



NORTHWEST HEALTHCARE  
**Response Network**®

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# 2016 ANNUAL REPORT

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**The Northwest Healthcare Response Network** serves a vital role in our community by leading healthcare organizations in a regional, collaborative effort to prepare for, respond to and recover from emergencies and disasters.

Together, we build capabilities that can't be achieved alone.

Mission

We lead regional healthcare collaboration to effectively respond and recover in emergencies and disasters.

Vision

Our community gets the care it needs during and after an emergency or disaster.

Values

- COLLABORATION:** Working together as public and private partners
- EFFECTIVENESS:** Striving for excellence and continuous improvement
- INNOVATION:** Seeking fresh solutions to modern challenges
- STEWARDSHIP:** Using resources efficiently and equitably

Impact Focus Areas

We commit our expertise and resources to prepare and support a unified and coordinated healthcare community that will:

- BE RESILIENT**  
Learn and adapt to prevent, withstand and mitigate impacts of future emergencies.
- SUSTAIN CARE**  
Continue to provide patient care during an emergency.
- SURGE CARE**  
Manage a surge in demand for patient care during an emergency.
- RECOVER**  
Restore operations to meet patient care needs after an emergency.



Before disaster strikes  
**We operate** behind the scenes preparing and training healthcare providers in cutting-edge emergency response and recovery practices.



During a disaster  
**We coordinate** information, policy and resources for the healthcare community in partnership with other emergency response agencies.



After a disaster  
**We advocate** for and support healthcare through the recovery process, while learning from our front-line experiences to develop and implement innovative, life-saving strategies.

**“A coordinated, collaborative and integrated public health and health care delivery system** is essential to our ability, both in King County and regionally, to optimally prepare for and respond to large scale health emergencies and disasters. The NWHRN, working with healthcare system partners, has been a tremendous regional asset and leader in moving us towards a more robust, efficient and effective health emergency response capacity and capability. I consider the NWHRN a vital element of our public health emergency response, whether it be an infectious disease outbreak, natural disaster or other inevitable and unpredictable crisis.”

**Jeff Duchin, MD**  
*Health Officer and Chief, Communicable Disease Epidemiology & Immunization Section Public Health – Seattle & King County*

**“The Northwest Healthcare Response Network makes sure our healthcare system is well connected and ready to respond to any emergency, anytime, anywhere across our counties. **We are proud to partner with them to protect and improve the health of our community.****

**Anthony L-T Chen, MD, MPH**  
*Director of Health Tacoma-Pierce County Health Department*



## We are a coalition of people and organizations

who understand that healthcare is an essential service for every person in our community, and who know that **while disasters are inevitable, our resilience is not.**



### IMPROVING OUR RESILIENCY

Working together to prepare, respond and recover

## Coordinating Our Preparedness

The Network brings healthcare organizations and our community partners together to build collective preparedness and response capabilities through a variety of essential advisory committees, workgroups, trainings and exercises. Working together, in 2016 we:

- Completed and tested the first multi-jurisdictional **Regional Acute Infectious Disease Response Plan**.
- Developed the first regional concept of operations for **Crisis Standards of Care**.
- Developed strategies for implementing **emergency community care centers** after a disaster, ensuring access to care when infrastructure is disrupted.
- Developed and tested the first regional **situational awareness protocol**.
- Trained 330 members of our community on topics ranging from preparing for **active threat incidents and pediatric care in a disaster response**.

8  
EMERGENCY  
ACTIVATIONS  
IN 2016

## Testing Our Response

In June 2016, along with local, state and federal partners throughout the Northwest, the Network and 58 healthcare facilities participated in **Cascadia Rising 2016**, a four-day exercise to test our capabilities for responding to a 9.0 earthquake. Participants included hospitals, blood centers, dialysis centers, ambulatory surgery centers and outpatient clinics. As part of this exercise, the Network and our partners tested our Healthcare Situational Awareness procedure to gather, analyze and share information including damage assessment and impact to healthcare's patient care capability. Lessons learned from this exercise are helping to improve these procedures as well as other response plans.

## Improving Through Recovery

When a tour vehicle collided with a charter bus in September 2015, **the Network played a crucial role** in the emergency response by tracking the location of injured patients, including foreign nationals from 14 countries. This critical information was used by key response agencies, healthcare partners and consulates.

