Crisis Standards of Care: Ten Years of Successes and Challenges – A Workshop

November 21-22, 2019
National Academy of Sciences Building
2101 Constitution Avenue NW, Washington DC 20418

Workshop Objectives

- Explore how crisis standards of care (CSC) have been incorporated into planning and implemented at the local, state, and federal levels;
- Review shifts in planning assumptions over the last ten years (e.g., new technology, protocols);
- Discuss the resolved and existing legal and ethical implications of CSC; and
- Consider priorities for the next ten years of CSC development and implementation.

Day 1 – November 21, 2019

8:00 AM

**Chairs’ Welcome**

**John Hick**
Professor of Emergency Medicine and Medical Director of Emergency Preparedness
Hennepin Healthcare, University of Minnesota
Workshop Planning Committee Co-Chair

**Suzet McKinney**
CEO
Illinois Medical District
Workshop Planning Committee Co-Chair

8:15 AM

**Presentation I**
Setting the Stage – History of Crisis Standards of Care

**Dan Hanfling**
Vice President, Technical Staff
In-Q-Tel
8:45 AM

Panel I
Case Study Presentations

Moderator:
Suzet McKinney
CEO
Illinois Medical District

Cases:
- Federal Planning and Response
  - CDC CSC Guidance for Threats, Clinical Care, and Infection Control
    Satish Pillai, Acting Director, Division on Preparedness and Emerging Infections, CDC
  - Repatriation Process for Haiti
    Nicole Lurie, Fmr. Asst. Secretary for Preparedness and Response
  - Puerto Rico Recovery
    Jonathan White, Director, Recovery Division, Office of the Assistant Secretary for Preparedness and Response

- State Level Planning
  - Minnesota
    Judy Seaberg, Director, Emergency Preparedness and Response Division, MN Dept. of Health
  - Illinois
    Win Rawls, Director, Preparedness Division, IL Dept. of Health

- Activities in Clinical Settings
  - Burn Preparedness and Management
    Colleen Ryan, Professor of Surgery, Harvard Medical School

Q&A with workshop participants

10:15 AM  BREAK

10:45 AM

Panel II
Lessons Learned, Opportunities for Improvement, and Gaps in Knowledge

Aims:
- Understand how CSC fit into current preparedness and response landscape
- Reflect on cases to reveal where success and failure at 10k foot level
- Suggest range or priorities for

Moderator:
John Hick
Professor of Emergency Medicine and Medical Director of Emergency Preparedness
Hennepin Healthcare, University of Minnesota

Discussants:
James Hodge
Professor of Law
Sandra Day O’Connor College of Law at Arizona State University

Anita Patel
Sr. Advisor for Preparedness and Response,
Pandemic Medical Care and Countermeasures Lead
enhancing CSC given advancements and changing landscape
Centers for Disease Control and Prevention
Charles Little
Associate Professor of Emergency Medicine
University of Colorado

12:15 PM
Lunch
Buffet lunch is available in the Great Hall. Please take 10-15 min to collect your lunch and find a seat before Panel III begins.

12:30 PM
Panel III
Engagement: Communicating Crisis Standards of Care
Aims:
- Explore strategies for engagement and communications around crisis standards of care with providers, the public and political leadership;
- Reflect on examples of past outreach efforts to understand best practices and lessons learned

Moderator:
Freda Lyon
Vice President, Emergency Services
WellStar Health System

Discussants:
Danita Koehler
Rural Medical Director
Tanana Chiefs Conference

Eric Toner
Senior Scholar
Johns Hopkins Center for Health Security

Garry DeJong
Formerly Response Branch Manager
Colorado Department of Public Health and Environment

1:00 PM
Work Session I
Table Discussions
Full group will hear instructions for breakout sessions. It will be important for the moderator to describe the breadth of stakeholders. Then small groups will form by sector/affinity to discuss issues pertinent to their experience with CSC and to capture the opportunities/leverage points to enhance CSC and threats/barriers to the future success of CSC.

