What’s Your Plan B? Emergency Management Principles in Managing Staff Shortages

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WHAT’S YOUR PLAN B?

Emergency Management Principles in
Managing Staff Shortages

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OBJECTIVES

I. Outline overall contingency planning process for impending staff shortages
   - Planning assumptions, objectives, concept of operations, 10-day countdowns
   - Regulatory- and Lean-informed staging area plan for onboarding temporary workers

II. Demonstrate the use of emergency management concepts
   - Points of Distribution Model, Hospital Incident Command System (HICS), Hospital Command Center (HCC) and Labor Pool management

III. Identify lessons learned through contingency planning for labor actions and their application to other modes of staff shortages, particularly through technology
### DEFINITIONS

- **Contingency Planning** – Process of developing advance arrangements and procedures that enable an organization to respond to an event that could occur by chance or unforeseen circumstances. (Syn. Workforce Planning)

- **Labor Action** – Also called a “strike” or “labor strike.” An organized work stoppage by employees calling for specific or general changes to a union contract, policy or working conditions.

- **Onboarding** – Sequence of required human resources pre-employment activities that may include substance and health screening, background checks, license verification, and orientation or trainings.

- **Lean/Lean Management System** – Process improvement methodology that originated in the Toyota Production System, which aims at reducing waste.

### CONTINGENCY PLAN

![Contingency Plan](image-url)
CONTINGENCY PLAN (cont.)

Overview of Key Elements

- Table of Contents
- Section 1: Introduction
- Section 2: Planning Assumptions
- Section 3: Objectives
- Section 4: Concept of Operations
- Section 5: Authorities
- Section 6: Responsibilities
- Section 7: Standard Operating Procedures
- Section 8: Resources & Assets
- Section 9: Plan Development & Maintenance
- Appendix

CONTINGENCY PLAN:
PLANNING ASSUMPTIONS

- Department plans rely on two assumptions:

  - Which bargaining unit is participating in the action – FX (Patient Care Technical), NX (Registered Nurses), SX (Service), HX (Health Care Professionals), etc. Various bargaining units impact operations differently (e.g., nurses vs. administrative)
CONTINGENCY PLAN: MISSION

To ensure a comprehensive and coordinated effort through unified command designed to maintain continuity of operations in the event of staffing shortages related to work stoppages.

Communications: Communicate the situation status to staff, patients and the public.

Safety and Security: Maintain security of facility, staff, patients and visitors.

Resources + Assets: Ensure proper resources and assets are readily available.

Staff Responsibilities: Provide for supplemental staffing from outside resources.

Utilities: Guarantee all utilities are fully functional for continued business efforts.

Patient Clinical + Support Activities: Maintain ongoing patient medical management.

10-DAY COUNTDOWN: HICS

- Launch Initial Communications in conjunction with the Public Information Officer informing employees, patients and families, security, ancillary departments, telecommunications, contracting office of major health plans, emergency medical services and Department of Public Health
- Institute Daily Communication with municipal and regional hospitals regarding availability of beds
- Begin Diversion Plan for intensive care nursery (ICN) and high-risk OB patients; identify other ICN beds for remaining infants
- Evaluate Future OR Schedules. Identify patients who will be discharged by event deadline; cancel elective surgeries as needed in lead-up to event deadline; determine which surgeries can be done at other facilities (i.e., for surgeons with privileges at other hospitals)
- Assess and Notice Staffing Vendors/Agencies of replacement staffing needs
10-DAY COUNTDOWN: HICS (cont.)

09 ➔ 06

- Actively Expedite Discharges and Evaluate Admissions Closely (case managers)
- Reconfirm Staffing Order With Vendor based on understanding of who will/will not cross picket lines
- Develop Logistics Response to determine alternate delivery methods for supplies, food, medications, etc.
- Coordinate with Nutrition and Food Services, and Dietetics Departments to plan for decreased patient and staff needs
- Plan for Potential Sleep Spaces
- Plan Orientation/Competencies for temporary workers
- Begin Unit Consolidation as needed

10-DAY COUNTDOWN: HICS (cont.)

05 ➔ 03

- Evaluate Operating Room Status via scheduled surgeries versus emergencies only
- Continue Working with Staffing Vendors to adjust staffing order and complete vetting of staffing profiles
- Re-evaluate Operational Plan based on Persistent Staffing Shortages
- Continue Patient, Family, Staff and Physician Communications Plan
- Communicate Day-of Staffing Logistics to Managers
- Continue Unit Consolidation as needed
10-DAY COUNTDOWN: HICS (cont.)