However, the response exposed a gap: **the need for a common understanding** of emergency response operations coordination and communication among consulates and government partners when the Seattle Emergency Operations Center is activated.

In 2016, the community, including many local agencies and consulates, **gathered to address the issue**. The discussion topics included what services and agencies come into play; how patients and victims are identified and tracked; what actions and calls are most effective; and reasonable expectations regarding response timelines. Consular representatives from the U.K., Mexico, Japan, Austria, The Netherlands and France attended.

## Insights from Our Director

### *To our community of members and partners,*

As I reflect on our progress and our accomplishments in 2016, I am energized by the importance, but also the necessity of the work we are doing together.

Our mission here at the Network is unique. There is no other organization in the region that brings together healthcare, public health, emergency management, EMS and other community stakeholders to address the critical challenges of building a more prepared and more resilient healthcare system. Every day, we are charged to anticipate the worst – what could happen to our community if, during a disaster, the healthcare services we all depend on weren't available? And every day, we strive, through a concerted effort to convene and unite normally competitive and siloed organizations, to leverage the best expertise and find solutions to this complex problem.

Working with all of you, we are seeking better ways to help healthcare organizations get prepared. And together, we are also developing plans for our community to help ensure that when disasters strike – whether disease outbreaks or earthquakes – that our community will continue to get the care that it needs.

As we do this, the landscape of healthcare preparedness continues to change. In the fall of 2016, the Centers for Medicaid and Medicare Services released its first Emergency Preparedness Rule, creating a new condition of Medicare and Medicaid participation

and reimbursement. The U.S. Department of Health and Human Services released the new Healthcare System Preparedness and Response Capabilities, establishing the vision and expectations for healthcare and communities nationwide. The Network continues to meet and adapt to these changes, and is here to serve and support all of you.

I would like to say **thank you** to those who have been a part of these efforts to foster a collaborative, responsive, informed healthcare system. To those of you who are not yet involved, we invite you to join us.

### **We need your organization's participation.**

The more of the community we involve in planning, trainings and exercises, the better off we all will be when it is our turn to respond to a disaster.

**We need your endorsement.** Spread the word about Network's activities so we can maximize participation and make sure that anyone in our community who wants to get involved has that opportunity.

**We need your financial support.** The Network is increasingly reliant on the membership of participating healthcare organizations, as well as support from local businesses and the community, to fund the work that benefits all of us.

**It is only by working together that we can truly build a more resilient Puget Sound.**

**Onora Lien**  
Executive Director

## There is Strength in Numbers SERVING THE STATE'S MEDICAL EPICENTER



3 Million  
RESIDENTS



130,000  
HEALTHCARE WORKERS



2,000  
HEALTHCARE  
ORGANIZATIONS



ALMOST 50% OF THE  
STATE'S HOSPITAL AND  
LONG-TERM CARE BEDS



www.nwhrn.org

# Honoring the Power of a Coalition

The Network welcomed 165 senior leaders and partners from healthcare, private industry, and local and state public health and emergency management at its Executive Breakfast on September 23, 2016, to celebrate nearly 11 years of working together toward a more disaster-resilient region.

