



December 5, 2016


Primary Protection Improving Healthcare Resilience

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2016 Robert Wood Johnson Culture of Health Leader



An aerial photograph of a city, likely Vancouver, showing a large body of water (False Creek) and a suspension bridge (Lions Gate Bridge). The city skyline is visible in the background, and the foreground shows some greenery and a body of water.

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

What is Resilience?







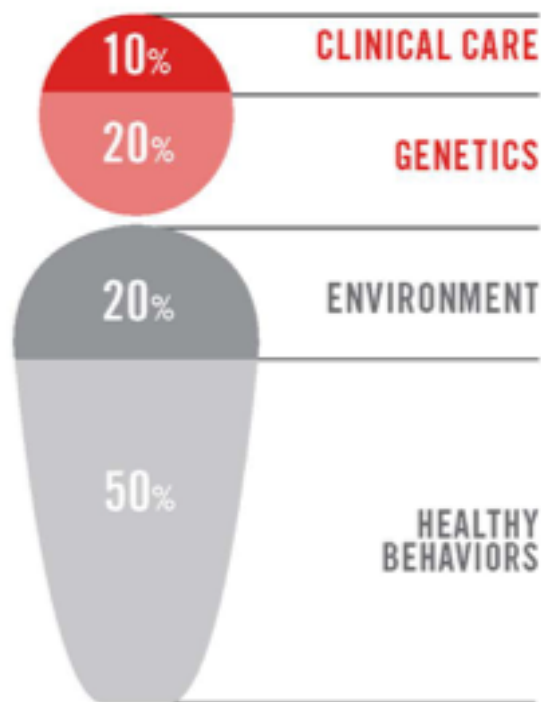
Environmental factors = 25% global disease burden

- Poor sanitation
- Outdoor air pollution
- Poor land use practices
- Resource scarcity
- Extreme weather injuries
- Vector-borne diseases
- Unsafe drinking water

“Although medical care is important, our reviews of research and the hearings we’ve held have led us to conclude that **building a healthier America will hinge largely on what we do beyond the health care system.**”

“Health beyond Healthcare” -- Robert Wood Johnson Foundation’s bi-partisan Commission to Build a Healthier America

WHAT MAKES US HEALTHY?



MY



NEIGHBORHOOD



IS



KILLING



ME



Symptoms of Community Trauma

- Intergenerational poverty
 - Long-term unemployment
 - Relocation of businesses & jobs
 - Limited employment
 - Disinvestment
- Deteriorated environments and unhealthy, often dangerous public spaces with a crumbling built environment
 - Unhealthy products
- Disconnected/damaged social relations and social networks
 - The elevation of destructive, dislocating social norms
 - A low sense of collective political and social efficacy



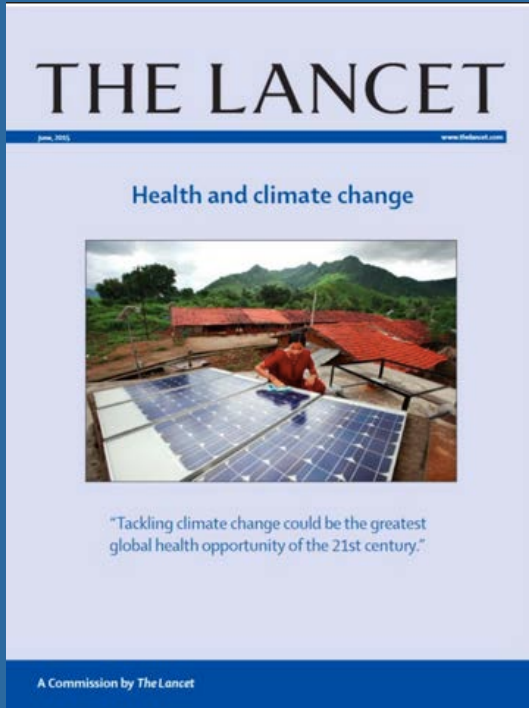
Adverse Community Experiences and Resilience

A FRAMEWORK FOR ADDRESSING AND PREVENTING COMMUNITY TRAUMA

KAISER PERMANENTE
This paper was supported by a grant from Kaiser Permanente Northern California Community Benefit Program

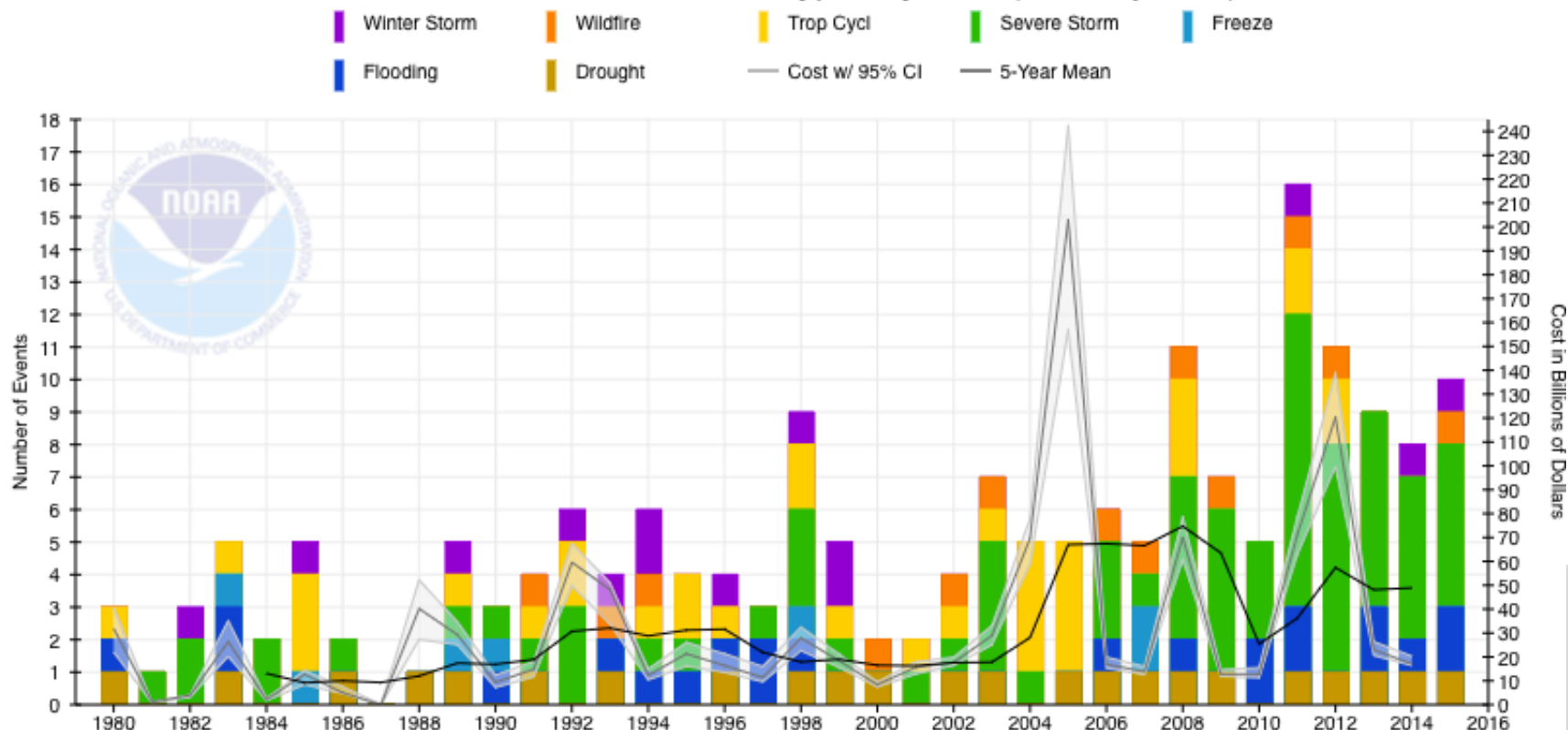
Prevention Institute
Promoting and restoring equity in the corner of community well-being





“The effects of climate change...represent an unacceptably high and potentially catastrophic risk to human health.”

Billion-Dollar Disaster Event Types by Year (CPI-Adjusted)



The health sector can play
a major role in improving
population health
and
community resilience.

Resilience is a **new way of thinking** that starts by identifying our most important vulnerabilities first.

Improving resilience **maximizes the benefits of our investments** and keeps government accountable to what people need the most – being prepared for the **catastrophic shocks and chronic stresses** in a world where crisis is the new normal.



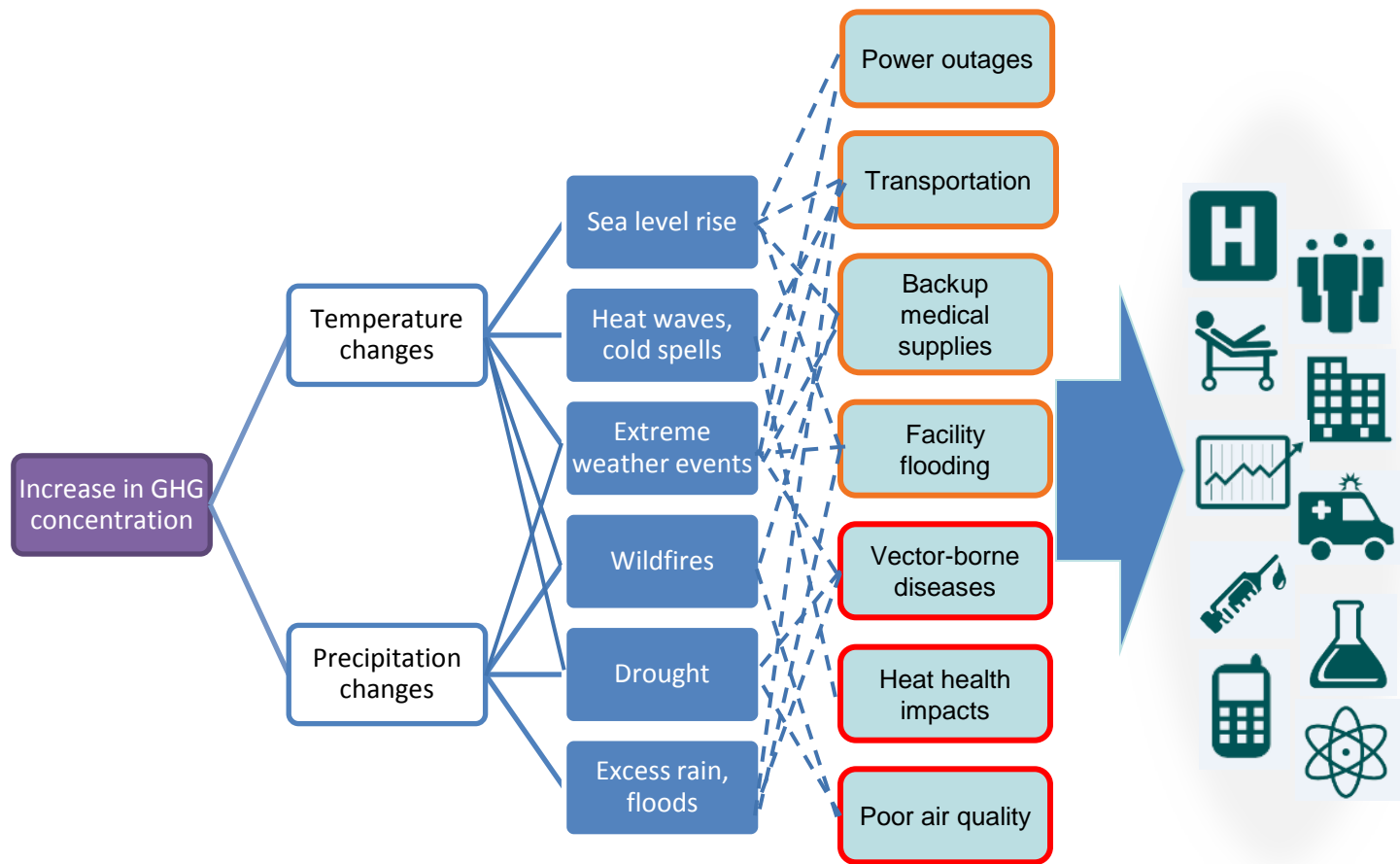
Mapping Climate Impacts on Communities

- Tornado/Winds
- Hurricane
- Inland Flooding
- Drought/Receding Water
- Seismic
- Tsunami
- Extreme Temperatures