- Assess Resources (staffing and supplies)
- Assess Patient and Family Communications
- Begin Onboarding and Orientation of temporary workers
- Ensure Staff Accommodations (e.g., sleep space, food, safe passage, transportation) are met
- Communicate Policies on Social Media and Public Relations to staff and vendors

POLICY ON SOCIAL MEDIA

The policy details the prohibition of sharing proprietary information or information a company wishes to remain confidential.

For labor actions, certain types of information should remain highly secure: off-site staging location for onboarding of temporary workers, staffing, security or transportation vendor information, internal processes for onboarding, deploying or off-boarding temporary workers.

Will the organization use social media to communicate?

Organizational/Sponsored content vs. personal content.
POLICY ON SOCIAL MEDIA (cont.)

- Personal Participation in Blogs and Social Media
  - If you participate in blogs and social media as an individual separate from any UCSF-sponsored communication, you are personally responsible for anything that you communicate.

COMMUNICATIONS

- PIO involvement
- Consistent communication
- Audiences
  - Staff (both in/out of bargaining units)
  - Patients and families
  - Visitors
  - External community
  - Replacement staff
  - Volunteers
- Informal staff polling of affected bargaining units
  - Provide scripted language
- "Sick Out" notification procedure
POD MODEL

- Points of Dispensing and Points of Distribution quickly dispense/distribute goods/services utilizing the Incident Command Structure (ICS) Model
- Myriad formats utilizing the POD Model
  - Push POD and Pull POD for flu vaccination
**POD MODEL (cont.)**

- Secure central location to process and streamline resources, including temporary staff
- Utilization of ICS ensures command, control, coordination and communication through staffing
- Management of physical resources
- Efficient and effective processing and accountability

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**POD MODEL (cont.)**

Reworking the Standard Five (5) Stations:

- **Registration Area Station** = Entrance/Check-In
- **Screening Station** = Validation
- **Medical Evaluation Station** = Orientation
- **Dispensing Station** = Badging and Final Clearance/Checkout
- **Command and Control Station**
CONTINGENT WORKER ONBOARDING

- Regulatory Compliance and Documentation
- Standard TJC/CDPH Compliance Documentation
- Build processes around documentation


CONTINGENT WORKER ONBOARDING (cont.)

- Regulatory Compliance and Documentation
**DOCUMENTATION REQUIREMENTS**

<table>
<thead>
<tr>
<th>HR File Review</th>
<th>Primary Source Verification</th>
<th>Pre-Employment Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Requirements</td>
<td>License Name /Verifier</td>
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<tr>
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<td>MMR</td>
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<tr>
<td>OIG Check</td>
<td>Hep B/ Declination</td>
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</tr>
<tr>
<td>UDB (Substance Abuse)</td>
<td>Physical Exam</td>
<td>Med Exam Release</td>
</tr>
</tbody>
</table>

**BOX APP MOBILE ONBOARDING TOOL**

[Image of a box app mobile onboarding tool]
CONTINGENT WORKER ONBOARDING (cont.)

Application of Lean Management System

- Just-in-Time
- Value-Stream Mapping and Swim Lanes
- Going to See (gemba)
- Standard Work and Takt Time
  - 5S (Sort, Set, Shine, Standardize, Sustain)
- Leveled-Production (heijunka)
- Autonomation (jidoka)
- Mistake-proofing (poka-yoke)
- Error signaling (andon)
- Visual Management

APPLICATION OF LEAN MANAGEMENT SYSTEM

Value-Stream Mapping | Swim Lanes

- Visualize the entire process flow from beginning to end
- Onboarding temporary workers (TWs) requires multiple value-streams that are optimized with one another

- Goals:
  - Extracting non-value add time: waiting time for temporary workers or staff, time spent running back and forth for supplies, redoing work, etc.
  - Done by eliminating waste: Transport, Resources, Inventory, Movement, Waiting and Delays, Overproduction, Overprocessing, Defects (TRIMWOOD)
  - Uncover true cycle time & standard work as waste is eliminated
STAGING AREA WORKFLOW

Value-Stream Mapping – Swim Lanes

HR-HICS ORGANIZATIONAL STRUCTURE
STAGING AREA
STAGING AREA
COMPLEMENTARY FLOW CHARTS ONLY TO REPRESENT THE FLOW OF THE STAGING AREA

STATION 2: VALIDATION
- Stated by SFMC’s dept/Occupational Health. All replacement staff will be certified by SFMC’s ME 413 and will verify documents that impact our patient and/or personal information. All replacement staff will be sent to Station 3: Training.

STATION 3: TRAINING
- Staffed by security and HF personnel. All replacement staff will have a smoke break taken while at Station 4: Orientation. Smoking is not allowed on floor as per statement of control. Staff will exit the floor at this point and will return to Station 4: Orientation.

STATION 4: ORIENTATION
- Orientation is 45 min, 30 min for HF and send-up staff. Orientation is mandatory for all staff. If replacement staff is not present, 15 min will be spent reviewing the orientation. All replacement staff must complete orientation.

