

**ARIZONA CRISIS STANDARDS OF CARE**  
**Conceptual Model and Operational Framework**  
**Approved by the SDMAC Planning Committee**

<b>Desired Future State</b>	Development and implementation of a compassionate and ethically-based healthcare response for disaster situations using crisis standards of care co-developed by key stakeholders.
<b>Vision</b>	Arizona will become a national model in crisis standards of care planning and implementation.
<b>Mission</b>	Provide a framework and standards for response to and recovery from catastrophic disasters that enables optimal community resilience across the statewide healthcare system.
<b>Values</b>	<p><b>Transparency:</b> Providing open, honest, factual and timely communication and information sharing.</p> <p><b>Consistency:</b> Implementing processes and procedures across the continuum of care; applying the same methodology(s) to achieve optimal community health.</p> <p><b>Fairness:</b> Supporting respect and dignity for all populations in the provision of healthcare across the continuum of care.</p> <p><b>Accountability:</b> Taking responsibility for actions, completing work assigned, following through on requests and communications.</p> <p><b>Resiliency:</b> Providing for the recovery of emotional, spiritual, intellectual and mental health needs and facilitating the wellbeing of the community.</p> <p><b>Evidence-Based:</b> Formulating decisions on medically founded, state-of-the-art, and research tested (when available) facts and processes to promote optimal community health.</p>

BALANCED SCORE CARD

PILLARS & OUTCOMES	GOALS	OVERARCHING ISSUES	CLINICAL WORKGROUP OBJECTIVES	LEGAL/ETHICAL WORKGROUP OBJECTIVES	EMS WORKGROUP OBJECTIVES	PUBLIC ENGAGEMENT OBJECTIVES
<p>Hospital Care</p> <p>Best clinical outcomes and community health in light of limited healthcare resources</p>	<ol style="list-style-type: none"> <li>1. Use evidence-based guidelines to triage limited healthcare resources to maximize community outcomes.</li> <li>2. Provide healthcare services to all population sectors in the community addressing each level of the continuum of care.</li> <li>3. Integrate activation criteria and expanded scopes of practice into hospital emergency response plans.</li> <li>4. Develop track-able indicators for space, supplies and staff.</li> </ol>	<p>Consistent triage methodologies.</p> <p>Maximize limited resources.</p> <p>High risk populations</p> <p>Expanded scope of practice.</p> <p>Real time information on resource levels.</p>	<p>Post declaration of state or federal emergency or Executive Order by the Governor, healthcare facilities must meet ONE of the IOM's catastrophic conditions to initiate CSC.</p> <p>Use START for adults and JumpSTART for children OR emergency department levels 1-5 for hospital and health care facility primary triage depending on prevailing circumstances.</p> <p>Designate either a physician or surgeon to preform secondary triage in hospitals or health care facilities.</p> <p>Physicians treating patients must never have triage responsibilities at the same time.</p> <p>Designate either a physician or surgeon to preform secondary triage in hospitals or health care facilities.</p> <p>Develop CSC triage and clinical assessment /treatment structure within incident command structure</p> <p>Review CSC job action sheets</p> <p>Update disaster plans to include CSC process and protocols</p> <p>Participate in resource inventory as requested</p>	<p>Educate medical, Clinical and support staff on Crisis Standards of Care Code of Ethics for the State of Arizona.</p> <p>Review legal liability issues for providers and participate in new legislation activities regarding same.</p> <p>Assist in the development of hospital/health facility liability protections</p> <p>Engage in training activities for expanded scopes of practice for staff as outlined by regulatory boards.</p> <p>Communicate and educate paradigm shift from individual care to care of the community and survivorship.</p> <p>Modify credentialing and privileging practice to enhance staffing pool to include non-traditional care givers such as those with expired, retired, fellow, student, out of state, etc.</p> <p>Plan for use of non-licensed space for patient care</p>	<p>Use START and JumpSTART for triage</p> <p>Involve medical directors at base hospitals in expanded scope of practice guidelines</p> <p>Utilize EMS personnel in expanded roles (primary, palliative, vaccination) roles</p>	<p>Educate Public Relations personnel on critical aspects of CSC</p> <p>Identify organizational spokes-person</p> <p>Connect to joint information center for situational updates, information sharing and key messaging</p>

