



NATIONAL
QUALITY FORUM

Healthcare System Readiness Web Meeting #4-6

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Agenda

- Roll Call
- Framework Deep Dive
- Committee Discussion
- Opportunity for Public Comment

Project Staff

- Debjani Mukherjee, MPH, Senior Director
- Jesse Pines, MD, Consultant
- Poonam Bal, MHSA, Senior Project Manager
- May Nacion, MPH, Project Manager
- Navya Kumar, MPH, Project Analyst

Committee Members

- Paul Biddinger, MD (*co-chair*)
- Margaret Weston, MSN, RN, CPHQ (*co-chair*)
- Scott Aronson, MS
- Sue Anne Bell, PhD, FNP-BC, NHDP-BC
- Emily Carrier, MD, MSc
- Cullen Case, EMPA, CEM, CBCP, CHEP, SCPM
- Barbara Citarella, RN, MS, NHDP-BC
- Katelyn Dervay, PharmD, MPH, BCPS, FASHP
- Alexander Garza, MD, MPH
- Jennifer Greene, MA, LPC
- Angela Hewlett, MD, MS
- Feygele Jacobs, DrPH, MPH, MS
- Mark Jarrett, MD, MBA, MS
- June Kailes
- Matthew Knott, MS, EFO, CFO, CEM, CEMSO, FM
- Stacey Kokaram, MPH
- Steven Krug, MD
- Nicolette Louissaint, PhD
- David Marcozzi, MD, MHS-CL, FACEP
- Glen Mays, PhD, MPH
- James Paturas, MPA
- Patrick Reilly, MD
- Marcie Roth
- Lucy Savitz, PhD, MBA
- Jay Taylor, MSgt

Framework Overview

Healthcare System Readiness Project Objectives

- Convene a multistakeholder committee.
- Develop a measurement framework informed by an environmental scan.
- Develop a written report summarizing the finalized environmental scan, the group's discussion on the definition of readiness, the feasibility and strategy to focus future quality measurement on readiness, and the development of a measurement framework.

Measurement Framework

A Measurement Framework is a conceptual model for organizing ideas about what is important to measure for a topic area and how measurement should take place.

- **Domain** is a categorization/grouping of high-level ideas and measure concepts that further describes the measurement framework.
- **Subdomain** is a smaller categorization/grouping within a domain.
- **Measure concept** is an idea for a measure (or a description of an existing or potential assessment tool or instrument) that includes a description of the measure, including planned target and population.
- **Measure** is a fully developed metric that includes detailed specifications and may have undergone scientific testing.

Definitions

- **Healthcare System:** All entities that directly deliver healthcare services to promote continuity and timely care across multiple providers, health systems, and communities
- **Readiness:** The ability of hospitals, healthcare systems, and communities to rapidly identify, evaluate, and react to a wide spectrum of emergency conditions related to a disaster or public health emergency.

Definitions

■ **Mitigation:**

- ▣ *A set of measures to reduce or neutralize the impact of natural hazards by reducing social, functional, or physical vulnerability.*
- ▣ *Any steps that involve averting future emergencies or at least the impact of these emergencies would be considered in this phase.*
- ▣ *Mitigation can be done before or after a disaster.*

■ **Preparedness:**

- ▣ *The organization, education, and training of the population and all relevant institutions to facilitate effective control, early warning, evacuation, rescue, relief and assistance operations in the event of a disaster or emergency.*
- ▣ *Preparedness encompasses processes and structures that organize resources, policies, procedures, and drills to prepare for sudden unforeseen events.*
- ▣ *Preparedness happens before a disaster.*

Definitions

■ **Response:**

- ▣ *A sum of decisions and actions taken during and after a disaster, including immediate relief, rehabilitation, and reconstruction.*
- ▣ *Essentially, response is operationalizing and putting preparedness plans into action.*
- ▣ *Response occurs during the disaster.*

■ **Recovery:**

- ▣ *A specific set of procedures that are taken to return to a normal or a safer situation post-disaster and takes place post-emergency.*
- ▣ *The Recovery phase ensures that there is a coordination of efforts to continue delivering healthcare while resources are being restored to a steady/normal state, as well as strengthening key systems and resources to achieve resilience during subsequent incidents.*
- ▣ *Recovery occurs after the disaster.*

Framework for Healthcare System Readiness

Scope:

- Focus on the quality measurement of healthcare delivery prior to, during, and after disasters and public health emergencies.