STATION 5: FINAL CLEARANCE/CLIENT CHECKOUT
- Staffed by replacement staff. Client’s chart will be turned over to the replacement staff. All replacement staff are expected to complete the client’s chart. Replacement staff is responsible for the client’s chart. A replacement staff is responsible for the client’s chart. A replacement staff is responsible for the client’s chart. A replacement staff is responsible for the client’s chart.

STATION 6: BADGING MAIN DESK/BADGING DESK INTERN
-Tx staff and replacement staff that are not received with a guest’s badge are to wait at the main desk before leaving the facility. All staff must adhere to the 5S system. Materials – 5S
*File Management
*Box App Sphere of Control

APPLIED CONCEPTS: LEAN MANAGEMENT SYSTEM

Standard Work Outline
- Outlines the optimal sequencing of steps, and supplies and materials needed for both cycles and set-ups
- Training
- Skills
- Materials – 5S
*File Management
*Box App Sphere of Control
SAMPLE STANDARD WORK

Badge Release Officer

TRAINING
- Reference List Acceptable Titles: positions/departments
- List of bus departure times and locations
- Badge Reprint Form
- Badge assembly
- Escalation and de-escalation
- BoxApp

SKILLS
- Good communication
- Attention to detail (proofreading)
- Problem-solving
- Familiarity with technology

FILES RETAINED AT THIS LOCATION
- Cleared “green” files

5S MATERIALS
- Reference List Acceptable Titles: positions/departments
- List of bus departure times and locations
- Badge Reprint Form
- iPad and iPad charger
- Radios
- Labels
- File boxes for cleared “green” files
- Safety badges
- Lanyards
- ID Clips

APP SPHERE OF CONTROL
- Deployment, Cleared
- Deployment, Badge Release

SAMPLE STANDARD WORK (cont.)

Badge Release Officer

1. Verify green dot on TW folder and cleared status in APP, and distribute badge to those employees only
2. Retrieve badge from badging boxes
3. Verify TW name is correctly spelled and title displayed matches app
4. Complete assembly of badge with safety, card clip and lanyard
5. Affix plain label to be used for door codes
6. Update APP to indicate badge has been released
7. Notify TW about bus departure times; provide handout, circling appropriate departure time and location
8. Defects: Send TW with runner escort to badging station for badge reprints as needed (wrong name, misspelling, department, etc.) utilizing Badge Reprint Form
9. Collect cleared employee files in boxes; send full boxes to Docs Station with runner

Average cycle time: 2 minute 20 seconds
APPLIED CONCEPTS: LEAN MANAGEMENT SYSTEM (cont.)

Level-loading **Heijunka**

<table>
<thead>
<tr>
<th>Vendor Qty</th>
<th>Process Time (Hours)</th>
<th>Validation Duration (Minutes)</th>
<th>Simulation</th>
<th>Simulation</th>
<th>Notes</th>
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<tr>
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<td>11 1/2</td>
<td>11:15</td>
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<td>N/A</td>
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<tr>
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<td>10 1/2</td>
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<td>N/A</td>
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<tr>
<td>A-LOT 1</td>
<td>9 1/2</td>
<td>9:15</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Takt time = Time Available/Output Required**

9 hrs (540 minutes)/341 validations = 1.58 minute takt time

Cycle time for validation = 5.0 minutes

Workers needed at validation station to meet takt time = 4

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Visual Management

**APPLIED CONCEPTS: LEAN MANAGEMENT SYSTEM (cont.)**
STAGING AREA: SIGNAGE
Mistake Proofing (Poka-yoke) and Stopping the Line (Andon)

- Dummy-proof systems and materials so that defects are impossible or immediately obvious
- Do not pass on defects. When identified, solve systemic issues at the root
10-DAY COUNTDOWN: HR-HICS

T-10 (Notice Received)

- Create initial vendor order: matrix of staffing needs based on informal polling results and + profile requirements
- Activate staffing vendor contract(s)
- Finalize training and orientation requirements for each profile (on-site or virtually)
- Confirm completeness of all source materials for temporary worker training, competency assessments, welcome packets, etc.
- Confirm availability of internal partners: APeX (EMR), InEx (clinical competency), Security (badging)
- Notify staff and schedule first all-hands meeting for HR
- Identify unit leader back-ups
- Staging Manager begins staging location selection
- Meet with Human Resource Information System (HRIS) to review any change-items for BoxApp and prioritize items for completion

10-DAY COUNTDOWN: HR-HICS (cont.)

