all members in New York City, on Long Island, and in the greater Hudson Valley.

GNYHA Website (www.gnyha.org)

GNYHA's website includes an emergency preparedness resources section that is organized into three main parts: GNYHA Tools and Resources, All Hazards Preparedness, and Special Pathogens. Members can also indicate "emergency preparedness" as a key interest in their profile, which will drive related content to their homepage. During emergencies, GNYHA activates an emergency event page with status updates and links to relevant agencies and information.

Emergency Preparedness Bulletin

GNYHA communicates important information to members via its *Emergency Preparedness Bulletin*. During 2017, GNYHA distributed *Emergency Preparedness Bulletins* on the CMS Final Rule on Emergency Preparedness, Coastal Storm Preparedness, and Zika Virus Disease, among others.

Severe Weather Updates

When severe weather is expected to impact the NYC region, GNYHA participates in citywide planning calls that include forecast updates from the National Weather Service. Information from the calls is shared with members via *Weather Updates*. These updates provide forecast information, agency actions, and recommended hospital preparedness activities. During 2017, GNYHA shared weather updates on severe winter weather and coastal storms that threatened the Mid-Atlantic region.

Mailing Lists



To be added to the mailing lists for either *Emergency Preparedness Bulletin* or *Weather Updates*, email: sangirardi@gnyha.org

2017 HIGHLIGHT

Deployment of New York State Health Care Staff to Puerto Rico After Hurricane Maria

In October and November, GNYHA helped coordinate the deployment of two 78-person teams of health care providers to Puerto Rico to deliver desperately needed medical care in the wake of Hurricane Maria. Each team was deployed for two weeks and provided medical care in numerous venues, including Federal Medical Stations and mobile medical clinics. Team members included physicians, nurses, paramedics, EMTs, and administrators from Albany Medical Center, Callen-Lorde Community Health Center, Medisys Health System, Montefiore Medical Center, Mount Sinai Health System, NewYork-Presbyterian Health System, Northwell Health, Stony Brook Medicine, and University of Rochester Medical Center. The New York State Medical Response Team was developed under the leadership of New York State Governor Andrew Cuomo in collaboration with GNYHA, DOH, HANYS, 1199SEIU, the New York State Nurses Association, and the Community Health Care Association of New York State.

Additionally, GNYHA and GNYHA Ventures, in collaboration with the Afya Foundation, UJA-Federation of New York, and labor unions, coordinated 22 supply missions to Puerto Rico and the US Virgin Islands. The missions delivered critical medical and non-medical supplies and pharmaceuticals (see page 14).

In concert with HANYS, GNYHA established New York Healthcare's Puerto Rico Relief Fund, which collected over \$4 million to assist the island's hospitals, their workers and families, and the communities affected by Hurricane Maria.



The first team of volunteers gets ready for departure



The second team of volunteers before departure



Hospital volunteers sort relief supplies

GNYHA VENTURES: 2017 EMERGENCY PREPAREDNESS AND RESPONSE ACTIVITIES

GNYHA Ventures is the for-profit business arm of GNYHA and the management company of its businesses Acurity, Inc. and Nexera, Inc. Their collective expertise in supply chain, logistics, contracting, and hospital operations has been vital to GNYHA members during past emergencies. Below is a snapshot of GNYHA Ventures' emergency preparedness and response activities in 2017.

Response to Hurricane Maria in Puerto Rico

Hurricane Maria's destruction of Puerto Rico in September 2017 created a desperate need for medical and other supplies. In response, Acurity swiftly leveraged its many health care relationships to help provide medical, pharmaceutical, and non-medical supplies directly to hospitals, clinics, and physicians. In the absence of cell phone service, Acurity used Facebook to contact colleagues at the Puerto Rico Hospital Association to identify the most needed supplies. Acurity also used its relationship with the Afya Foundation, which specializes in delivering supplies to disaster areas, and UJA-Federation of New York, which secured private planes for the supplies, to coordinate supply missions to the island. The groups made nearly two dozen relief missions and delivered more than 150,000 pounds of medical supplies—including insulin, vaccines, and pediatric oncology medicines—directly to hospitals and other health care providers across the island.

The IV Fluid Shortage

The health care community faced a fragile IV therapy market in 2017 due to manufacturing plant issues and regulations. The situation was worsened by an earthquake in Mexico and Hurricane Maria. In response, Acurity executives held regular calls with the major suppliers of IV fluid and GNYHA Ventures' national group purchasing and health care performance partner Premier to provide members with regular updates on the situation. GNYHA Ventures and Acurity also coordinated an IV therapy shortage event in November that included updates from Baxter and B. Braun, strategies to manage allocations, and an update on Acurity and Premier's advocacy response. GNYHA Ventures played a major role in IV fluid advocacy, working with the US Food and Drug Administration (FDA) to clear the approval of the importation of product to help providers weather the shortage situation until the US supply could reach full allocation.

Injectable Opioid Shortages

Acurity's pharmacy services division worked closely with the GNYHA Ventures government affairs team in 2017 to help members address significant injectable opioid shortages, including major advocacy in Washington, DC, and engaging the FDA in potential solutions. Their efforts have helped create more supply of these critical drugs.

LOOKING AHEAD

In 2018, GNYHA is supporting members with all aspects of emergency preparedness, response, and recovery. We continue to focus on MCI incident response by working to improve the readiness of individual facilities and health systems, and improve collaboration and coordination between response agencies and hospitals. With response partners, GNYHA is addressing gaps in hurricane preparedness at the jurisdictional level. GNYHA is also supporting the launch, adoption, and growth of the *Sit Stat 2.0* system. And as always, GNYHA will support members in the face of novel or emerging threats that may impact the health and medical community. We welcome your input and insights as we carry out this vital work.

Our Team



Jenna Mandel-Ricci

Vice President, Regulatory and Professional Affairs

Ms. Mandel-Ricci directs all GNYHA emergency preparedness initiatives. These include monthly EPCC meetings, specialized programming, development of resources, and the formation and coordination of workgroups to address complex issues among the health and medical sector, including government response partners. Two areas of particular focus include MCI response and large-scale patient evacuation planning. Ms. Mandel-Ricci also directs GNYHA's Employee Wellness initiatives. Before joining GNYHA, Ms. Mandel-Ricci spent the previous decade in various positions at DOHMH, including as Executive Director of the Bureau of Healthcare System Readiness within the Office of Emergency Preparedness and Response. She holds an MPH from Hunter College, City University of New York, and an MPA from Columbia University. Ms. Mandel-Ricci earned her BS at Northwestern University.



Patrick Meyers

Senior Project Manager, Emergency Management

Mr. Meyers directs numerous GNYHA emergency management initiatives, including leading the implementation of *Sit Stat 2.0*. Mr. Meyers also coordinates projects to enhance hospital security and create stronger relationships between hospitals and the law enforcement community. Additionally, Mr. Meyers supports jurisdictional and health system exercises, and develops training programs. Previously, Mr. Meyers spent more than a decade serving communities throughout New York State in both the fire service and EMS. He is a practicing EMT at Maimonides Medical Center and is a GNYHA representative on New York City's Regional Emergency Medical Services Council and Regional Emergency Medical Advisory Committee. He received his BS in Emergency Services Administration from Adelphi University, and is currently enrolled in a dual MA program at American Military University.



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