Planning for Mass Gathering Events

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Setting up a Mass Participation Event
Special Olympics World Games 2015

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What is Special Olympics?

- Special Olympics World Games (SOWG) transforms lives through the joy of sport, every day, everywhere
- World’s largest sports organization for people with intellectual disabilities
- More than 4.5 million athletes in 170 countries
- Millions more volunteers and supporters
- Global social movement and medical provider

www.specialolympics.org/Sections/What_We_Do/About_Special_Olympics.aspx
Anticipation

• Largest sporting event in the world in 2015
• More than 170 countries
  • 6,500 athletes
  • More than 3000 delegates and coaches
• Provide medical care from arrival until departure
  • 8 days of competition
  • 5 days arrival and departure
• Expecting more than 250,000 SOWG attendees

Planning Overview

• Several years of planning
• Full support of our leadership
  • Believed in the Special Olympics movement
  • Good fit for our brand
• Good training for our physicians and staff
  • Early involvement with emergency prep group
  • Very active sports medicine group
  • Improve our care for those with intellectual disabilities
• Contribution to Special Olympics World Games
  • “In Kind”
  • Sponsorship
## Differences in Planning

**Planned Event**
- Time to plan
- End date
- Supplies in place
- Tested set-up areas
- Comms/IT in place
- Security coordination
- Known participants
- Available staffing
- Planned messaging and reporting
- Clear and rehearsed plans

**Emergency/Disaster**
- Limited planning time
- Unknown conclusion
- Supply shortages
- Care point set-up
- Communication failures
- Access to EMR?
- Rationing security staff
- Staffing challenges
- Crisis communication
- Reliance on untested plans

## Similarities in Planning

**Surge Equipment**
- Wound care
- Pharmaceuticals
- Linen and supplies for cots/gurneys/beds
- PPE
- Cleaning – hand, environmental, etc.
- Ice and water
- Nutrition
- Electricity and fuel
- Lighting
- Transport

**Surge Staffing**
- Physician
- Nurse
- EMT; paramedic; athletic trainer, certified
- Administrative
- Pharmacist
- Respiratory
- EVS
- Radiology
- Security
- Public Affairs/PIO
- "Muscle"
- Others
24 Months Pre-Event

- Conceptual
- Scope
- Agreements
- Partnerships/sponsorships
- Volunteers
  - Multiple sources, previous volunteers, licensing
- Equipment
  - Purchase
  - Donations
- MONEY

Relationships Formed
12 Months Pre-Event

- Overall medical model confirmed
  - Test concepts/games/partnerships
  - Training and education planning
  - Test international arrivals
- Media training for physicians
- Advanced medical care plans
  - Sideline
  - Consultants
  - Clinics
  - ED
  - Hospitals

Media Training
6 Months Pre-Event

• Review pre-participation physical exams
• Prepare medical record
• IT infrastructure
• Site visits
• Meet with delegations
• Firm up volunteers
• Public health (vaccines, preparedness)
• Rose Parade
  • Care of athletes on floats

Rose Parade 2015
1 to 3 Months Pre-Event

- Education program
  - Presentation
- Background checks/credentials
- Assignments
- Supplies
  - Venue bags
  - Personal bags
  - Back-up supplies
  - Automated external defibrillator (AED)

Medical Command Staff Training
Education and Training

• Family Medicine Symposium
• Intellectual and developmental disabilities (IDD) content in all KP symposium
• Sideline care for the Special Olympics athlete
• RaceSafe® training
• E-Learning module
• Medical Command staff training continues
• Tactical and disaster training

Disaster Response Training — USC
Disaster Response Training — USC (cont.)

Week of the Games

- Arrival LAX
- Onboarding Loyola Marymount University
- Transport to host towns across Southern California
- Arrival at Olympic Villages at UCLA and USC
- Healthy Athletes®
- Opening ceremonies at Los Angeles Coliseum
- Competition
- Closing ceremonies
- Departure at LAX
Unified Command Post – Medical

Heat awareness
Ceremonies

Opening Ceremonies

• Complicated movement of athletes
  • Dorms-sports arena-parade of athletes-Coliseum-exit-buses-dorms
  • ESPN
  • Michelle Obama (Secret Service)
• Most medical care minor
  • Medical helped with transportation (wheelchairs)
  • Monitored “quiet rooms”
  • 6 recorded events
    • 1 seizure treated on field and released to team
Let the Games Begin

- 6 venues/26 events/28 fields of play
- UCLA
  - Football (soccer), softball, gymnastics, volleyball, tennis, judo
- USC
  - Athletics (track), aquatics, basketball, Healthy Athletes®
- LACC
  - Team handball, bocce, badminton, table tennis, bowling
- Long Beach
  - Beach volleyball, ½ marathon, triathlon, cycling, kayak, sailing, open water swim, sailing
- Balboa Park
  - Football (soccer)
- Griffith Park
  - Equestrian, golf