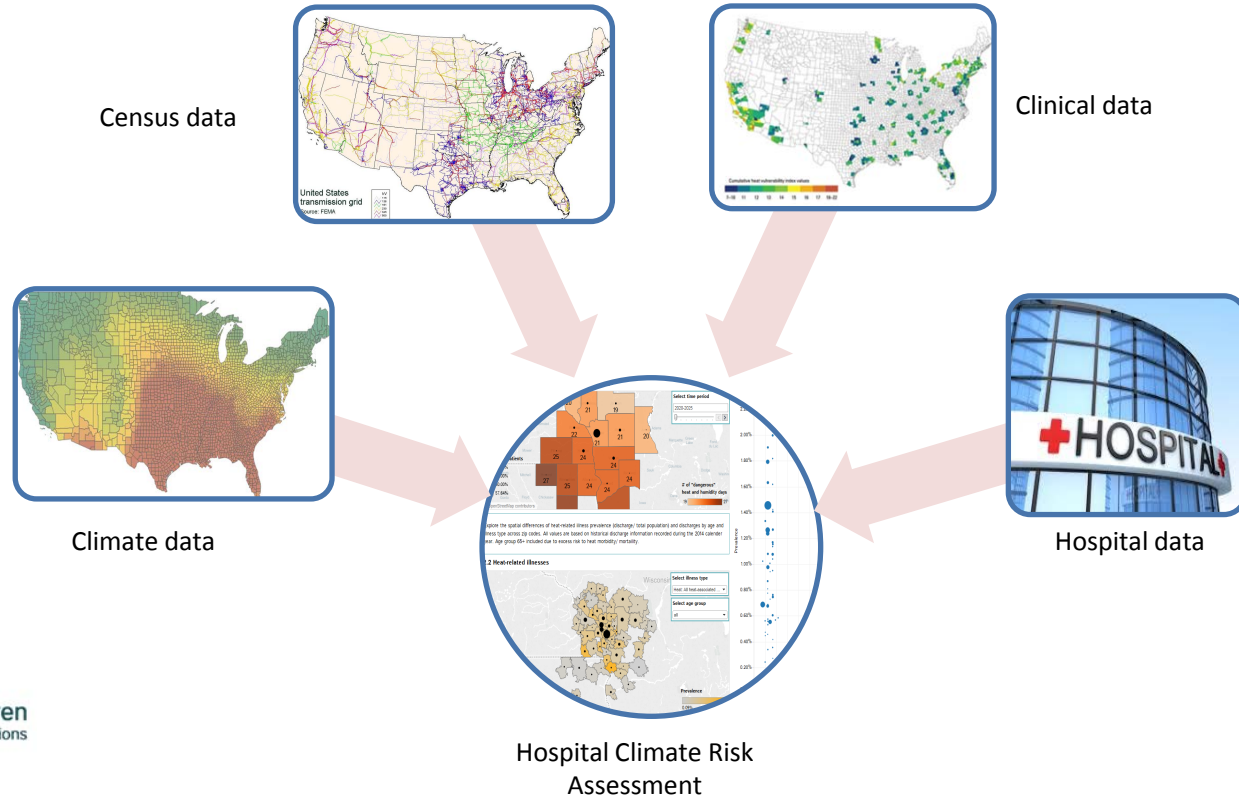
Or combinations of these like in
Cascadia....



Mapping Climate Impacts on Hospitals & Health

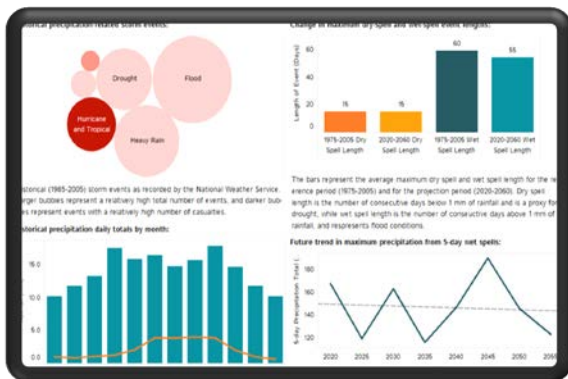


Impact Modeling

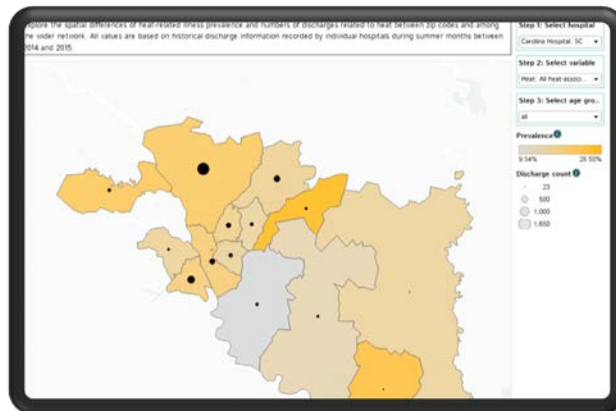


Resilient Hospital Dashboard

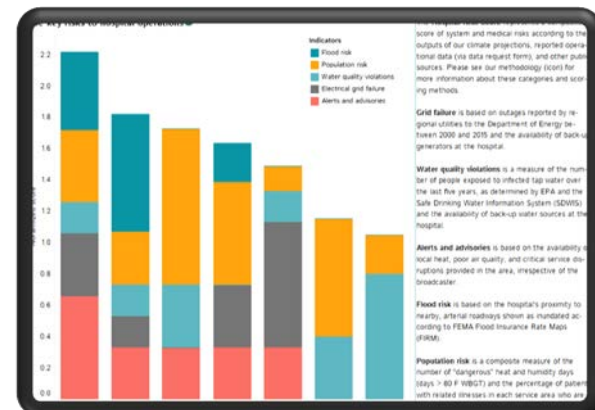
1. Climate Snapshot™



2. Climate Health Impacts



3. Facility Preparedness





Risk factors: heat vulnerability

Medical factors

Indicator: Medical factors (ICD-9-CMs) associated w/ heat hazards⁴

ICD-9 Code:

- 410-414 - Ischemic heart disease
- 433-436 - Ischemic stroke
- 427 - Cardia dysrhythmia
- 458 - Hypotension
- 250 - Diabetes
- 001-009 - Intestinal infection
- 276.51 - Dehydration
- 584 - Acute renal failure
- 992 - Heat illness

Social factors

Indicator: Social and demographic factors associated w/ heat vulnerability⁵

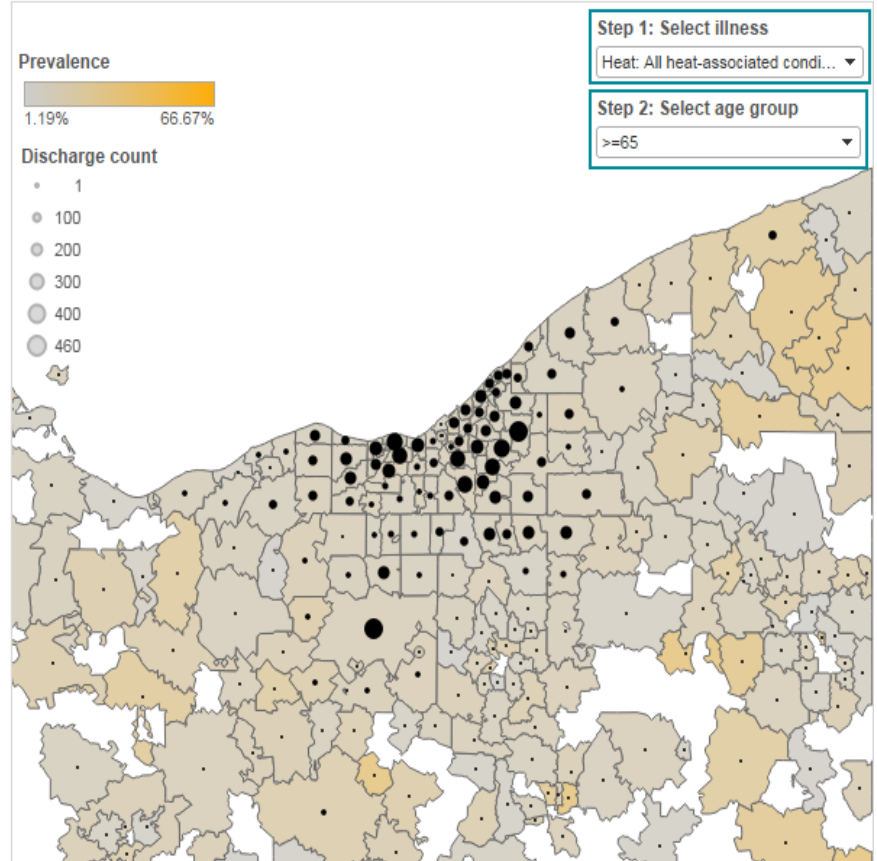
Census Data:

- Age > 65 who are living alone
- Age > 65 years
- Live alone
- Diabetes
- Less than high school diploma
- Below poverty line
- Race other than white
- Area without vegetation
- No AC - (only significant in Pacific and Northeast)⁵

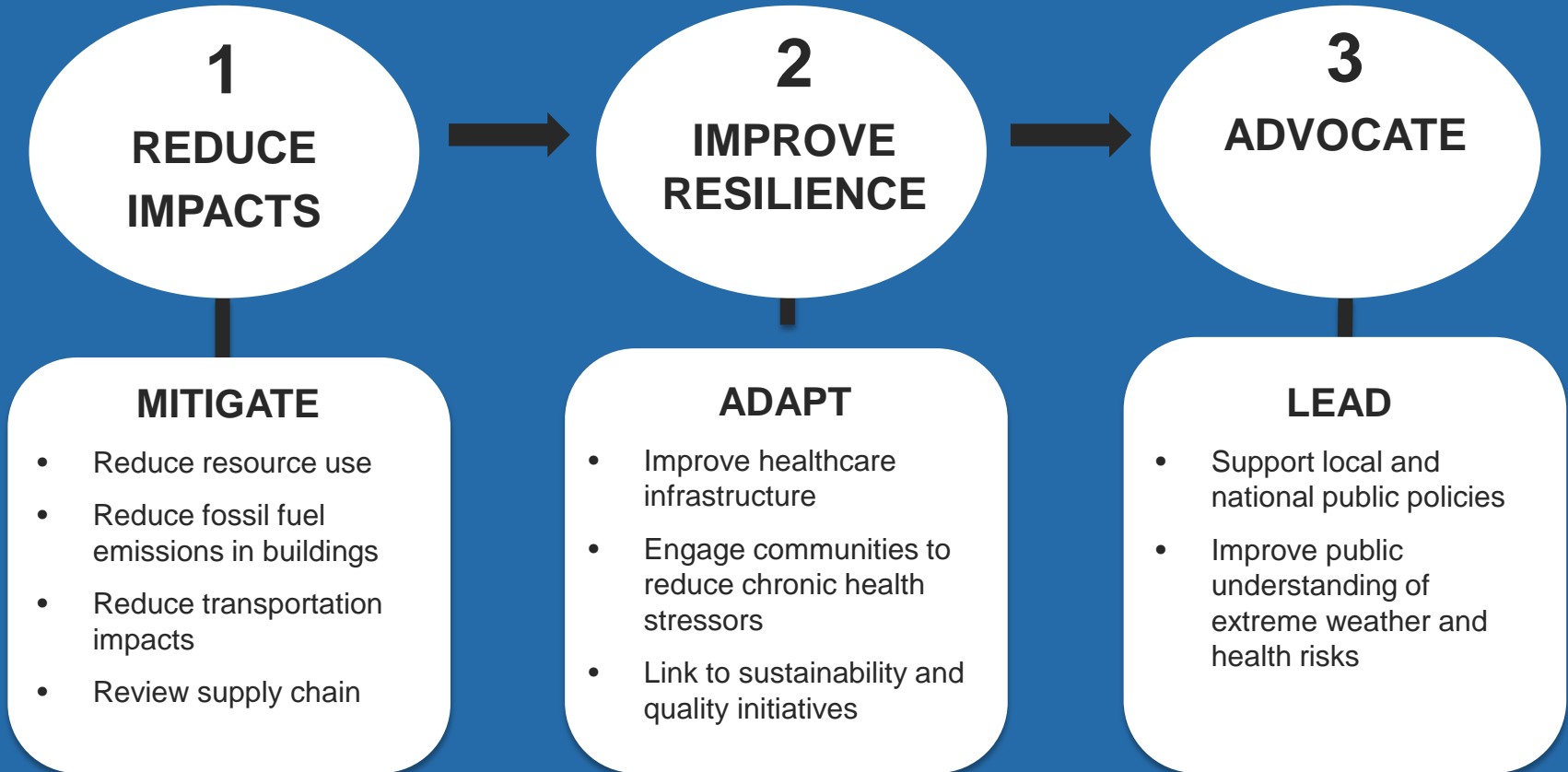
Outputs

- Provide a common reference grid that couples high resolution climate projections with zip code-scale social/ medical data
- Weighted population exposure to heat hazard
- Hotspots by cross-section of medical and social risks