Purpose:

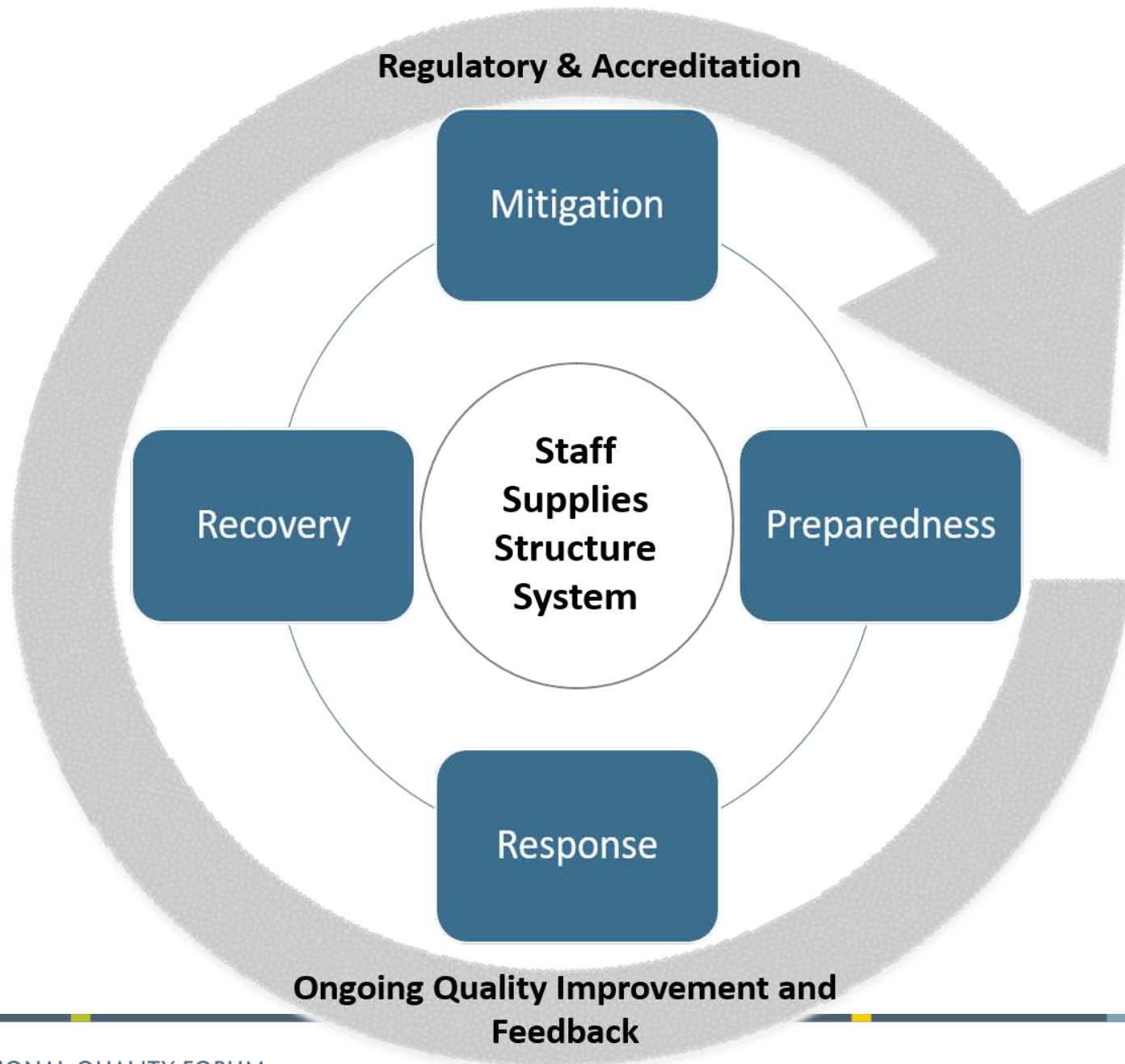
- To serve as a conceptual framework and guidance for future development of readiness measures
- To prioritize measures and/or measurement areas related to readiness

Guiding Principles

Guiding Principles

- Patient-Focused Readiness
- Availability and Accessibility
- Maintenance of Health
- Care Beyond Hospitals
- Scalability
- Geographical Considerations
- Facility Size Considerations
- Communication Among Entities
- Preparing for the Known and Unknown
- Maintenance of Preparedness
- Post-Event Measurement