Highlights

- 653 Kaiser Permanente physician volunteers
- 7,800 volunteer hours
- 45 residents/fellows
- CHLA, USC, UCLA, Loma Linda, Western
- 3,040 total medical encounters
- More than 3,000 KP fans in the stands
Distribution of Events

Arrival | Host Towns | Competition Days

Opening Ceremonies | Closing Ceremonies

Distribution of Medical Events

RaceSafe Entries - Medical Events

Arrival | Host Towns | Competition Days

Opening Ceremonies | Closing Ceremonies
3,040 Medical Events
142 Polyclinic Transfers
49 ED Transports
9 Hospital Admissions
Healthy Athletes® at SOWG
88.98% Screened (RECORD)
• 5,484 total
• 5,000 pairs of properly fitted athletic shoes were distributed
• 1,300 pairs of eyeglasses were issued
• 600 received comprehensive dental care
• 322 hearing aids were distributed
• 197 were fitted with hearing aids

Kaiser Permanente Public “Impressions”
• 1,543 news media from 80 countries
• 20.8 million views on KP.org
• 14.5 million radio
• 2 million views at L.A. LIVE
• 1.1 million views on billboards
• 9 million digital ad views
• 6.3 million TWEETS
The Last Athlete

Thank You!

Special Olympics
WORLD GAMES
LOS ANGELES 2015

KAISER PERMANENTE®
Founding Champion &
Official Health Partner

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Super Bowl 50
Kaiser Permanente Northern California
Emergency Management

Mass Casualty Planning and Community Events
Adam Landsdorf, MD

Super Bowl 50
Super Bowl 50 Background
Levi’s Stadium, Santa Clara, Feb. 7, 2016

- 1.1 million additional visitors came to San Francisco (SF) and Santa Clara (SCL)
- Pre-game activities begin 9 days prior to game day on Jan. 29, 2016
- The 2016 Super Bowl is listed as a Level 1 National Special Security Event (NSSE) – highest terrorism threat level

Benefits of Mass Gathering Event

1. Community benefit and support
2. Opportunity to practice for a real event
3. Integration with SF/SCL EMS, Fire, SF Dept. of Emergency Management, Public Health, DHS, FEMA
4. Decrease EMS burden
Medical Presence and Emergency Management Planning

<table>
<thead>
<tr>
<th>Program</th>
<th>Location</th>
<th>Operational Period</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Medical Presence</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NFL Family/VIP</td>
<td>SF Hyatt and KP facility-based</td>
<td>Jan. 30 – Feb. 7</td>
</tr>
<tr>
<td>NFL X</td>
<td>Moscone Center</td>
<td>Jan. 30 – Feb. 7</td>
</tr>
<tr>
<td>Super Bowl City (SBC)</td>
<td>Ferry Building, Market St.</td>
<td>Jan. 30 – Feb. 7</td>
</tr>
<tr>
<td>Santa Clara</td>
<td>Santa Clara University</td>
<td>Feb. 6</td>
</tr>
<tr>
<td><strong>Internal Emergency Management Planning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expected Surge</td>
<td>8 closest facilities</td>
<td>Jan. 22 – Feb. 7</td>
</tr>
<tr>
<td>Mass Casualty Planning</td>
<td>All medical centers</td>
<td>Jan. 22 – Feb. 7</td>
</tr>
</tbody>
</table>

Planning

Planning/Structure Based on EM Principles

1. **Planning** — medical care, tents, integration with agencies, communications, etc.

2. **Operations** — medical care, staffing, etc.

3. **Logistics** — supplies, load-in, support

4. **Finance** — organizational support
Planning (cont.)

**Logistics:**
- First aid clinics – locations, hours of operations
- Maps
- Credentials
- Apparel
- What to bring to your shift
- Work schedule
- Staff lists and contact numbers
- Parking
- Timesheet coding

Planning (cont.)

**Medical Operations:**
- Patient workflow
- Documentation of care
- Disposition
- Managing NFL family/VIP members
- Communications with event partners
- Area pharmacy locations
- ‘Sobering' patients
- Human trafficking
- Media relations
Medical Operations (cont.):

- Medical plan
- Patient log
- Patient care form
- SF EMS policy — scene management, MD on scene and mass gatherings
- Sue Biermann Park Super Bowl City (SBC) schedule
- Screening procedures for visitors of SBC
- Medication list
- Consumable medical supply list
Receiving patients from EMS personnel (gator teams assigned to the SB50 events):
On-site medic teams may refer patients to any of the KP first aid tents following SF EMS Policy 4041 Section IIIC1.a(2), which states: "Paramedics may transfer care of stable patients who were injured or became ill on-site and were cared for by Paramedics assigned to the event, to the on-site physician provided that:
(a) The on-site physician accepts the transfer of care; and
(b) There are adequate resources (facility, equipment, etc.) on-site to care for the patient.