Prevalence (P) and count (C) of heat related illnesses 2013-2014



Health Care's Role



1

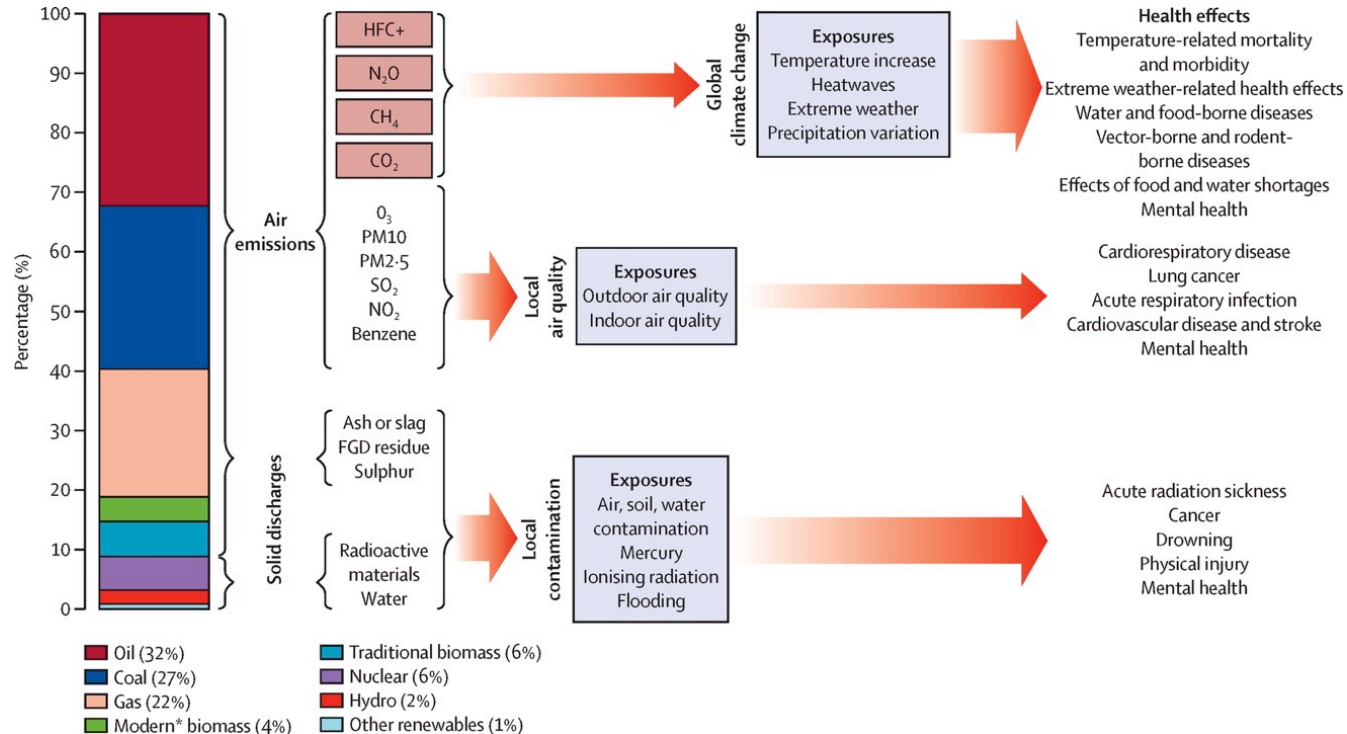
REDUCE IMPACTS

MITIGATE

- Reduce resource use
- Reduce fossil fuel emissions in buildings
- Reduce transportation impacts
- Review supply chain



Fossil Fuels and Health



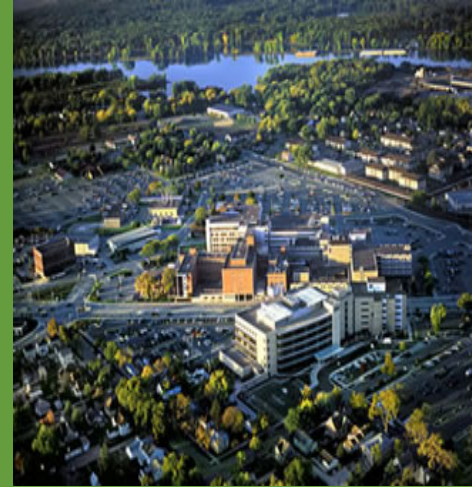


“Hospitals and health systems, particularly in more industrialized settings, have a significant carbon footprint.”

“By moving toward low-carbon health systems, health care can become more resilient to the impacts of climate change, save money, and lead by example.”

“We did not set out to be the greenest health system. We set out to make the air better for our patients to breathe, control our rising energy costs and help our local economy.”

—Jeff Thompson, MD
Gundersen Health System 2014







- Low-energy design
- Passive design strategies – operable windows
- On-site power generation
- On-site renewable energy



- Low water use design
- Recycled and reclaimed water reuse
- Independent water source

Kiowa Memorial Hospital
Greensburg, KN
(EF-5 tornado, 2008)

Press Release

Kaiser Permanente Pledges Bold 2025 Environmental Performance to Benefit People and Planet

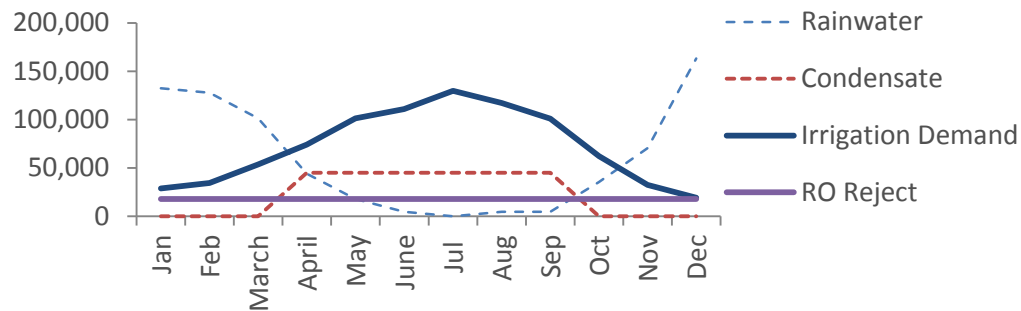
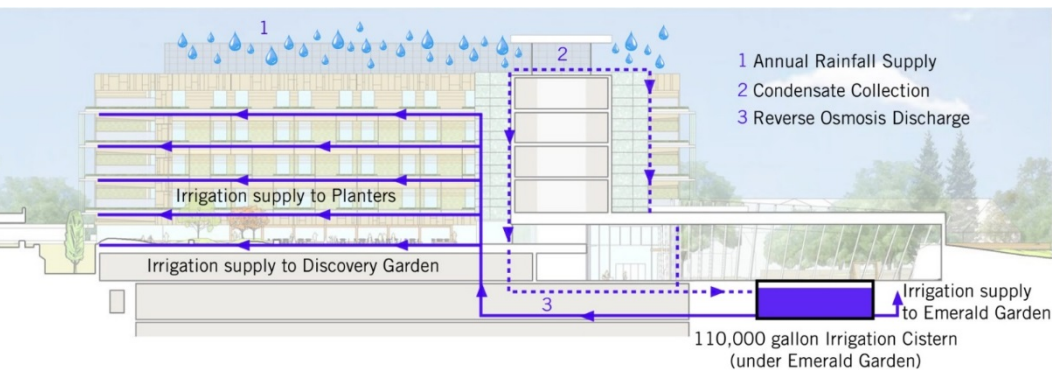
Already a global leader in climate action, organization sets in motion its most ambitious plan ever for a healthier future

May 17, 2016



carbon positive

Kaiser Permanente
Oakland, California



Lucile Packard Children's Hospital at Stanford
Palo Alto, California



Seattle Children's Hospital
Seattle, Washington



1

REDUCE IMPACTS

MITIGATE

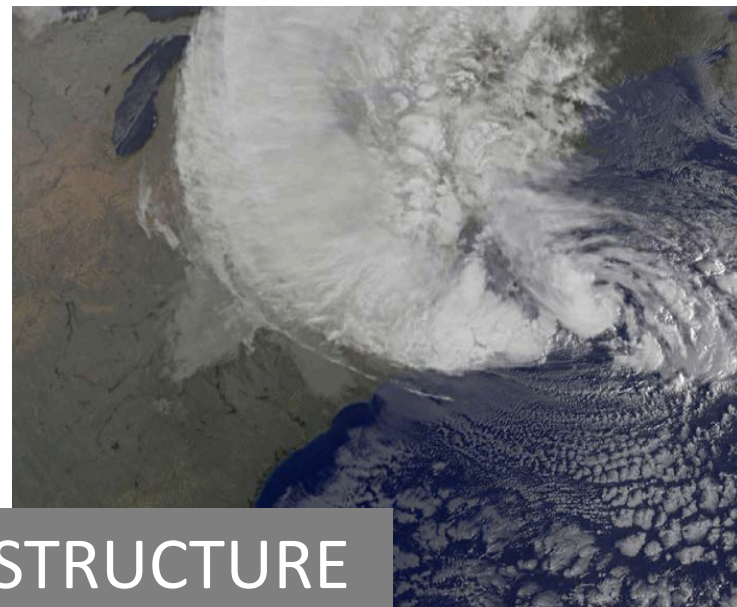
- Reduce resource use
- Reduce fossil fuel emissions in buildings
- Reduce transportation impacts
- Review supply chain

2

IMPROVE RESILIENCE

ADAPT

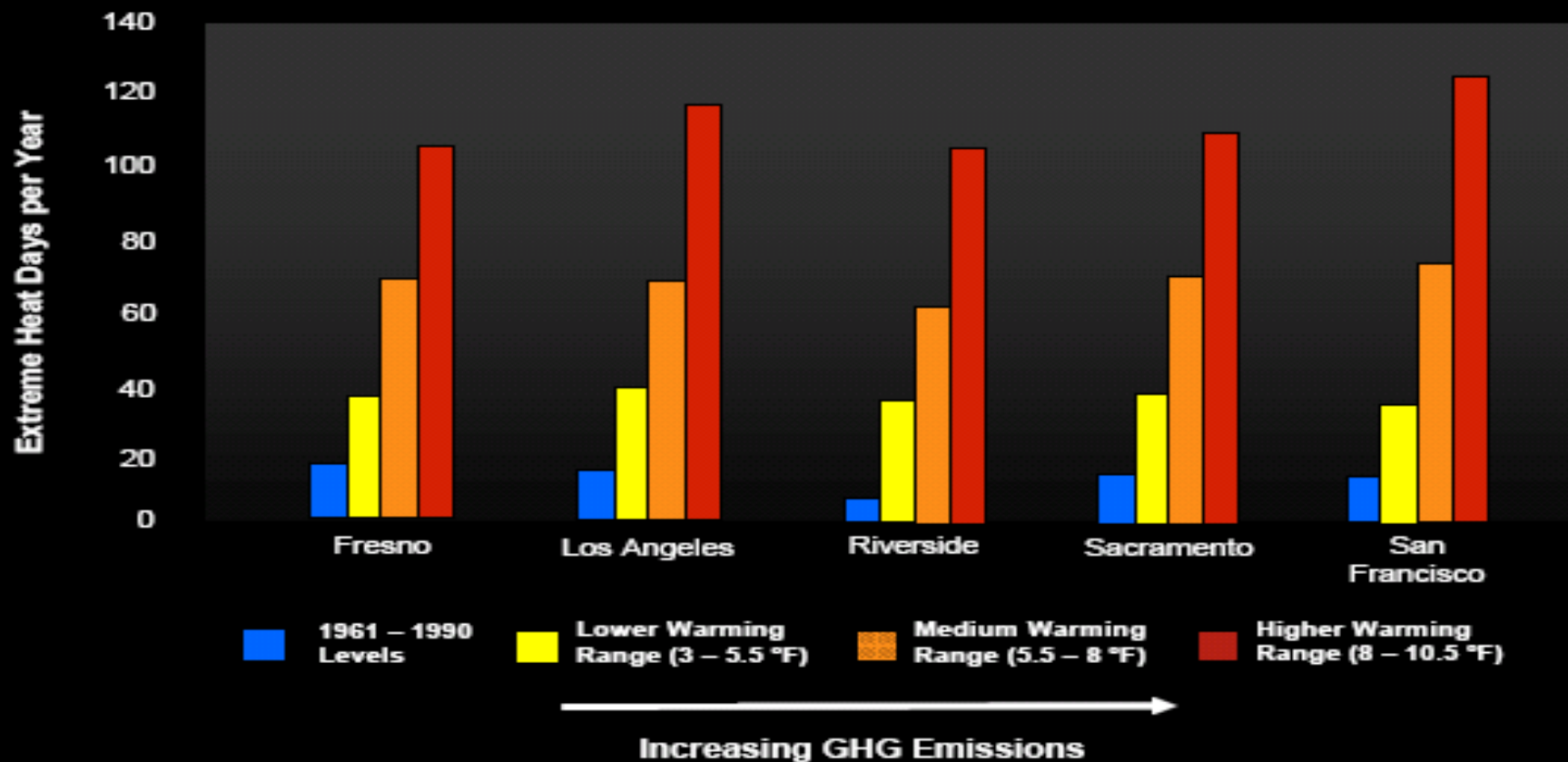
- Improve healthcare infrastructure
- Engage communities to reduce chronic health stressors
- Link to sustainability and quality initiatives



IS OUR HEALTHCARE INFRASTRUCTURE RESILIENT TO EXTREME WEATHER?



