

The first step in developing an emergency operations plan is to conduct a Hazard Vulnerability Analysis (HVA), which enables an institution to prioritize risks by considering their probability and likely impact on operations. The emergency operations plan is then reviewed and updated based on the highest priority vulnerabilities. Often a facility will develop an overarching emergency operations plan with appendices that capture specific protocols or procedures necessitated by particular hazards. The outcome of the annual HVA should also inform the development of drills and exercises. Supply chain leadership should be involved in the HVA as well as in the emergency operations plan review and updating process.

SUPPLY CHAIN CHECKLIST

Hospital emergency preparedness plans should include a dedicated team of supply chain professionals and resources. To ensure maximum effectiveness, organizations should designate a staff member or team to carry out the plan. The following can help supply chain professionals prepare for an emergency and ensure a coordinated, appropriate response.



Perpetual Readiness Checklist

- Assign key roles for the Hospital Incident Command System, with backups for each of three shifts. These staff members should be trained and participate in routine drills.
- Develop supply caches of pharma and med/surg products that may be hard to obtain or develop a core disaster formulary.
- Have a plan to rotate stock as it approaches its expiration or end-of-useful-life date to avoid financial liability.
- In addition to medical products, charged lanterns, flashlights, batteries, headlamps, extension cords, etc., may be needed at a moment's notice and should be distributed to staff, particularly hands-free staff, such as pharmacists, to help complete the surgeries and procedures in progress.

Example of a 120-Hour Preparedness Plan for a Coastal Storm Scenario:

FIVE DAYS OUT

Staffing

- Establish (or activate) a supply chain management support (SCM) group and command center
- Develop roster of people for a "Stay Team"
- Hold staff or schedule early shifts
- Assess and arrange transportation needs (e.g., an SUV to pick up critical staff and family members)
- Assess and arrange child care services for staff who are required to stay at work

Key Contacts

- Contact key suppliers to inform them of an impending emergency and coordinate delivery arrangements
- Develop (or make available) a list of state and local police contacts to facilitate deliveries and permit emergency vehicles on roadways

Supply Chain

- Develop or review a list of key supplies needed to last at least 96 hours
 - If critical supplies need to be ordered to increase on-hand inventory, contact suppliers to arrange for a delivery immediately (this must be done prior to Day 2)



FOUR DAYS OUT

Staffing

- Finalize Stay Team rosters

Supply Chain

- Confirm orders with key suppliers
- Monitor facility and supplier staffing
- Coordinate the impending delivery of supplies

TWO TO THREE DAYS OUT

Staffing

- Assign a Dockmaster who will coordinate an orderly influx of supplies at the loading dock

Supply Chain

- Confirm orders with key suppliers (if not already completed)
- Logistics management performs walk-through of units to confirm orders

ONE DAY OUT

Staffing

- Communicate to customers that additional orders are being placed and will be accepted as long as possible (i.e., when roads are open and carriers are delivering)
- Monitor SCM staffing and critical suppliers

DAY OF EMERGENCY

Services

- Estimate emergency fuel delivery procedures (e.g., can fuel be delivered in the event of a flood?)
- Estimate the run time for generators and fuel inventory
- Identify the supplies, tools, and processes needed to restore power temporarily
- Take inventory of cash on hand and determine the need for a delivery of cash

Supply Chain

- Stay in contact with SCM support personnel; provide support as available and permitted
- Document spending that is due to emergency
- Assess challenges, issues, and damage
- Engage key suppliers to return to pre-emergency supply levels
 - Medical/surgical distributors
 - Maintenance, Repair & Operations product suppliers (MROs)
 - Drug wholesalers
 - Linen and laundry services
 - Clinical lab distributors
 - Food and water distributors
 - Cylinder and bulk oxygen and medical gases
 - Whole blood and component suppliers
 - School and research suppliers (for dry ice, refrigeration, IT support, and recovery)
 - Office products suppliers

POST-EMERGENCY

For a list of actions to take following an emergency, members should refer to the Post-Disaster Checklist, which is available at gnyha.org in the Emergency Preparedness section under Topics.