Referring patients to EMS:
When patients at any KP medical tent require ALS ambulance transport, the medical lead will communicate with the EMS command center via the designated EMS radio to access the on scene ALS ambulance. This will be treated as a 9-1-1 call from a doctor's office or clinic. Any decision for the physician to accompany the patient to the hospital will follow SF EMS Policy 4041 Section IIIB, Physician On Scene.
Interaction with EMS (cont.)

Relationships with EMS, Fire, Public Health enhanced plans

1. Integrated into planning from beginning
2. Communications, EMS radios, gators
3. Go bags
4. MCI plans for MDs
5. Reddinet
6. DPH updates

Mass Casualty Planning
Mass Casualty Planning (cont.)

- Fire Dept. and law enforcement assume control
- Medical Incident Commander will determine how our staff participate in response
- First aid clinic MAY serve as a patient collection point MD
- EMS providing “go bags” for MDs to respond away from tent if needed

Additional supplies labeled and stored separately include:
- IV fluids
- Large bore IVs
- CAT tourniquets
- Tranexamic acid

Community Events Summary

<table>
<thead>
<tr>
<th></th>
<th>Patients</th>
<th>EMS Transfers</th>
<th>Referrals to ED</th>
<th>Referrals to Clinic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical presence in San Francisco</td>
<td>1068</td>
<td>8</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>NFL Family / VIP Program</td>
<td>19</td>
<td>6</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Santa Clara Super Community</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1093</strong></td>
<td><strong>8</strong></td>
<td><strong>6</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>
Super Bowl City and Santa Clara

Time For Some Fun …
Super Bowl 50
Kaiser Permanente Northern California
Emergency Management

Surge Planning and Preparedness
Kristina Spurgeon, MPH
The Scenario

- 1.1 million visitors
- Level 1 NSSE
- Jan. 22 – Feb. 9
- KP Santa Clara is closest hospital to Levi’s Stadium
- Winter census: flu season
- Trauma centers
  - Santa Clara County (3/10)
  - San Francisco (1/11)
- Previous games
  - No significant increase of EMS, ED or inpatient census

But ...

- No significant increase of EMS, ED or inpatient census
Critical Elements

- Triage
- Treatment
- Status analysis
- Reporting

Planning Objectives

- Communication
- Activation
- Assessment
- Triage and treatment = Mass Casualty Advanced Triage and Treatment (KPMassCATT)
- Security
- Inpatient and outpatient capacity
Planning Assumptions

- Medical centers have an Emergency Operations Plan (EOP)
- Employees and physicians will attend training
- Resources for staffing and equipment will be provided
- Census will be elevated
- Trauma system doesn’t have capacity for a big event

Planning Assumptions (cont.)

Non-trauma centers will receive trauma.
Tier 1
Medical Centers
Facilities in event areas (San Francisco and Santa Clara Counties) or within close proximity

<table>
<thead>
<tr>
<th>KP Medical Center</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Santa Clara</td>
<td>Santa Clara</td>
</tr>
<tr>
<td>2 San Jose</td>
<td>Santa Clara</td>
</tr>
<tr>
<td>3 Redwood City</td>
<td>San Mateo</td>
</tr>
<tr>
<td>4 South San Francisco</td>
<td>San Mateo</td>
</tr>
<tr>
<td>5 San Francisco</td>
<td>San Francisco</td>
</tr>
<tr>
<td>6 Fremont</td>
<td>Alameda</td>
</tr>
<tr>
<td>7 San Leandro</td>
<td>Alameda</td>
</tr>
<tr>
<td>8 Oakland</td>
<td>Alameda</td>
</tr>
</tbody>
</table>

Tier 2
Medical Centers
Facilities in the San Francisco Bay Area which can provide resource support or receive patients from the event

<table>
<thead>
<tr>
<th>KP Medical Center</th>
<th>County</th>
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</thead>
<tbody>
<tr>
<td>1 San Rafael</td>
<td>Marin</td>
</tr>
<tr>
<td>2 Santa Rosa</td>
<td>Sonoma</td>
</tr>
<tr>
<td>3 Vallejo</td>
<td>Solano</td>
</tr>
<tr>
<td>4 Vacaville</td>
<td>Solano</td>
</tr>
<tr>
<td>5 Richmond</td>
<td>Contra Costa</td>
</tr>
<tr>
<td>6 Walnut Creek</td>
<td>Contra Costa</td>
</tr>
<tr>
<td>7 Antioch</td>
<td>Contra Costa</td>
</tr>
</tbody>
</table>