Measurement Framework



Staff

Domain – Staff Proposed Subdomains

Note: all points under subdomains are examples

- ▣ *Communication*
 - » Within the unit
 - » Healthcare entity-wide
- ▣ *Establishing/testing/activating functional staffing plans and support plans for staff and volunteers*
 - » Staff development and training on crisis standards of care
 - » Systematic testing of surge capacity
 - » Systematic testing of evacuation plans
 - » Defined roles and responsibilities for preparedness
 - » Timeliness of response
- ▣ *Establish training plans:*
 - » Ongoing training
 - » Just-in-time training
 - » Managing behavioral health issues
 - » Training of temporary shelter staff

Domain – Staff Proposed Subdomains

Note: all points under subdomains are examples

- ▣ *Staff and volunteer recruitment, registration, and retention*
 - » Staff willingness to respond/deploy
 - » Staff attrition
 - » Staff capacity at all capabilities
 - » Provider reciprocity
- ▣ *Staff Safety*
 - » Safety during outbreaks
 - » Safety during healthcare facility evacuation
- ▣ *Coordination of response across continuum of care*
 - » Surge capacity
 - » Effectiveness of crisis standards of care implementation
- ▣ *Data and quantification of response and recovery efforts*
 - » Mortality, morbidity, patient-reported outcomes

Staff Measure Concepts

Review Word Document

- Preparedness
- Response
- Recovery
- Mitigation

Committee Discussion

Illustrative Example

- Subdomain: Communication
- Measure Concept(s):
 - ▣ *Staff communication of emergency protocol within a unit (i.e., ICU/ Emergency Department)*
 - ▣ *Healthcare entity-wide staff communication of emergency protocols*
 - ▣ *Healthcare entity-wide staff with patient/caregiver communication*
 - ▣ *Healthcare entity to healthcare entity within healthcare system communication of care coordination plans*
- Measure(s):
 - ▣ *EM.02.02.01: As part of its Emergency Operations Plan, the hospital prepares for how it will communicate during emergencies. (Emergency Management Standards. The Joint Commission)*

Discussion Questions – Staff Subdomains

Goal for Discussion: Come to a common consensus on the subdomains under the Staff Domain

- What subdomains currently listed do not fit in the Staff Domain?
- Are any subdomains missing?
- How do the subdomains fit into the four phase model of Preparedness, Response, Recovery, and Mitigation?

Discussion Questions – Staff Measure Concepts

Goal for Discussion: Create list of measure concepts for each subdomain under the Staff Domain

- Are the measure concepts currently listed appropriate?
- Are there other measure concepts that should be included in the four phase model of Preparedness, Response, Recovery, and Mitigation?
- Are these measure concepts scalable and generalizable enough for all-hazards?
- What are other cross-cutting measure concepts that can apply to entities that directly deliver healthcare services?

Discussion Questions – Staff Measures

- Are there any measures currently available that could fit within this framework?

Supplies

Domain—Supplies Proposed Subdomains

Note: all points under subdomains are examples

- Documentation and inventory of supply chain
 - ▣ *Initial and maintenance*
- Assessment of supply chain
 - ▣ *adequacy of medication and supply inventory*
 - ▣ *testing optimality of points of dispensing locations*
 - ▣ *testing timeliness of acquisitions from strategic national stockpile*
- Surge Capacity
- Community and provider pharmaceutical access at 100% capacity

Supplies Measure Concepts

Review Word Document

- Preparedness
- Response
- Recovery
- Mitigation

Committee Discussion

Discussion Questions – Supplies Subdomains

Goal for Discussion: Come to a common consensus on the subdomains under the Supplies Domain

- What subdomains currently listed do not fit in the Supplies Domain?
- Are any subdomains missing?
- How do the subdomains fit into the four phase model of Preparedness, Response, Recovery, and Mitigation?

Discussion Questions – Supplies Measure Concepts

Goal for Discussion: Create list of measure concepts for each subdomain under the Supplies Domain

- Are the measure concepts currently listed appropriate?
- Are there other measure concepts that should be included in the four phase model of Preparedness, Response, Recovery, and Mitigation?
- Are these measure concepts scalable and generalizable enough for all-hazards?
- What are other cross-cutting measure concepts that can apply to entities that directly deliver healthcare services?