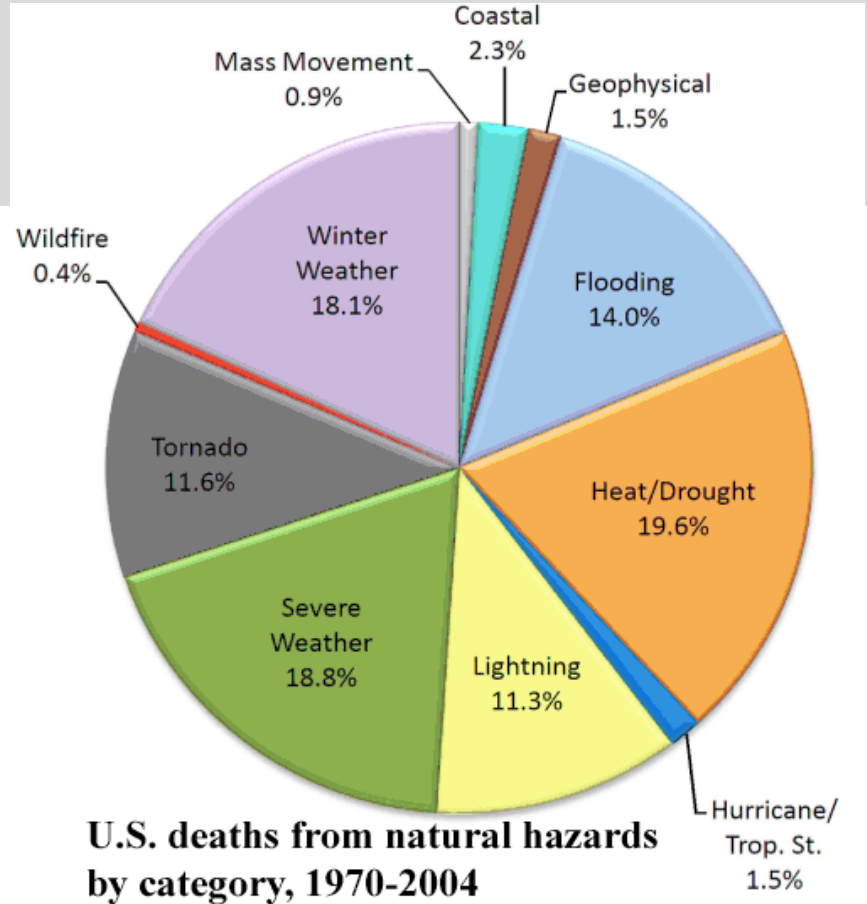
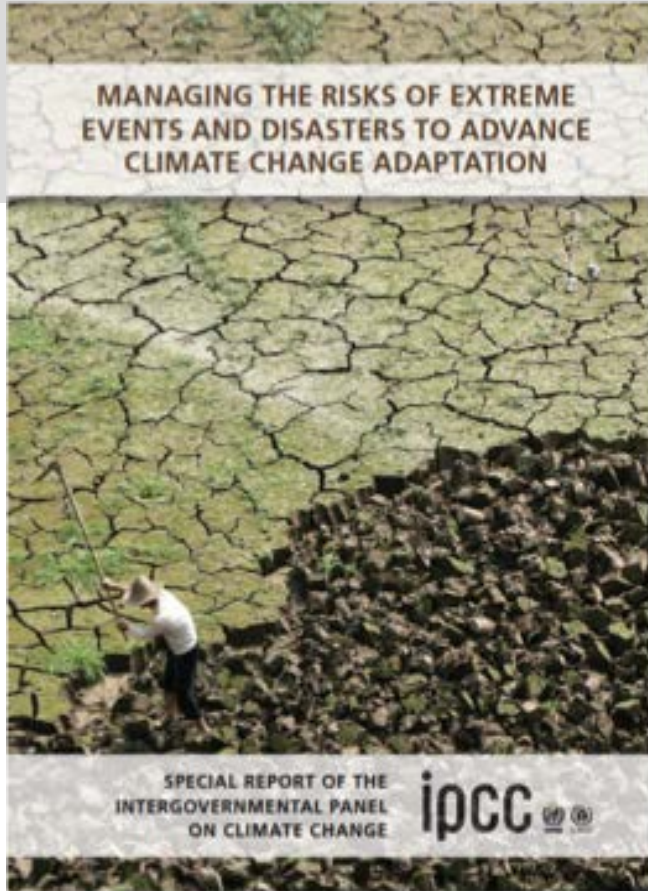
Increase in Extreme Heat Days

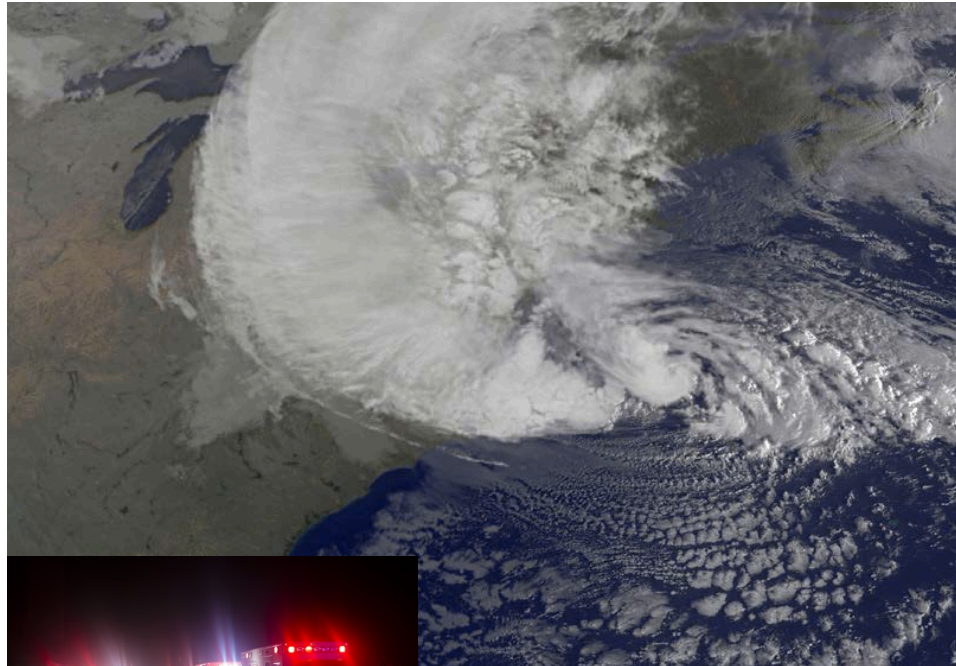
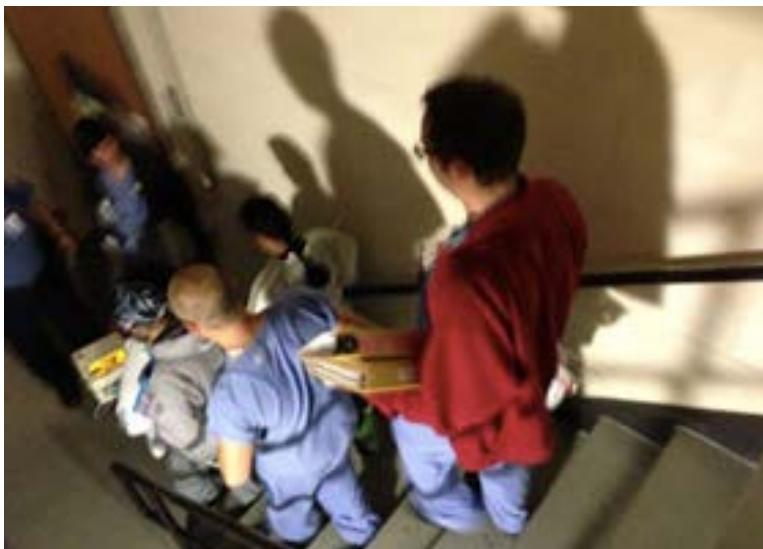


California Heat Wave 2006

- Daytime temperatures >100 degrees for two weeks
- Record night time highs
- 1 million people without electricity
- Death toll estimates 150-450
- 16,000 excess ER visits and 1,000 excess hospitalizations
- 25,000 cattle and 700,000 chickens died







NYU Langone and Bellevue
New York, NY
(Hurricane Sandy, 2012)

The President's Climate Action Plan- June 2013



THE PRESIDENT'S PLAN WILL

PREPARE THE U.S. FOR THE IMPACTS OF CLIMATE CHANGE

WE'VE MADE GREAT PROGRESS



The Administration and partners developed national strategies to help decision makers address the impacts of climate change on freshwater resources — fish, wildlife, and plants — and oceans.

PROGRESS:

In 2013, federal agencies released Climate Change Adaptation plans for the first time, outlining strategies to protect their operations, missions, and programs from the effects of climate change.



PROGRESS:

The US Global Change Research Program, NOAA, USACE, and FEMA developed and released interactive sea-level rise maps and a calculator to aid rebuilding efforts in NY and NJ after Superstorm Sandy.



THERE'S MORE WORK TO DO

Moving forward, the Obama Administration will help states, cities, and towns build stronger communities and infrastructure, protect critical sectors of our economy as well as our natural resources, and use sound science to better understand and manage climate impacts.



SUPPORT CLIMATE-RESILIENT INVESTMENTS

at the community level by removing policy barriers, modernizing programs, and establishing a short-term task force of state, local, and tribal officials to advise on key actions the federal government can take to support local and state efforts to prepare for climate change.

REBUILD AND LEARN FROM SUPERSTORM SANDY

by piloting innovative strategies in the Superstorm Sandy-affected region to strengthen communities against future extreme weather and other climate impacts and building on a new, consistent flood risk reduction standard established for the Sandy-affected region, agencies will update their flood-risk reduction standards for all federally-funded projects.



LAUNCH AN EFFORT TO CREATE SUSTAINABLE AND RESILIENT HOSPITALS

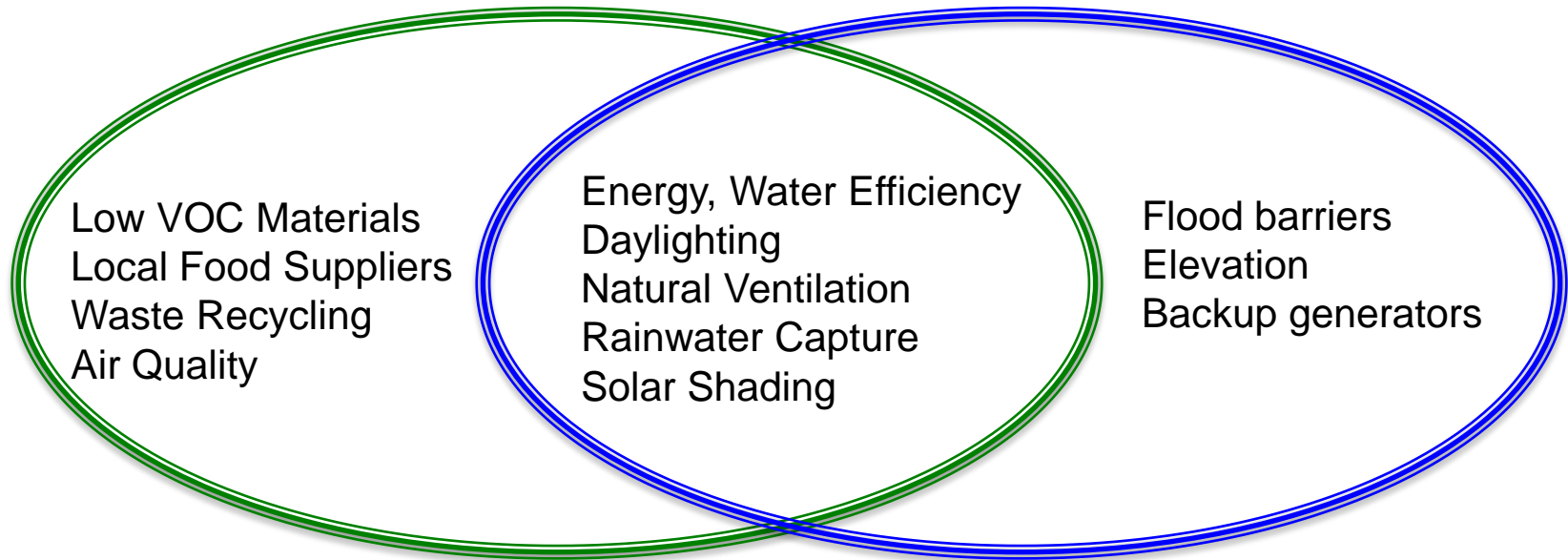
in the face of climate change through a public-private partnership with the healthcare industry.