Tier 3
Medical Centers
Facilities not within the San Francisco Bay Area that can provide resource support or absorb patients from Bay Area Medical Centers

<table>
<thead>
<tr>
<th>KP Medical Center</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Sacramento</td>
<td>Sacramento</td>
</tr>
<tr>
<td>2 South Sacramento</td>
<td>Sacramento</td>
</tr>
<tr>
<td>3 Roseville</td>
<td>Placer</td>
</tr>
<tr>
<td>4 Manteca</td>
<td>San Joaquin</td>
</tr>
<tr>
<td>5 Modesto</td>
<td>Stanislaus</td>
</tr>
<tr>
<td>6 Fresno</td>
<td>Fresno</td>
</tr>
</tbody>
</table>

Critical Departments

- Emergency Room
- Perioperative Services
  - Operating Room
  - Pre- and Post-Operative / Recovery Room
  - Sterile Processing
  - Orthopedics
  - Anesthesia
- ICU / Critical Care
- Radiology
- Lab
- Blood Bank
- Medical / Surgical beds
Stakeholders

- Hospital leadership
- Winter planning team
- Hospital operations
- Security
- Local and Regional Command Centers
- NFL, SF and SCL Super Bowl host committees

Talking Points

- Emergency managers and emergency medicine physicians are content experts
- Comprehensive emergency management (EM) planning involves many service lines
- Service line leadership must be engaged for decision making and operations
- Integration of EM concepts into day-to-day hospital operations is critical
- Operational decisions must be discussed and made locally
Something Specific to Talk About

- **Planning Scenario**
  - 2 RED – Immediate
  - 4 YELLOW – Delayed
  - 8 GREEN – Minor

Documents and Policies

- **Medical Centers**
  - High Census Plan
  - MCI Incident Action Plan
  - Rapid Disposition and Discharge Plan
  - Casualty Care Unit – KPMassCATT
  - Security – access and control
  - Credentialing policy & procedures
  - Tier One Supplemental Stakeholders Guide
  - HCC organization chart

- **Regional Command Center**
  - MCI Incident Action Plan
  - RCC organization chart
Training is the Answer

- Mass Casualty Advanced Triage and Treatment (KPMassCATT)
- Hospital Incident Command System (HICS) + MCI management
- Regional Incident Command System
- Exercise controllers and evaluators

Work!

- EOP and annexes
- Training and education
- Kickoff meetings with key stakeholders
- Communications, points of contact and Super Bowl planning groups
- Recurring meetings with Tier facilities and stakeholder groups
- EHR sandbox development and education
- Weekly leadership updates
Practice Opportunities

- Regional Tabletop Exercise – Aug. 12, 2015
- Statewide Exercise – Nov. 19, 2015
- Regional Functional Exercise – Jan. 12, 2016
- Super Bowl 50 operational time frame – Jan. 22 - Feb. 9, 2016

KP Trauma Conference, June 2015
Jan. 12 Functional Exercise

- Scenario: MCI at 3 Bay Area locations
- More than 300 patients to KP, including trauma and peds
- 21 facilities/Hospital Command Centers
- Regional Command Center
  - Situational status
  - Resource management & support
  - Surge capacity analysis
- EHR sandbox environment
- Independent evaluators

Regional Exercise, Jan. 12, 2016
Operational Time Frame – 1/22 – 2/9

- Integration with county and federal planning/briefings
- Staffing and call-back lists augmented
- MCI supplies augmented
- Blood supply planning and increase
- Surgery/Periop staffing and back-up teams
- Daily briefings

When Projects Merge

Super Bowl 50: KP NCAL Final Briefing
February 8, 2016

Kaiser Permanente providers saw over 1000 patients across the Bay Area in temporary clinics that were open between January 26 and February 7.
How Did We Do?

“When we had an incident – I felt prepared.”

Thank You!!

- KP Super Bowl Steering Committee
- KP Northern California Executives
- KP NCAL Regional Emergency Management Committee
- Medical Center Planning Teams
- Emergency Management Leads
- Health Connect Team
- Regional Drill and Training Program
- Regional and Hospital Command Center Teams
- Security Teams
- Emergency, Surgery, Radiology, Anesthesia, Orthopedics, Blood Bank Departments
- Kaiser Permanente SB50 MDs and LVNs
- NFL and Host Committees
- San Francisco, Santa Clara, San Mateo, Alameda Counties
Questions?

Thank You!

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