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<https://files.asprtracie.hhs.gov/documents/aspr-tracie-healthcare-system-preparedness-considerations-speaker-series-summary.pdf>

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T R A C I E
HEALTHCARE EMERGENCY PREPAREDNESS
INFORMATION GATEWAY

Healthcare System Preparedness Considerations Speaker Series

Hurricane Ian Experience at Lee Health: Wreckage, Resilience & Recovery

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- Dave Kistel is VP and Chief Facilities Executive at Lee Health in Lee County, Florida. He is a graduate of Furman University.
- Dave is responsible for the integrated facilities and support service operations of a multi-hospital system including four acute care hospitals and two specialty hospitals with a total of 1,865 beds, 4.4 million square feet of physical plant, one nursing home, and over one hundred (100) outpatient / physician office sites.
- His division includes 170 employees and seven departments: Facilities Management Administration, Plant Operations, Facilities Planning & Design, Construction, Facilities Asset Management, Strategic Capital Construction Projects, and Environmental Safety.

The Hurricane Ian Experience at Lee Health:

Wreckage, Resilience & Recovery





Hurricane Ian “By the Numbers”

150mph

Category 4 Winds (nearly Category 5)

10-15 feet

Storm Surge

146

Lives Lost

2.4 Million

People lost power

1,100

Cell Phone Towers lost due to power outages

\$40-67 Billion

Estimated insured losses (across multiple states)

The Lee Health Response

- Ten days out from storm, Lee Health begins preparations
 - Assesses fuel situation
 - Brings in supplies, including backup water supply
 - Stages necessary materials for potential repair (windows, water leaks, etc.)
 - Construction work shut down and sites secured, dumpsters emptied
 - Generators tested
 - Communicates with key partners
- Incident Command Structure activated
 - Based on HICS – Hospital Incident Command Structure
 - Central Command mobilizes at Coconut Point; Each hospital has local management team



\$12+ million in damage to
Lee Health facilities



Damage Categories

Power

Due to the strategic installation of generators, pre-event planning and our work with a specialty vendor, our generators made it through 80+ hours of continuous service with minimal interruption.

Rooftops

Three buildings with older roofs had damage, but there was really minimal damage due to the roof upgrades and hardening of our buildings over recent years.

Windows / Drywall / Leaks

Minimal impact and almost immediate response from our Plant Ops teams to make repairs.

Walls / Elevators

Wall failure in Medical Office Building caused damage to three of that building's four elevators, putting us in crisis mode. Cooperative work from Plant Ops team and elevator vendor now have two of the four operating again.

Losing Water Pressure

- Running water is needed for:
 - Fire suppression / protection
 - Flushing toilets
 - Cooling the air in hospitals with chillers and cooling towers
- The community's water utilities systems started losing water pressure when the storm damaged infrastructure and power started going out



Lee Health Response

- Tap into hospital retention ponds and storm drains to supplement municipal water supply
 - Cape Coral Hospital – ran a giant hose to the retention pond
 - Gulf Coast Hospital – tapped into pond-fed irrigation system
 - HealthPark Medical Center – set up a pump in a storm drain
 - Lee Memorial Hospital – tapped into an existing well



After the Storm

- Water trucks were brought in to supplement the supply coming from municipal utilities and the retention ponds
- This allowed enough time to lay temporary lines to re-connect Health Park to the local water system until lasting repairs could be made



Water Pressure Problems Led to Evacuations



- **ACHA (Agency for Health Care Administration) called for two evacuations once water pressure started dropping**
 - **Golisano Children's Hospital was evacuated**
 - **Cape Coral Hospital was 10 minutes away from being evacuated, but Cape Coral Utilities got us hooked back up to water, so no evacuation took place**

Golisano Evacuation was Orderly, Smooth and Safe

- 67 NICU babies transferred in less than 24 hours
- At one point, three helicopters on the helipad and others waiting to land
- Response from other hospitals phenomenal



416 patients transferred over
five days to 50+ hospitals



HealthPark Medical Center

EARLY STORM



LATE STORM



HealthPark Medical Center

EARLY STORM



LATE STORM



HealthPark Medical Center

EARLY STORM



LATE STORM







Hurricane Ian: Community Devastation



Local Bridges Suffered Severe Damage

Sanibel Causeway



Matlacha Pine Island



Future Opportunities

Goal is to maintain critical operations that are water dependent

- Request well permits for our acute care hospital sites
- Have a reliable secondary potable water source
- Have a reliable secondary fire suppression water source
- Reliable secondary condensed water source for building cooling

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