

# LOS ANGELES COUNTY MASS MEDICAL CARE WORKSHOP

*Phase Two Workshop Recap*



June 22-23, 2011  
San Diego, California



**U.S. Department of  
Health and Human Services**  
Centers for Disease  
Control and Prevention

The Oak Ridge Institute for Science and Education (ORISE) is a U.S. Department of Energy (DOE) facility focusing on scientific initiatives to research health risks from occupational hazards, assess environmental cleanup, respond to radiation medical emergencies, support national security and emergency preparedness, and educate the next generation of scientists.

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The findings and conclusions in this document are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.

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## Introduction

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The Los Angeles County Department of Public Health and Los Angeles County Emergency Medical Services (EMS) Agency conducted the *Los Angeles County Mass Medical Care Workshop* in San Diego, California, on June 22–23, 2011. The workshop was sponsored by the Centers for Disease Control and Prevention (CDC), Division of Healthcare Quality Promotion (DHQP) and facilitated by the Oak Ridge Institute for Science and Education (ORISE). The workshop is the second in a pair of workshops; the first workshop was held in San Diego during September 2010. This document recaps the activities and future priorities resulting from the second workshop.

## Key Issue

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Los Angeles County (LAC) has many challenges in coordinating a medical and public health response to an influenza pandemic or other large-scale public health emergency because of its large and diverse population distributed across 4000 square miles. Facilities in the healthcare system operate at near 100% capacity daily and will rapidly be overwhelmed by a mass medical surge event<sup>1</sup>. An event of this magnitude will require local and regional emergency preparedness planning and response from an array of disciplines and organizations within the healthcare sector (e.g., hospitals, outpatient clinics, and long-term care) to address this issue.

One approach to effective delivery of care within a community during a disaster is to develop a model of care for a mass medical surge event through the cooperation and coordination of public health, EMS, the healthcare sector, emergency management, and other agencies and organizations. Planners in LAC took that approach and developed a framework for its *Mass Medical Care Model* at the first workshop in San Diego, which focused more on hospitals. Participants in that workshop provided recommendations on the healthcare sectors to engage for a second workshop. LAC planners set up work groups consisting of key stakeholders in the hospital, clinic, and long-term care sectors to prepare strategies for responding to a mass medical care event. LAC will use the products from the workshops and work groups to complete a *Mass Medical Care Model* and to develop a narrative outlining the process they followed in creating the model.

## Purpose

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The purpose of this workshop was to bring together pertinent decision-makers (see page 4 *Participating Agencies and Organizations*) in the community to identify problems and address issues associated with managing a medical surge event in LAC. Specifically, this workshop focused on the roles of community clinics and long-term care facilities in supporting LAC hospitals with surge management during an influenza pandemic.

## Workshop Objectives

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- Review sector-specific response strategies developed by LAC work groups (hospital, clinics, and long-term care) prior to the workshop
- Ensure work group response strategies integrate with local and state government response plans and policies
- Collaborate to identify gaps, inconsistencies, and redundancies in work group response strategies

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<sup>1</sup> This workshop focused on preparing a model of care specific to an influenza pandemic. This model can be broadened to address other types of surge events outside of a communicable disease.

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- Collaborate to propose solutions to the gaps, inconsistencies, and redundancies in work group response strategies
- Refine work group response strategies, identify implementation steps for those strategies, and begin development of LAC's *Mass Medical Care Model*

## Synopsis

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The workshop format included plenary sessions and breakout discussions to enable participants to achieve stated objectives. Presenters and the titles of their presentations are listed below and at the following link under the *Post Meeting Resources* tab: (<https://www.signup4.net/public/ap.aspx?EID=JUNE86E&OID=160>)

The goal of the first day of the workshop was to provide information to participants that would aid in the process of developing the mass medical care model. Two presentations focused on current programs related to patient care during a surge, and community communications personnel led a panel discussion on communication issues. The following information was discussed:

- ***Pediatric Surge*** was presented by Kathy Stevenson, Disaster Resource Center (DRC) Manager, Children's Hospital Los Angeles
- ***Kaiser Permanente Healthcare Model*** was presented by Dale Thompson, Threat Assessment Manager, Kaiser Permanente
- ***Communication During Public Health Emergencies*** panelists included Rose Anne Rodriguez, Director of External Relations and Communications, LAC Department of Public Health (DPH) and Aizita Magana, Project Manager California Health Alert Network (CAHAN), LAC DPH