Sustainability

Sustainability and Resilience

Resilience

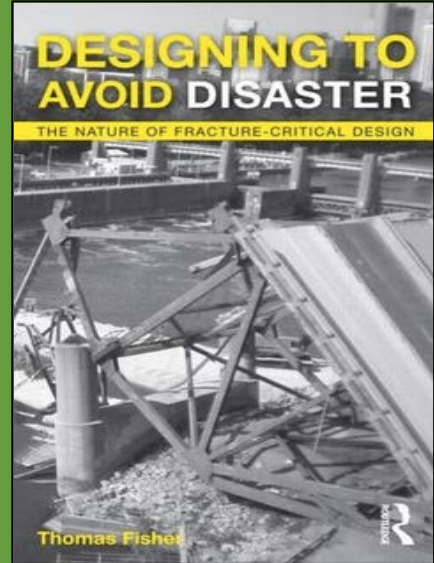


Fracture Critical

“...going forward, good design and planning will be based on the understanding that nothing will work as planned, or even at all.

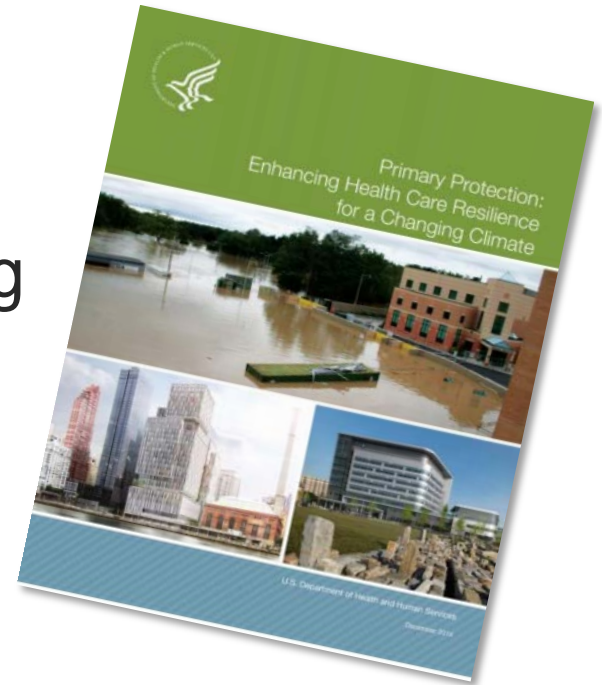
We are at our best when we have imagined, and accounted for, the worst.”

—Thomas Fisher
University of Minnesota



Primary Protection: Enhancing Health Care Resilience for a Changing Climate

- Goal: assist organizations in reducing future vulnerabilities and losses, and improve the functioning of a broad range of health care facilities



RIS Sustainable and Climate Resilient Health Care Facility Initiative

ELEMENT 1 CHECKLIST

CLIMATE RISKS AND COMMUNITY VULNERABILITIES ASSESSMENT

☐ Yes - Action completed
☐ Somewhat - Action in progress or incomplete
☐ No - No action planned or taken
☐ Unknown - Status or action unknown
☐ N/A - Does not apply

GENERAL	Value	Rank
1.0.1 Does your health care facility receive notifications of weather warnings, alerts, and advisories for the following hazard conditions?		
<ul style="list-style-type: none"> • Extreme heat • Extreme cold • Extreme weather - freezing rain, blizzard, ice storm, hail, snow • Drought • Wildfire • Tornado • Flash Floods and/or Coastal Flooding • Hurricanes or Storm Surges • Avalanche or landslides • Poor air quality and smog • Waterborne contamination and/or diseases • Vector borne diseases 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A

STEP 1: Understand Climate Risks

"Climate vulnerability assessment" is the analysis of the expected impacts, risks and adaptive capacity and potential effects of climate change. A vulnerability assessment is more than simple measurement of weather events resulting from climate change; include an assessment of the ability to adapt.

1.0.1 Is total or regional government conducting climate risk and vulnerability assessments for the healthcare sector?

• If "yes," are these assessments regularly updated with emerging data and climate science?

1.0.2 Does local government communicate to your organization and the community information on local extreme weather hazard trends, including locally forecast impacts?

1.0.3 Does your organization have partnerships with universities or other climate and health-focused organizations to inform your understanding of climate and health risks?

1.0.4 Does disaster risk assessment inform local development policies? Are local and municipal government agencies doing or doing change, information in community development plans?

1.0.5 If the answers above are "no," has your organization conducted an independent climate risk assessment?

• If the answer is "yes," does your organization utilize the resultant information as a basis of planning?

1.0.6 Based on your response to the questions above, rank the level of climate risk understanding.

☐ Excellent
☐ Good
☐ Fair
☐ Poor
☐ Very Poor

STEP 2: Assess Community Preparedness and Vulnerabilities

A resilient health care facility is dependent in part on the climate resiliency of the broader community. A resilient health care facility is one in your community that can affect your health facility. The community may have vulnerability factors (e.g., institutional, demographic, socioeconomic) that may increase future risks to each campus or single facility location.

1.1.1 Are local government organizations equipped with knowledge, experience and resources to manage disaster risk reduction and climate change adaptation at a community or neighborhood level?

1.1.2 Are there existing partnerships between the community, healthcare organization and local authorities to reduce climate vulnerability in the surrounding community?

1.1.3 Does the local government support vulnerable local populations (especially elderly citizens) to actively participate in risk reduction decision making, policy making, planning and implementation?

RIS Sustainable and Climate Resilient Health Care Facility Initiative

ELEMENT 3 CHECKLIST

INFRASTRUCTURE PROTECTION AND RESILIENCE PLANNING

☐ Yes - Action completed
☐ Somewhat - Action in progress or incomplete
☐ No - No action planned or taken
☐ Unknown - Status or action unknown
☐ N/A - Does not apply

GENERAL	Value	Rank
3.0.1 The ability of a health care facility to continue to provide care in a changing climate is in part dependent on the infrastructure and system elements that provide a safe and healthy hospital environment.		
3.0.2 Is information about the vulnerability of your facility's infrastructure and systems to current and future climate variability and changing weather patterns currently included in hospital facility risk assessments?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
3.0.3 Does your health care facility collect best practices and lessons learned regarding infrastructure and related systems resilience from other health care facilities that have experienced extreme weather disasters?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
3.0.4 Are the individuals responsible for maintenance of your health care facilities, systems and infrastructure adequately trained to manage an extreme weather related emergency or disaster (for examples of climate-related hazards, please refer to the hazards listed in Element 1)?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
<ul style="list-style-type: none"> • Are front-line workers engaged in the development of plans and responses? • Do maintenance procedures of your health care facilities, systems and infrastructure include continued functioning of critical systems? • Are emergency measures and gradual impacts considered? • Are principles that affect Element 2 considered? 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A

RIS Sustainable and Climate Resilient Health Care Facility Initiative

ELEMENT 5 CHECKLIST

ENVIRONMENTAL PROTECTION AND ECOSYSTEM ADAPTATIONS

☐ Yes - Action completed
☐ Somewhat - Action in progress or incomplete
☐ No - No action planned or taken
☐ Unknown - Status or action unknown
☐ N/A - Does not apply

GENERAL	Value	Rank
5.0.1 A climate resilient health care facility recognizes and commits to sustainable practices that benefit the hospital and broader community. Does your health care facility undertake any of the following measures to be more sustainable?		
<ul style="list-style-type: none"> • Develop sustainability goals and action plans • Track sustainability performance (setting targets, identifying indicators) • Implement strategies and activities to continuously improve sustainable management • Build community partnerships with organizations or agencies to contribute to a resilient community • Learn about new and emerging programs and technologies to be more sustainable (assessing sustainable practices of suppliers, for example) 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A

RIS Sustainable and Climate Resilient Health Care Facility Initiative

ELEMENT 2 CHECKLIST

LAND USE, BUILDING DESIGN AND REGULATORY CONTEXT

☐ Yes - Action completed
☐ Somewhat - Action in progress or incomplete
☐ No - No action planned or taken
☐ Unknown - Status or action unknown
☐ N/A - Does not apply

GENERAL	Value	Rank
2.0.1 Understand the physical characteristics of each site or campus, facilities or campuses located in areas most likely to be subjected to higher levels of hazard.		
<ul style="list-style-type: none"> • Is the site located on low-lying terrain and/or coastal regions? • Is the site located on or near 100-year or 500-year floodplains or wetlands? • Is the site located in close proximity to major water or dam? • Is the site located in close proximity to other sites exposed to erosion? • Is it located in close proximity to an area subject to fire risk? • If the answer is "yes" or "somewhat" to the questions above, have you developed comprehensive hazard mitigation plans (referring to affected staff)? • Are you participating in local community and regional initiatives around mitigation and adaptation to these hazards? 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
2.0.2 Does your health care facility select practices and models based on regional building practices and health-care related resilience? From other health care facilities that have experienced extreme weather disasters?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
2.0.3 Are the individuals responsible for maintenance of your health care campuses and building envelopes adequately trained to manage an extreme weather related emergency or disaster. For examples of climate-related hazards, please refer to the hazards listed in Element 1.	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
<ul style="list-style-type: none"> • Are front-line workers engaged in the development of plans and responses? • Do site and building maintenance procedures include specifications on how weather may affect the facility and surrounding buildings if any facility? 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A

STEP 1: Understand Land Use, Siting and Landscaping

Perform Step 1 for each campus or site.

1.1.1 Inventory stormwater management infrastructure.

- Is the capacity of existing stormwater management system adequate for anticipated 50- or 100-year storm events total?
- Do we have system for adequate in 2020-2050-2080?

 ☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A | ☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A || 1.1.2 Inventory best land cover. | ☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A | ☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A |
- Have you installed reflective white roofs or buildings to reduce heat island impacts? - Do you have high-albedo, light-colored paving on parking areas and walkways? - Have you installed green roofs to mitigate heat island impact?	☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A	☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A
1.1.3 Inventory plant material and landscape vulnerabilities.	☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A	☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A
- Are existing trees and plants resilient to climate change effects, both in general climate terms and pest/disease level? - Are they drought tolerant? - In coastal areas, are they salt-tolerant to storm surge?	☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A	☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A
1.1.4 Based on answers to the above, rank the resilience of land use, siting and landscaping.	☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Very Poor	☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Very Poor

STEP 2: Transportation and Site Access

Perform Step 2 for each campus or site.

2.1.1 Assess transportation and site access resilience.

- Do you have less vehicle access routes to critical healthcare facilities?
- Do you have contingency plans in place for loss of an access route or route?

 ☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A | ☐ Yes ☐ Somewhat ☐ No ☐ Unknown ☐ N/A |

RIS Sustainable and Climate Resilient Health Care Facility Initiative

ELEMENT 4 CHECKLIST

ESSENTIAL CLINICAL CARE SERVICE DELIVERY PLANNING

☐ Yes - Action completed
☐ Somewhat - Action in progress or incomplete
☐ No - No action planned or taken
☐ Unknown - Status or action unknown
☐ N/A - Does not apply

GENERAL	Value	Rank
4.0.1 Determine Clinical Care Needs		
4.1.1 Have you developed planning metrics for extreme weather related events?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.2 Determine the appropriate length of time for self-sustaining care within the facility without the support of equipment, supplies and staff. (If not a common staff)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.3 Determine the appropriate length of time with no mutual aid from the local community (but will be used for patient care purposes, all from a common staff)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.4 Determine Average Daily Occupancy (beds)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.5 Determine average number of patients that qualify for early discharge check number per facility	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.6 Determine factors for community surge	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
<ul style="list-style-type: none"> • Is this facility the place of refuge for community long-term care, assisted living, or other medical residents for care? • Are there particular health vulnerabilities in the community that will likely increase admissions during an extreme event? 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.7 Set target for surge capacity (for example, 10, 25, 50% of bed total)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.8 Do you have a plan for Mass Facility management and accommodation associated with extreme weather events?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
<ul style="list-style-type: none"> • Manage Capacity • Portable refrigerated trailers • Space capable of additional storage 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.1.9 Assess your overall understanding of clinical care needs and patient surge in an extreme weather event.	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor
4.2.1 Determine Personnel Availability		
4.2.1 Have you calculated the number of healthcare staff that will likely report to work due to inability to travel, illness or safety concerns (e.g., air or job at risk)?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.2.2 Have you prepared a staffing strategy during surge?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.2.3 Does your health care facility disaster plan include a protocol to receive external assistance from outside partners (e.g., other health care facilities, community personnel, local support) in the event of a climate-related emergency?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
4.2.4 Assess your overall understanding of personnel availability in an extreme weather event based on your answers to the questions above.	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor
4.3.1 Identify Clinical Care and Support Service Vulnerabilities		
4.3.1 Inventory the locations of critical medical care departments, support services and diagnostic equipment listed below. Are these departments or services accessible and out of harm's way in an extreme weather event?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
<ul style="list-style-type: none"> • Urgent Care • Emergency Services • Main Entry/Building Entrances • Helipad • Imaging • Critical Care and/or Lab Units • Pharmacy • Medical Records IT • Emergency Command Center 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A

RIS Sustainable and Climate Resilient Health Care Facility Initiative

ELEMENT 6 CHECKLIST

ESSENTIAL CLINICAL CARE SERVICE DELIVERY PLANNING

☐ Yes - Action completed
☐ Somewhat - Action in progress or incomplete
☐ No - No action planned or taken
☐ Unknown - Status or action unknown
☐ N/A - Does not apply

GENERAL	Value	Rank
6.0.1 Determine Clinical Care Needs		
6.1.1 Have you developed planning metrics for extreme weather related events?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
6.1.2 Determine the appropriate length of time for self-sustaining care within the facility without the support of equipment, supplies and staff. (If not a common staff)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
6.1.3 Determine the appropriate length of time with no mutual aid from the local community (but will be used for patient care purposes, all from a common staff)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
6.1.4 Determine Average Daily Occupancy (beds)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
6.1.5 Determine average number of patients that qualify for early discharge check number per facility	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
6.1.6 Determine factors for community surge	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
<ul style="list-style-type: none"> • Is this facility the place of refuge for community long-term care, assisted living, or other medical residents for care? • Are there particular health vulnerabilities in the community that will likely increase admissions during an extreme event? 	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
6.1.7 Set target for surge capacity (for example, 10, 25, 50% of bed total)	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
6.1.8 Do you have a plan for Mass Facility management and accommodation associated with extreme weather events?	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A	<input type="checkbox"/> Yes <input type="checkbox"/> Somewhat <input type="checkbox"/> No <input type="checkbox"/> Unknown <input type="checkbox"/> N/A
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6.1.9 Assess your overall understanding of clinical care needs and patient surge in an extreme weather event.	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very Poor
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What happens?

- Increasing design thresholds to recognize ***more severe weather intensities***— design temperatures, wind velocities, mean flood elevations
- Increasing warehousing and storage capacities to recognize ***longer severe weather durations***— increasing the minimum amounts of on site food, water and fuel storage



Bellevue Hospital Evacuated After Two Days on Emergency Generators

By Julie Shapiro and Jeff Mays on October 31, 2012 2:32pm | Updated on November 1, 2012 12:21am

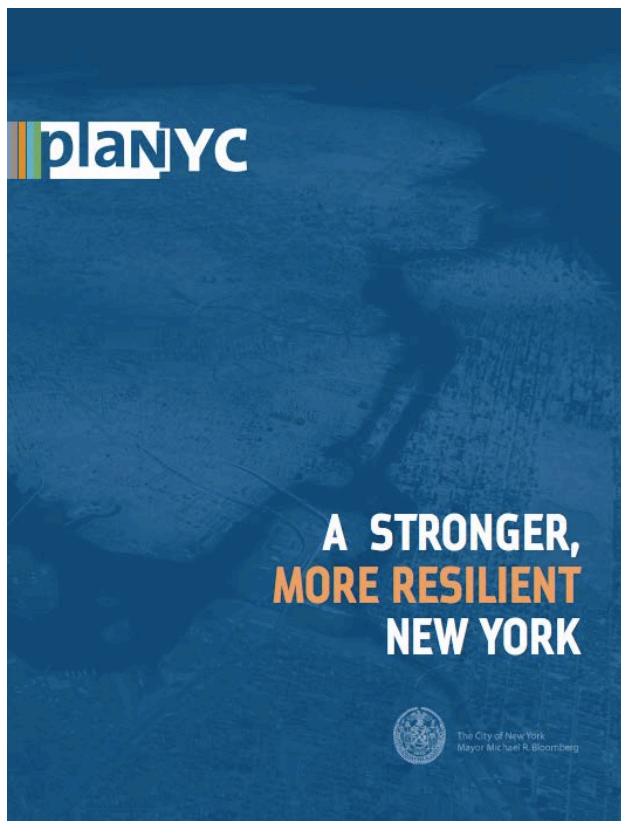
KIPS BAY — **Bellevue Hospital Center** was evacuated Wednesday after running on emergency generators for two days and could be closed for two to three weeks, officials said.

The East Side hospital transferred its most critically ill patients after losing power during Hurricane Sandy's floods, and on Wednesday, Bellevue began moving the roughly 500 patients that remained, Mayor Michael Bloomberg said.

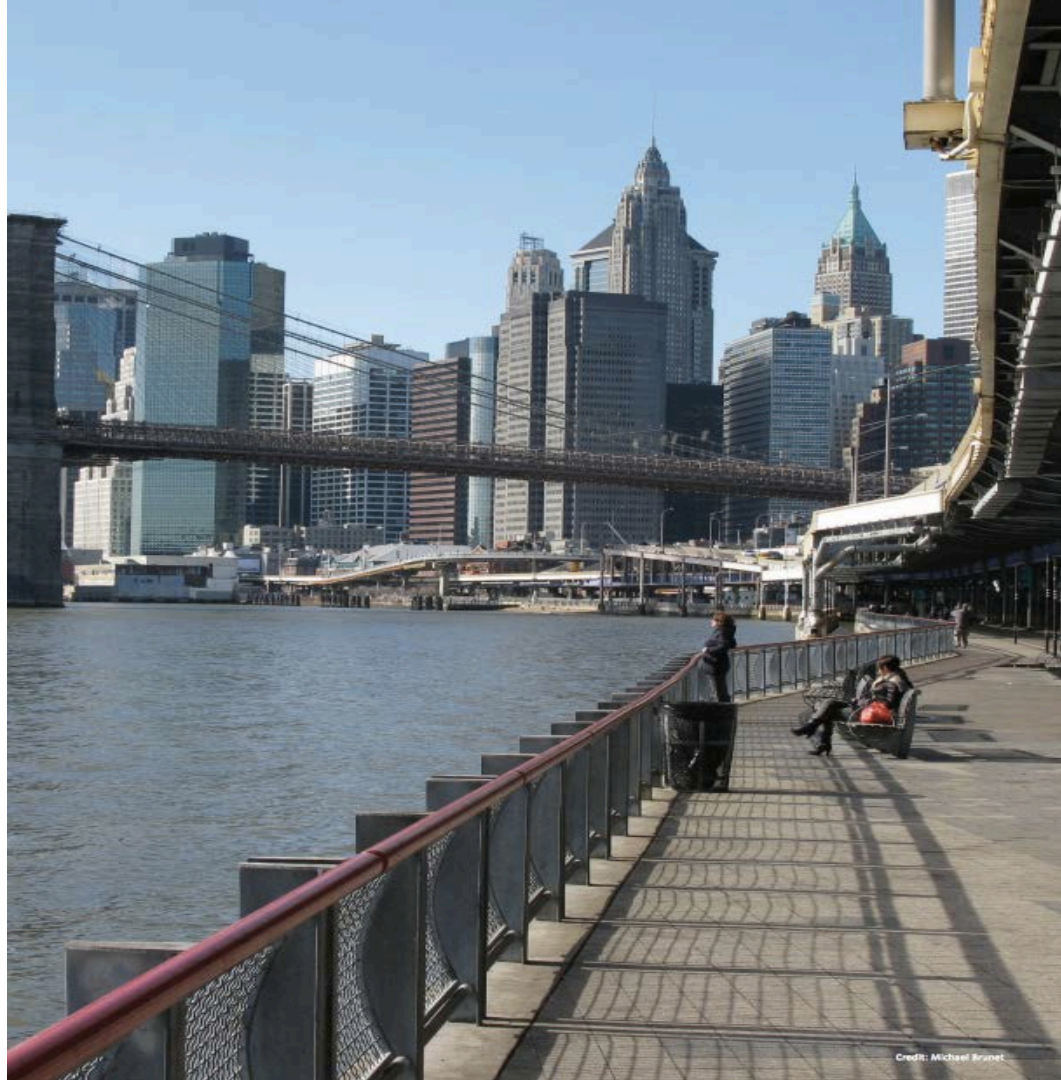


What happens?

- Enacting requirements for hardening and adapting facilities in ***new geographic regions to respond to changing extreme weather patterns***
- Increasing capabilities for “islanding operation” that recognizes that on site infrastructure may be required for extended periods of time because of ***damaged community infrastructure***



<http://www.nyc.gov/html/sirr/html/report/report.shtml>



Credit: Michael Brunet

Focus on patient health and safety and provider outages that will strain the healthcare system:

- 1 Reduce the risk of emergency evacuations
- 2 Be able to take on acute emergent patient needs (during and after)
- 3 Avoid extended facility outages that strain the system
- 4 Reduce how many patients cannot access their normal provider

Minimize disruptions in the **healthcare system** in order to preserve the wellbeing and health of staff, patients and community

Operate continuously

or

Re-open quickly

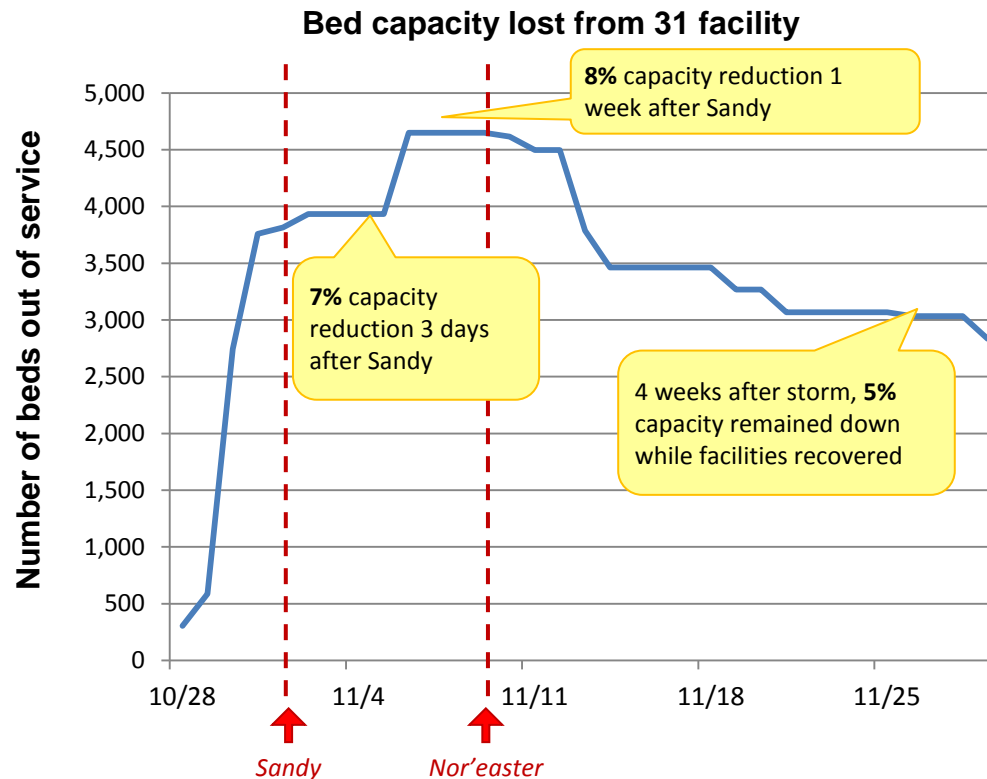
Key strategies

- 1 Ensure critical healthcare providers' operability through redundancy and the prevention of physical damage
- 2 Reduce barriers to care during and after emergencies

Nursing Homes/ Adult Care Facilities

What happened during Sandy

Patient impact:
emergency
evacuations, reduced
citywide bed-capacity,
hospitals couldn't
discharge



In summary, during Sandy, critical system failures - namely power - caused evacuations, closures, and reduced services

Providers	Impact	Building	Equipment (elevators. Imaging)	Utilities (power, water)	Heating/cooling	Communications/ IT	Staff	Supplies
Hospital	Evacuations/ closures/ reduced services	Flooded	Flooded	Back-up failed	Flooded	Phone/ internet outages	Staff couldn't travel	Limited deliveries
Nursing homes/ adult care facilities	Evacuations	Flooded	No back-up power	Back-up failed (NH) / no back-up (ACF)	No back-up	Phone/ internet outages	Staff couldn't travel	Limited deliveries
Community-based providers	Closures / reduced services	Flooded	No back-up power	No back-up	No back-up	Phone/ internet outages	Staff couldn't travel	Limited deliveries
Home-based providers	Reduced services	Disruptions in patients' homes/residences, e.g. loss of power, elevators not working				Phone/ internet outages	Staff couldn't travel	Delayed deliveries

■ Primary reason for disruption
 ■ Secondary reason
 ■ Tertiary reason

What is the risk this could happen again to the same number or even more providers?