PILLARS & OUTCOMES	GOALS	OVERARCHING ISSUES	CLINICAL WORKGROUP OBJECTIVES	LEGAL/ETHICAL WORKGROUP OBJECTIVES	EMS WORKGROUP OBJECTIVES	PUBLIC ENGAGEMENT OBJECTIVES
<p>Public Health</p> <p>Support of healthcare system during CSC activation, operation, and demobilization</p>	<ol style="list-style-type: none"> <li>1. Activate and coordinate the SDMAC, RDMAC , and public health emergency operations</li> <li>2. Coordinate with government agencies on the planning and dissemination of clinical, legal, regulatory, and ethical guidelines</li> <li>3. Inform community with consistent, accurate, timely, and communication</li> <li>4. Develop track-able indicators for space, supplies and staff.</li> </ol>	<p>SDMAC members and authorities</p> <p>Need for RDMACs</p> <p>Regulatory and legislative changes</p> <p>Activation processes and authorities.</p> <p>Community information</p>	<p><b>Use the IOM</b> Care Capacity Continuum to form the basis for Arizona’s CSC triggers.</p> <p>CSC activation for the state of Arizona requires ONE of the catastrophic conditions defined in the IOM Report.</p> <p>A state declaration should be made when ONE or more of the IOM catastrophic conditions are met.</p> <p>Post declaration, healthcare facilities must meet ONE of the IOM’s catastrophic conditions to initiate CSC.</p> <p>START for adults and JumpSTART for children OR emergency department levels 1-5 for hospital and health care facility primary triage depending on prevailing circumstances.</p> <p>Test SDMAC capabilities</p> <p>Develop consistent methodology for cataloging resources</p>	<p>Establish institutional liability for Arizona, may require legislation</p> <p>Examine ability to broaden/enhance professional scopes of practice when CSC invoked with professional boards including supervision requirements</p> <p>Provider licensing for expiration, renewals, etc. to expedite temporary practice</p> <p>Review Colorado State Legislation regarding professional practice during a disaster examine extension of supervision protocols</p> <p>Determine methodology, frequency and basic constructs for training and education to broaden individual professional scopes of practice including MD, DO, PA, RN, APN, NP, RNFA, Nurse Anesthetist</p> <p>Clarify waiver processes and triggers for State, Federal, HHS, CMS</p> <p>Use System Approach to develop legal and ethical considerations for CSC assuring horizontal and vertical integration</p> <p>Adopt the Crisis Standards of Care Code of Ethics for the State of Arizona. Publish on website</p>		<p>Use regional designations to begin the public engagement process, assign regional representatives to coordinate and lead sessions</p> <p>Initial public meeting will cover special needs and high risk populations as well as Latino population</p> <p>Information provided to the Latino public will be translated into Spanish and interpreters may be provided during the actual sessions.</p> <p>Using public venues in each region for meeting which will be no more than 90 minutes. Revisions to the IOM suggested presentation outline will be completed by Expertise from ASU</p> <p>Aiming for 300 participants statewide. Using locally established groups (i.e. CERTS) to participate and add participants to these scheduled meetings as able</p> <p>Consistent presentation will provide basis for public feedback recommendations to the AzCSC Plan.</p>

PILLARS & OUTCOMES	GOALS	OVERARCHING ISSUES	CLINICAL WORKGROUP OBJECTIVES	LEGAL/ETHICAL WORKGROUP OBJECTIVES	EMS WORKGROUP OBJECTIVES	PUBLIC ENGAGEMENT OBJECTIVES
Public Health (cont.)				Clarify disclosure parameters of protected healthcare information  Suspend surveys and license expiration.		