T-09 Through T-08

T-9
- Set up volunteer roster/campaigns
- Begin creating optimized schedule for onboarding and training of temporary workers
- Submit bulk print order for general orientation materials
- Create welcome letters
- Order supplies
- Reserve on-campus deployment locations (large lecture halls)
- On-site leaders begin regular meetings with Security

T-8
- Create temporary worker FAQs for each vendor (food, housing, timesheets)
- Finalize remaining documents for role-specific training/orientation
- Orientation Unit Leader and Validating Unit Leader, and teams begin packet assembly
- HR all-hands meeting
10-DAY COUNTDOWN: HR-HICS (cont.)

**T-07 Through T-04**

- **T-7**
  - Complete packet assembly
  - Finalize changes to BoxApp
  - Generate volunteer schedule and identify staffing gaps

- **T-6**
  - Drop-in staffing training/Q&A
  - Communicate HR volunteer schedule for Staging Exercise T-3 to T+3
  - Push communications to departments and internal partners

- **T-5**
  - Pack-out

- **T-4**
  - Mobilize to staging area

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UCSF Medical Center
UCSF Benioff Children’s Hospitals

TECHNOLOGY
LABOR POOL/INTERNAL VOLUNTEERS

http://laborpool.ucsfhealth.org/

- Salesforce web-based tool
- Single sign-on user (employee) authentication
- Not linked to HR database
- For internal use only (no external volunteers)
- Both UCSF Health and campus employees
- No "Just-In-Time" training (except Social Work); employees utilize existing skills
- Labor pool staff are supervised at all times
- Jobs needed before, during and after an emergency incident are part of each department Emergency Action Plan (EAP)

LABOR POOL/INTERNAL VOLUNTEERS (cont.)

End-User Functionality

- Sign-up
- Verify contact information
- Create profile of skills and availability
- Update skills and availability for specific campaigns
LABOR POOL/INTERNAL VOLUNTEERS (cont.)

Owner Functionality
- Associate specific event with particular campaigns
- Schedule work shifts for campaigns and detail job requirements
- Assign volunteers to a campaign
- Two-way communication interface for sending reminders, sharing information and attachments

LABOR POOL/INTERNAL VOLUNTEERS: JOBS

- **Child Care Assistant Mission**: To care for children (ages 0 - 17) that are within the Medical Center
- **Data Entry Support Mission**: Enter data into a system or program
- **Driver Mission**: Transport resources (logistics and possibly staff)
- **Food Preparer Mission**: To prepare or distribute food
- **Morgue Support Mission**: Support in lifting decedents and other responsibilities
- **Office Support Mission**: To provide exemplary office support
- **Runner Mission**: Deliver messages and materials
- **Social Work Mission**: Ensure staff, patients and visitors receive psychological first aid when necessary
- **Translator Mission**: To translate verbal spoken language other than English
- **Warehouse Support Mission**: To move resources

Skills derived from HR job descriptions
ATTENDANCE LOG

First and Last Name: (of Absent Staff)

Classification: “Full-Time” or “Part-Time”

Shift: Select: “Day,” “Evening,” “Night,” “A” or “P”

ATTENDANCE LOG: THREAT LEVEL

- Green: Low Risk (0-24% Absent. Census Stable. Resources Stable)
- Yellow: Elevated Risk (25-50% Absent. Census Elevated. Resources Low)
- Red: Severe Risk (51-100% Absent. Census Severe. Resources Severely Low)

- Supervisors are responsible for entering employee information at the beginning of each shift
- Indicate threat level based on the number of staff that have not shown up for work due to general absenteeism or labor activity
- Information is sent to the Hospital Command Center to determine the next course of action for yellow or red threat levels
ATTENDANCE LOG: REASON FOR ABSENCE

Reason for Absence options are based on existing payroll system coding.

TRAININGS + EXERCISES

- Need for both discussion-based, operations-based exercises, and Just-In-Time training
- Overcoming participant hesitancy to go to places, use equipment or learn processes they are not familiar with
- Engagement and experimentation with specific scenarios creates an incubator to test and problem-solve appropriately before and during actual events.
LESSONS LEARNED: WHAT WORKED WELL

- HICS/HCC structures
- 10-Day countdown
- Planning
- High-Tech/Low-Tech capabilities
- Trainings + Exercises
- Interoperability: workforce planning, emergency management and Lean
- Internal departmental partnerships
- Department contingency plans mirroring department emergency action plans
- Senior management support

LESSONS LEARNED: CHALLENGES

- Training and exercises
- Pre-vetting of possible staging locations
- Security logistics
- HCC logistics
- Managing post-labor action
- Psychological first aid
LESSONS LEARNED: SUGGESTED AREAS OF IMPROVEMENT

- Telecommuting as an option
- More rotation of Incident Commanders to provide exposure and training
- Expanding training beyond Just-In-Time to ongoing refresher trainings.

Questions?
Thank You!

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