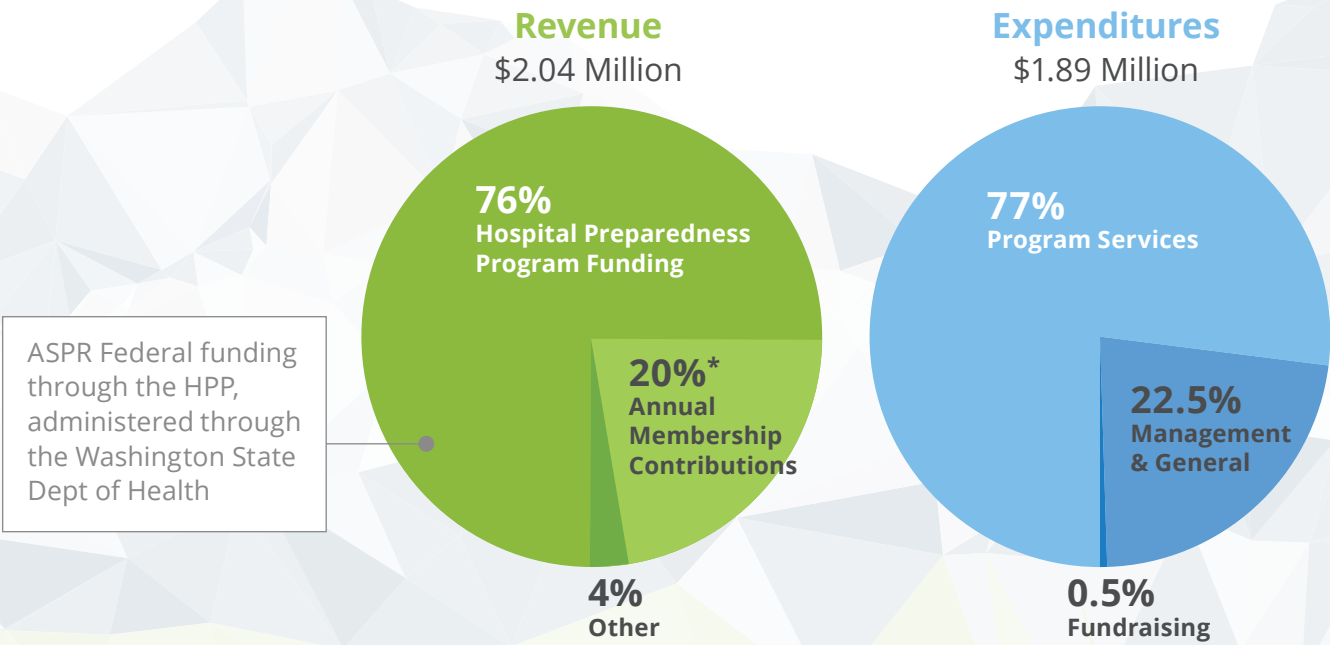
Barb Graff, Director of Emergency Management for the City of Seattle, recounted the 2015 Aurora Bridge collision response and provided powerful testimonial regarding the importance of the Network's work in our region before, during and after a disaster. The keynote speaker, Dr. Sheri Fink, author of *Five Days at Memorial: Life and Death in a Storm-Ravaged Hospital*, shared compelling lessons from Hurricanes Katrina and Sandy about the significant life and death consequences of large-scale disasters, and proactive steps we can take to improve our preparedness for these events. Her presentation underscored the importance of our collaborative work to build a more resilient healthcare community.



*A healthcare coalition is a network of health care organizations and providers within a region. The mission of a coalition is to reduce the burden of illness, injury, and loss of life in the event of an emergency or disaster through coordinated emergency preparedness and response.*

## Financial Overview 2015-2016

The Network's fiscal year is July 2015-2016



\*Contributions do not include multi-year pledges by healthcare organizations

## 2016 Sustaining Members & Partners



## 2016 Board of Directors

### OFFICERS

- Tom M. Martin**, Chair, Senior Vice President, Chief Strategy & Information Officer, EvergreenHealth
- William Biggs**, Vice Chair, Vice President, Administrative Services, Group Health Cooperative
- Jim AuBuchon**, MD, Secretary, President & CEO, Bloodworks Northwest
- Glenn Kasman**, Treasurer, President, East Pierce County Region, Multicare Health System

### DIRECTORS

- June Altaras**, MN, RN, Chief Administration Officer, Swedish Health Services
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- Jeffrey M. Sconyers**, Esq., Senior Lecturer, MHA Program, University of Washington
- Nigel Turner**, RS, MPH, Ex-Officio, Division Director, Communicable Disease, Tacoma-Pierce County Health Dept.



# Get Involved with NWHRN



**Engage** in our community's disaster resilience



**Join** a committee or working group



**Take advantage** of training opportunities found on our website



**Get connected**



<http://bit.ly/2j1OgOF>



@TheNetworkNWHRN



**Stay informed**

**Subscribe to our newsletter**

<http://www.nwhrn.org/contact-us/>

Phone **425.988.2898**

Email **info@nwhrn.org**



**If the Northwest Healthcare Response Network did not exist, we would need to create it. They provide services that literally we cannot live without."**

**Jim AuBuchon, MD**

*President and CEO, Bloodworks Northwest*