Mapping Climate Impacts on the Bottom Line

Dollars and Cents

- After Superstorm Sandy
 - NYC public hospitals: \$800 Million in damage
 - Estimated \$3.1 Billion recovery costs to healthcare facilities
 - Lost research animals valued at more than \$100,000 – Research losses estimated above \$200 Million
 - FEMA Assistance: \$25.9 Million for Equipment replacement





Texas Medical Center
Houston, TX
Tropical Storm Allison, 2001



Texas Medical Center, Houston, Texas (SOM Site Master Planning)

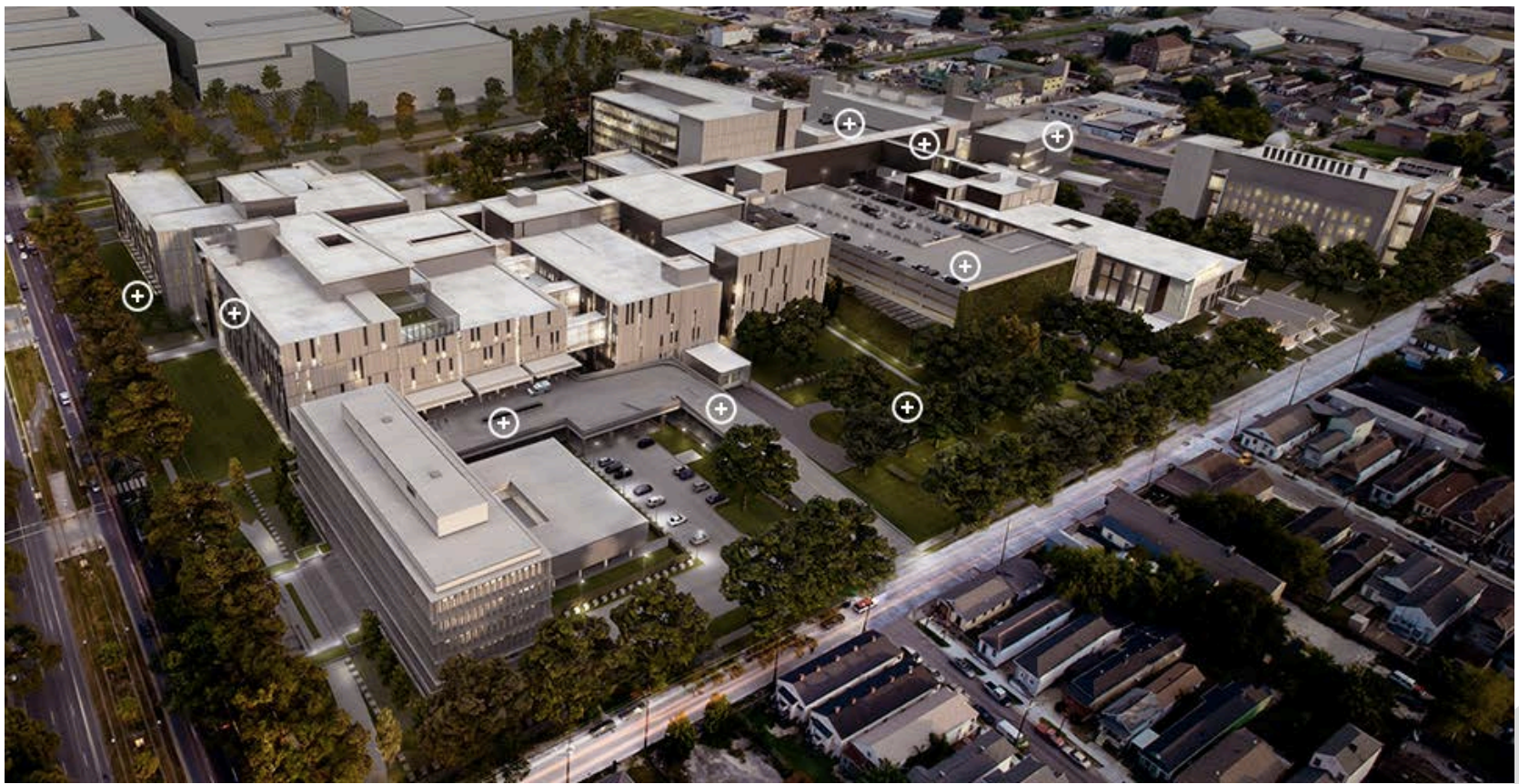


Completed early in 2006, Brays Bayou Marsh at Mason Park is near the mouth of Brays Bayou. The marsh is an award-winning partnership project.

Texas Medical Center
Houston, TX
Since Tropical Storm Allison, 2001



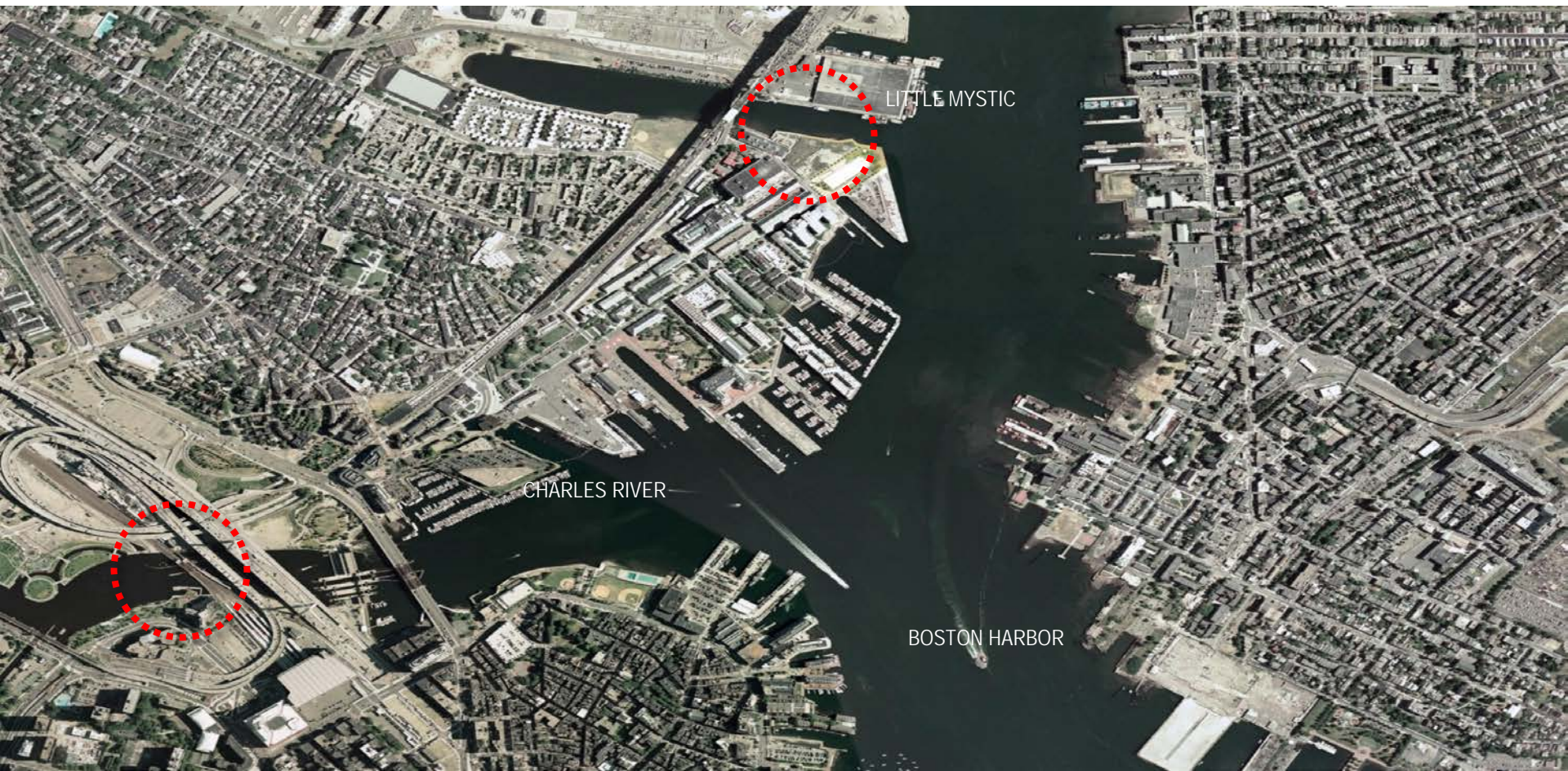
Charity Hospital and VAMC
New Orleans, LA
(Hurricane Katrina, 2005)



Charity Hospital and VAMC
New Orleans, LA
(Hurricane Katrina, 2005)



Spaulding Rehabilitation Hospital
Boston, MA



CHARLES RIVER

LITTLE MYSTIC

BOSTON HARBOR



Boston's Spaulding Rehabilitation Hospital

Was climate-proofed for about a half-percent of total building costs.



Electrical equipment is on the roof in case of flooding.

Windows open, so patients don't overheat if air conditioning fails.



The ground floor is raised 30 inches above the current 500-year flood level and 42 inches above the 100-year flood level.

Understand and Prioritize Risk

Climate Scenarios

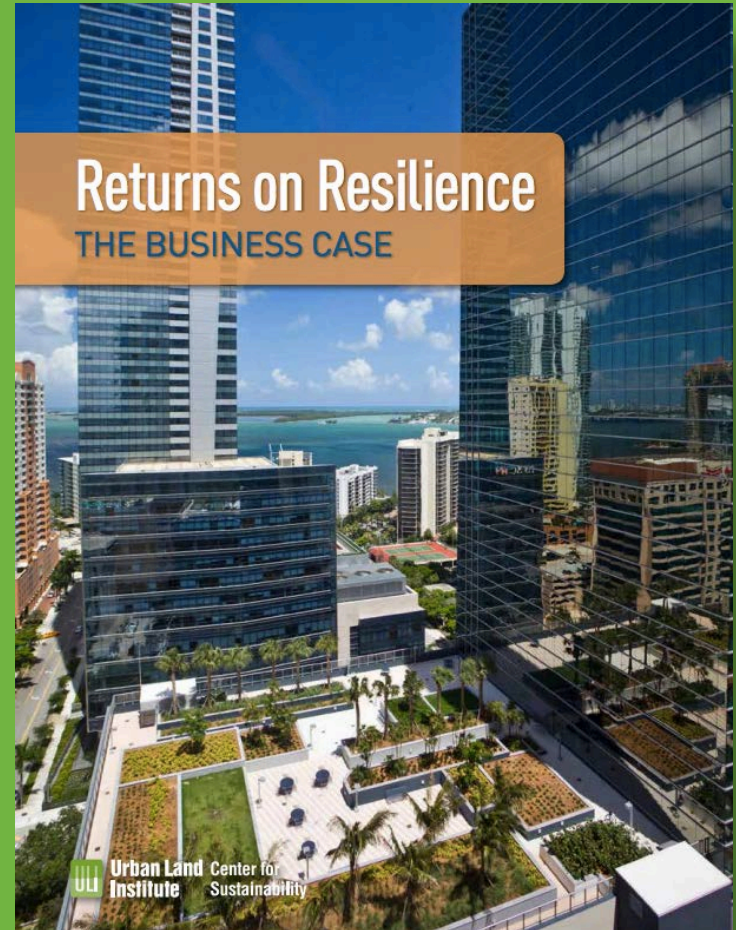


Consequence
of Impact

	Consequence of Impact				
		Probability of Impact			
		Low	Medium	High	Very High
		Low	Medium	High	Very High
High					
Medium					
Low					