Small Groups
- EMS- Ira Nemeth, Associate Medical Director for EMS and Life Flight, UMass Memorial Hospital
- Local and State Public Health- Steve Huleatt, Director of Health, West Hartford- Bloomfield Health District
- Federal- Jon Krohmer, Director, Office of EMS, National Highway Traffic Safety Administration
- Health Care- Eric Toner, Senior Scholar, Johns Hopkins Center for Health
Security

- **Vendors** - Nicolette Louissaint, Executive Director, Healthcare Ready
- **Subspecialties**
  - WMD - Mark Kirk, Director, Chemical Defense Program, US Department of Homeland Security
  - Pediatrics - TBD
  - Trauma - Jennifer Ward, Executive Director, Trauma Center Association of America
  - Legal - James Hodge, Professor of Law, Arizona State University

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<th>Time</th>
<th>Activity</th>
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<tr>
<td>2:45 PM</td>
<td><strong>BREAK</strong> - Transition to Auditorium</td>
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<td>3:00 PM</td>
<td><strong>Work Session I</strong></td>
<td>Each group recaps the challenges/threats and opportunities for enhancement/improvement for CSC.</td>
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<td><strong>Report Outs</strong></td>
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<td>4:00 PM</td>
<td><strong>Panel IV</strong></td>
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<td><strong>Ethical and Legal Considerations</strong></td>
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<td><strong>Aim:</strong></td>
<td>Discuss the resolved and existing legal and ethical implications of CSC</td>
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<td><strong>Moderators:</strong></td>
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<td></td>
<td>Matthew Wynia</td>
<td>Director, Center for Bioethics and Humanities</td>
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<td>Sandra Day O’Connor College of Law at Arizona State University</td>
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<td><strong>Discussants:</strong></td>
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<td></td>
<td>Lee Biddison</td>
<td>Vice Chair for Clinical Affairs, Department of Medicine</td>
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<td>John Hopkins Medicine</td>
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<td>Sheri Fink</td>
<td>Author of <em>Five Days at Memorial</em>, New York Times Correspondent</td>
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<td>5:15 PM</td>
<td><strong>Chair’s Reflections and Preview of Day 2</strong></td>
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<td><strong>John Hick</strong></td>
<td>Professor of Emergency Medicine and Medical Director of Emergency Preparedness</td>
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<td>Suzet McKinney</td>
<td>CEO, Illinois Medical District</td>
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Day 2 – November 22, 2019

8:30 AM  Welcome and Recap of Day One

John Hick  
Professor of Emergency Medicine and Medical Director of Emergency Preparedness  
Hennepin Healthcare, University of Minnesota

Suzet McKinney  
CEO  
Illinois Medical District

Transition to Great Hall

8:45 AM  Work Session II  
Articulating the Way Forward

**Aim:**
- For common strategies/issue s, articulate actors, actions, and milestones for the next 18-24 months

*Full audience receives instructions. Small groups gather again and come up with actions, actors, implementation milestones for next 18-24 months. The groups can be the same stakeholders as before or we can form groups by strategy area where the individual groups have overlap.*

Transition to Auditorum

10:45 AM  Work Session II  
Small Group Report Outs

**Aim:**
- Share small group discussions

*Each group recaps the actions, actors, and implementation milestones for the next 18-24 months. Will need to have a template for the groups.*

Small Group Focus Areas to Include:
- **The importance of systems and processes vs. trying to plan too many specifics**
- **Building from the ‘bottom up’ – functions of ‘extreme surge’ planning can help drive the regulatory and administrative supports**
- **Technology’s ability to assist in allocation / triage / information sharing**

11:30 AM  Day Two Wrap-Up
John Hick
Professor of Emergency Medicine and Medical Director of Emergency Preparedness
Hennepin Healthcare, University of Minnesota

Suzet McKinney
CEO
Illinois Medical District

12:00 PM      Adjourn Workshop