Discussion Questions – Supplies Measures

- Are there any measures currently available that could fit within this framework?

Structure

Domain –Structure Proposed Subdomains

Note: all points under subdomains are examples

- Hazards vulnerability assessment
- Facility location
- Up-to-date presence of critical infrastructure
- Day-to-day functionality and capacity
- Redundant power and transmission
- Adequacy of building codes for specific disasters
- Assessment of facility location
 - ▣ *identification and testing of alternative care sites*
- Surge capacity
- Continuity of healthcare facility operations
- Timeliness of return to function

Structure Measure Concepts

Review Word Document

- Preparedness
- Response
- Recovery
- Mitigation

Committee Discussion

Discussion Questions – Structure Subdomains

Goal for Discussion: Come to a common consensus on the subdomains under the Structure Domain

- What subdomains currently listed do not fit in the Structure Domain?
- Are any subdomains missing?
- How do the subdomains fit into the four phase model of Preparedness, Response, Recovery, and Mitigation?

Discussion Questions – Structure Measure Concepts

Goal for Discussion: Create list of measure concepts for each subdomain under the Structure Domain

- Are the measure concepts currently listed appropriate?
- Are there other measure concepts that should be included in the four phase model of Preparedness, Response, Recovery, and Mitigation?
- Are these measure concepts scalable and generalizable enough for all-hazards?
- What are other cross-cutting measure concepts that can apply to entities that directly deliver healthcare services?

Discussion Questions – Structure Measures

- Are there any measures currently available that could fit within this framework?

Systems

Domain – Systems Proposed Subdomains

Note: all points under subdomains are examples

- Community Assessment
 - ▣ *Identification of community health status/ vulnerable populations*
 - ▣ *Mapped areas prone to flooding/lost of electricity*
 - ▣ *Community resource assessment*
- Evacuation and response plans
 - ▣ *Functional and full-scale exercises*
 - ▣ *Targeting and tailoring based on need*
 - ▣ *Determine triggers and indicators for crisis standards of care*
- Communication plans (external and internal)
 - ▣ *Plans in various languages*
 - ▣ *Plans for at-risk individuals*
 - ▣ *Communication with external partners*
 - ▣ *Tracking of patients*

Domain – Systems Proposed Subdomains

- Cooperative Agreements
 - ▣ *Establish partnerships with community stakeholders and local/state public health/emergency management departments, as well as healthcare coalitions.*
- Policies (external and internal)
- Staff survey tool for after action evaluation
- Emergency communication and warning systems (within the health system)
 - ▣ *Health information exchange functionality across facilities*
 - ▣ *Testing of inter-facility communication systems*
- Testing of functional and full-scale exercises

Systems Measure Concepts

Review Word Document

- Preparedness
- Response
- Recovery
- Mitigation

Committee Discussion

Discussion Questions – Systems Subdomains

Goal for Discussion: Come to a common consensus on the subdomains under the Systems Domain

- What subdomains currently listed do not fit in the Systems Domain?
- Are any subdomains missing?
- How do the subdomains fit into the four phase model of Preparedness, Response, Recovery, and Mitigation?

Discussion Questions – Systems Measure Concepts

Goal for Discussion: Create list of measure concepts for each subdomain under the Systems Domain

- Are the measure concepts currently listed appropriate?
- Are there other measure concepts that should be included in the four phase model of Preparedness, Response, Recovery, and Mitigation?
- Are these measure concepts scalable and generalizable enough for all-hazards?
- What are other cross-cutting measure concepts that can apply to entities that directly deliver healthcare services?

Discussion Questions – Systems Measures

- Are there any measures currently available that could fit within this framework?

Opportunity for Public Comment

Next Steps

- Web Meeting 7
 - ▣ January 28, 2019 at 2-4 pm ET

Project Information

- Email: readiness@qualityforum.org
- Phone: 202-783-1300
- Project page
[http://www.qualityforum.org/Healthcare System Readiness.aspx](http://www.qualityforum.org/Healthcare_System_Readiness.aspx)
- SharePoint page
[http://share.qualityforum.org/Projects/Healthcare System Readiness/SitePages/Home.aspx](http://share.qualityforum.org/Projects/Healthcare_System_Readiness/SitePages/Home.aspx)