- Identify Critical Facilities and Operations
- Vulnerability & Risk Assessment
- Prioritize Need Across System

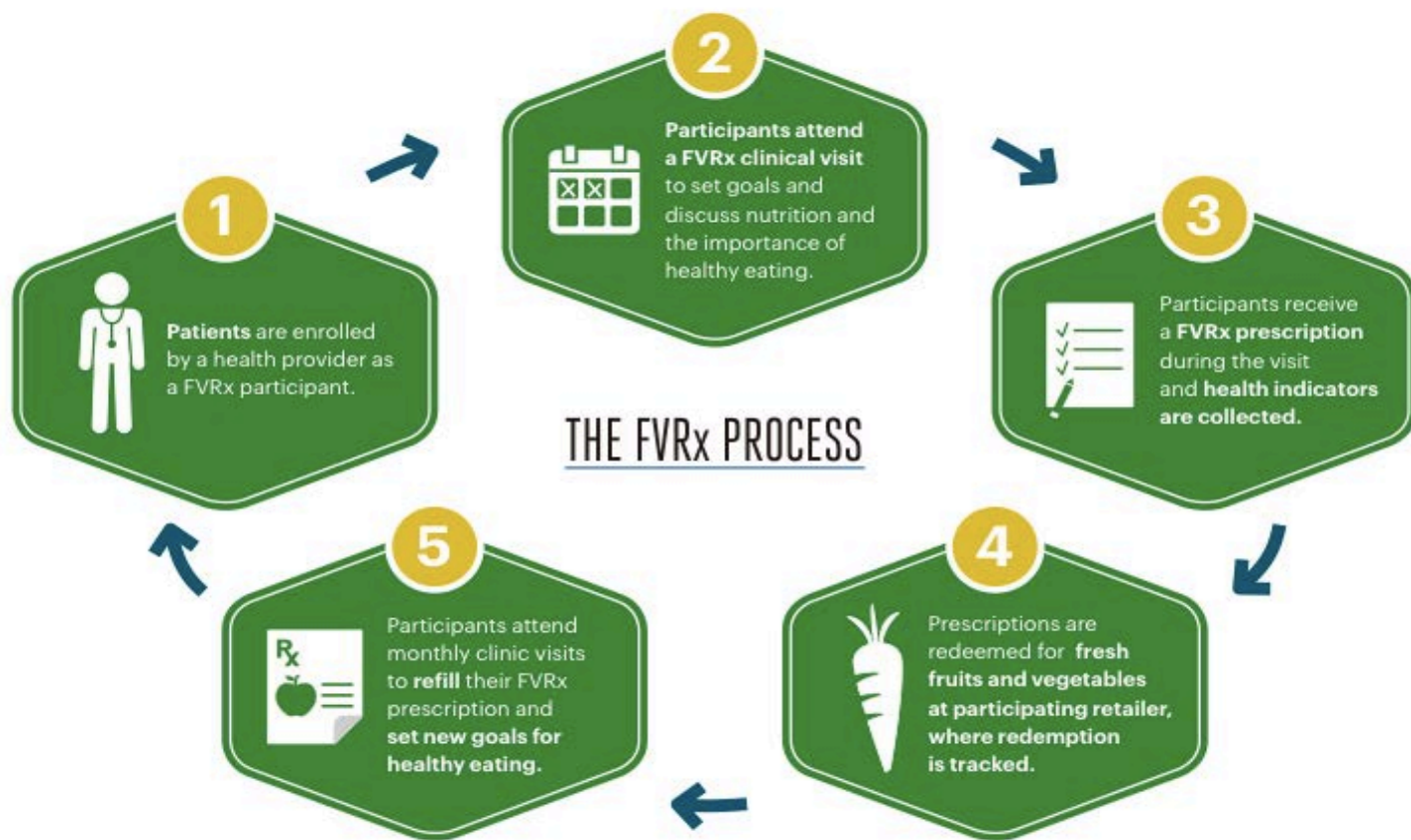
The payback for resilience efforts can be measured in many ways, including cost savings from preventing damages and reducing operating costs, as well as revenue enhancements from improved marketing, company brand, and project image.





improving community health

access to healthy food



improving community health

prescribing fruits and vegetables



Powell-Poage-Hamilton
Historic Neighborhood

Gundersen Medical Center

250,000+
PATIENT VISITS / YEAR

LARGEST EMPLOYER
IN LA CROSSE, WI

RESIDENTS EARNING
58% LESS THAN
THE CITY AVERAGE
USDA FOOD
DESERT

improving community health

community placemaking

Forbes

New Posts

+12 posts this hour

Most Popular

America's Next Decade

Lists

Top-Earning Tennis Stars

FORBES | 9/04/2013 @ 7:30AM | 41,680 views

City Surgeon: Can The Cleveland Clinic Save Its Hometown?

This story appears in the September 23, 2013 issue of Forbes.

[+ Comment Now](#) [+ Follow Comments](#)

Delos M. "Toby" Cosgrove arrived at the Cleveland Clinic in 1975 as an "incredibly poor" 34-year-old dreaming of a life as a cardiac surgeon. "Heart surgery was the astronaut corps of health care," he says. He had \$3,000 in his bank account, left over from running an Air Force hospital in Vietnam, where he had won the Bronze Star. All his earthly belongings, including a Chevy Vega that was too flimsy to tow, fit in the back of a U-Haul.

During his first year someone was shot dead at the clinic's front door. The bank in the basement was robbed. To avoid crime, patients were told to take a shuttle bus the half-block back to the hotel where they stayed. The executive offices



Delos M. "Toby" Cosgrove



Image courtesy of Shutterstock

improving community health

equitable opportunity



Fresh Locally Grown Lettuce

Green City Growers Cooperative

Green City Growers Cooperative, Inc. is a 3.25-acre leafy greens, hydroponic greenhouse in the Central neighborhood of Cleveland, OH. The greenhouse, which officially opened on February 25th, 2013, has 15,000 square feet of packinghouse and office space, and is currently producing Bibb lettuce, green leaf lettuce, gourmet lettuces and basil.



Fresh + Local Products



Our Mission



Image courtesy of Evergreen Cooperatives



Image courtesy of Shutterstock

Henry Ford Health System

Detroit, Michigan



[Home](#) [Incentives](#) [Midtown at a Glance](#) [Sample Properties](#) [Information](#) [Boundaries](#) [Contact](#)

It pays to live in Midtown!

That is...if you work at the Detroit Medical Center (DMC), Henry Ford Health System (HFHS) or Wayne State University (WSU). As if being a moment's walk from one of 10 theaters, nine museums, over 40 restaurants, 12 galleries, charming boutique retail, and more, wasn't enough! Now, there are financial incentives to live here for employees of these three major anchor institutions.

Yes, Live Midtown is a residential living program aimed to entice you, as a DMC, HFHS or WSU employee, to live and invest in a Midtown home. There are four [incentive options](#) to accommodate those looking to purchase or rent a home, and current homeowners interested in exterior improvements.

Your housing choices are endless – own or rent; condo or rowhouse; low-rise or mid-rise; historic or new construction – so dive into this Web site and learn more about the incentives and how to take advantage of them.

Most importantly, make sure to Live Midtown, where life is art!





Waldron Health Centre, London — Henley Halebrown and Rorrison (c) Nick Kane



community connected

health at the center of civic life



1

**REDUCE
IMPACTS**

MITIGATE

- Reduce resource use
- Reduce fossil fuel emissions in buildings
- Reduce transportation impacts
- Review supply chain

2

**IMPROVE
RESILIENCE**

ADAPT

- Improve healthcare infrastructure
- Engage communities to reduce chronic health stressors
- Link to sustainability and quality initiatives

3

ADVOCATE

LEAD

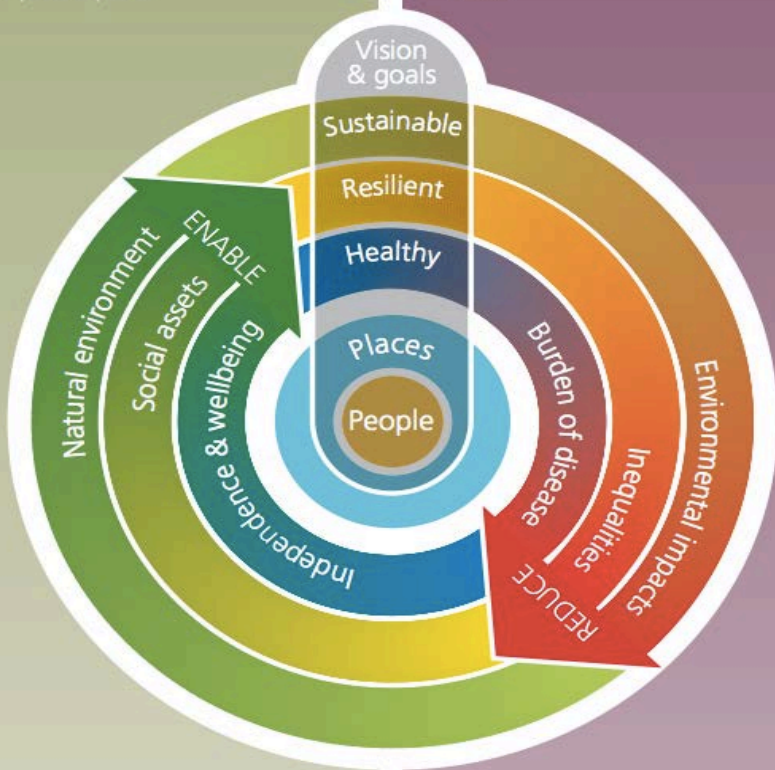
- Support local and national public policies
- Improve public understanding of extreme weather and health risks

December 2014: the White House highlights health sector resilience



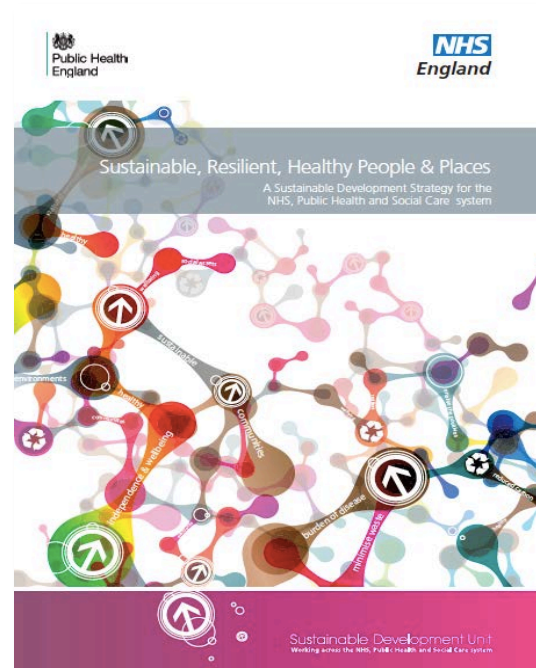
Enable the positives

By valuing our physical and social environment, we can restore our natural environment and strengthen our social assets, whilst enhancing our independence and wellbeing at both a personal and community level. By doing so, we improve the quality of care, build strong communities and generate conditions where life is valued in ways that current generations can be proud to pass on.



Reduce the negatives

By radically reducing the harmful impacts of how we currently live we can stop wasting finite resources, reduce the burdens of preventable mental and physical ill health, reduce social inequalities and reduce risks from a changing climate. In addition, many interventions that reduce harmful impacts also promote positive co-benefits and reduce the burden of disease.





Mitigation

Reducing health care's own carbon footprint

Adaptation

Preparing for the impacts of extreme weather and the shifting burden of disease

Leadership

Educating staff and the public while promoting policies to protect public health from climate change

*131 Participants =
>9,000 Hospitals and health centers*



- Albert Einstein Hospital (Brazil)
- Catalan Institute of Oncology (Spain)
- Dignity Health (USA)
- Fraser Health (Canada)
- Health Department Xativa-Ontinyent (Spain)
- Hospital León Becerra (Ecuador)
- Hospital Sirio Libanes (Brazil)
- Hospital "Dr. Enrique F. Enril" (Argentina)
- Kaiser Permanente (USA)
- Partners Health Care (USA)
- National Health Service (England)
- Stockholm County Council (Sweden)
- TzuChi Medical Foundation (Taiwan)
- University Health Network (Canada)
- Virginia Mason Health System (USA)
- Western Cape Government Health (South Africa)
- Yonsei University Health System (South Korea)



the good news

The healthcare sector can help shift the entire economy toward sustainable, safer products and practices.