Representatives from three sector-specific work groups established after the first LAC workshop presented their response strategies for managing a surge of patients resulting from an influenza pandemic. These presentations provided information on the strategies created by the individual groups and the issues, gaps, and recommendations for use during further model development. Presentations included:

- ***Hospital Work Group*** response strategies were presented by Jacqui Rifenburg, DRC Program Manager, LAC EMS Agency
- ***Clinics Work Group*** response strategies were presented by Millicent Wilson, MD, Physician Specialist, LAC EMS Agency
- ***Long-term Care Facilities Work Group*** response strategies were presented by Michael Boldt, President, Boldt Risk Management Solutions; Carole Lillis, Vice President of Professional Services, SnF Management; and Adam Mitchell, Administrator, Country Villa Health Services

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The goal of the second day of the workshop was for representatives from the hospital, clinic, and long-term care work groups to collaborate, along with EMS and public health, on the development of the LAC's *Mass Medical Care Model*. Breakouts consisting of representatives from each of these groups met to determine if the various strategies aligned with state and local response plans; to identify gaps, inconsistencies, and redundancies in the strategies; and to propose solutions. The breakout groups shared their observations and solutions with the larger group.

The breakout groups discussed how to integrate the work group strategies into both a collaborative and a systems approach to managing and responding to an influenza pandemic across the LAC system for mass medical care. Discussion also included how to improve or develop communication methods or pathways between healthcare providers (e.g., clinics to hospitals and long-term care facilities to hospitals) to support the shift in patient care delivery during such an emergency. Participants shared the results of their discussions with the larger group.

Kay Fruhwirth, Assistant Director, LAC EMS Agency presented a proposed table of contents for the *LAC Mass Medical Care Model* and asked participants to suggest content for each section. The intent of this activity was to allow participants to have input on how the model is formatted and what LAC will include in each section.

The workshop concluded with an evaluation and closing remarks by representatives from CDC-DHQP and LAC.

## **Future Priorities**

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The LAC Planning Team—representatives from local and state public health agencies, EMS, CDC-DHQP, and ORISE—discussed in a post-workshop meeting priorities for moving forward with the LAC Mass Medical Care project. These priorities include:

- Compile and organize data and notes captured at the workshop. This will include a workshop recap (this document) and a formal summary to follow later
- Develop a Narrative of the Mass Medical Care Model development process
- Develop a draft of the *LAC Mass Medical Care Model*
- Monitor and report progress on the development of a final version of the model
- Engage additional healthcare stakeholders, e.g., home health, ambulatory surgery centers
- Determine methods to educate personnel that need to respond in a mass medical care emergency, especially on capabilities and limitations of the long-term care sector
- Develop and/or expand methods and modes of communications between healthcare organizations and agencies (e.g., Community Clinic Association interface with Disaster Resource Centers; enroll all facilities in the California Health Alert Network)

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## Participating Agencies and Organizations

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- Alliance Nursing Centers, Inc.
- American Indian Healing Center
- Boldt Risk Management Solutions
- California Association of Health Facilities
- California Department of Public Health
- California Hospital Association
- California Primary Care Association
- Centinela Hospital Medical Center
- Children's Hospital Los Angeles
- Community Clinic Association of LA County
- Country Villa Health Services
- Fusion Performance LLC
- H. Claude Hudson Comprehensive Health Center Administration
- Harbor-UCLA Medical Center
- Harris County (Texas) Public Health and Environmental Services
- Hubert H. Humphrey Comprehensive Health Center
- Kaiser Permanente
- Kaiser Permanente Los Angeles
- LA County Chief Executive Office
- LA County Department of Public Health
- LA County Emergency Medical Services Agency
- Long Beach Department of Health and Human Services
- Maricopa County (Arizona) Department of Public Health
- National Association of County and City Health Officials
- Northeast Valley Health Corporation
- Pasadena Public Health Department
- Pomona Valley Hospital Medical Center
- Providence Home Care
- Providence Saint Joseph, Holy Cross and Tarzana Medical Centers
- Providence Surgery Centers
- Rancho Los Amigos National Rehabilitation Center
- SnF Management
- U.S. Department of Health and Human Services
  - Centers for Disease Control and Prevention
  - Centers for Medicare and Medicaid Services
  - Health Resources and Services Administration
  - Office of the Assistant Secretary for Preparedness and Response
- Watts Healthcare Corporation