PILLARS & OUTCOMES	GOALS	OVERARCHING ISSUES	CLINICAL WORKGROUP OBJECTIVES	LEGAL/ETHICAL WORKGROUP OBJECTIVES	EMS WORKGROUP OBJECTIVES	PUBLIC ENGAGEMENT OBJECTIVES
<p>Out of Hospital/Alternate Care Systems</p> <p>Best clinical outcomes and community health in light of limited healthcare resources</p>	<ol style="list-style-type: none"> <li>1. Use evidence-based guidelines to triage limited healthcare resources to maximize community outcomes</li> <li>2. Provide healthcare services to all population sectors in the community addressing each level of the continuum of care.</li> <li>3. Integrate activation criteria and expanded scopes of practice into hospital emergency response plans.</li> <li>4. Develop track-able indicators for space, supplies and staff.</li> <li>5. Implement methodology for palliative care</li> <li>6 Communicate with other healthcare system, public health, and emergency management partners.</li> </ol>	<p>Consistent triage methodology.</p> <p>High risk populations.</p> <p>Expanded scopes of practice.</p> <p>Real time information on resource levels.</p> <p>Timely, consistent information.</p>	<p>Post declaration of state or federal emergency or Executive Order by the Governor, healthcare facilities must meet ONE of the IOM's catastrophic conditions to initiate CSC.</p> <p>Designate either a physician or nurse to preform triage in ambulatory health care facilities.</p>	<p>Educate medical, Clinical and support staff on Crisis Standards of Care Code of Ethics for the State of Arizona.</p> <p>Review legal liability issues for providers and participate in new legislation activities regarding same.</p> <p>Engage in training activities for expanded scopes of practice for staff as outlined by regulatory boards.</p> <p>Communicate and educate paradigm shift from individual care to care of the community and survivorship.</p>	<p>Determine ability to provide alternate care and act as alternate transportation site for EMS</p> <p>Use EMS personnel as directed for specified enhanced practice care delivery</p> <p>Become familiar with <b>Treatment, Triage and Transport Guidelines for All Hazards</b> (once revised)</p> <p>Test capabilities with key stakeholders</p>	<p>Educate Public Relations personnel on critical aspects of CSC</p> <p>Identify organizational spokes-person</p> <p>Connect to joint information center for situational updates, information sharing and key messaging</p>

PILLARS & OUTCOMES	GOALS	OVERARCHING ISSUES	CLINICAL WORKGROUP OBJECTIVES	LEGAL/ETHICAL WORKGROUP OBJECTIVES	EMS WORKGROUP OBJECTIVES	PUBLIC ENGAGEMENT OBJECTIVES
<p>EMS</p> <p>Best clinical outcomes and community health in light of limited healthcare resources</p>	<ol style="list-style-type: none"> <li>1. Coordinate triage, treatment, and transport guidelines</li> <li>2. Develop, coordinate, and educate alternate treatment guidelines for triage, treatment and transport</li> <li>3. Medical direction agreement on protocol changes</li> <li>4. Identification of scope of practice changes</li> <li>5. Develop processes for dispatch call centers to relay real-time information.</li> </ol>	<p>Consistent, enhanced field triage processes.</p> <p>Scope of practice enhancements.</p> <p>Medical direction communication across continuum of care.</p> <p>Consistent communication technology.</p>	<p>Use systems approach to care across the care continuum</p> <p>Use START and JumpSTART protocols for triage in the field</p> <p>Examine enhance scope of practice parameters</p>	<p>Educate medical, Clinical and support staff on Crisis Standards of Care Code of Ethics for the State of Arizona.</p> <p>Review legal liability issues for providers and participate in new legislation activities regarding same.</p> <p>Engage in training activities for expanded scopes of practice for staff as outlined by regulatory boards.</p>	<p>Educate medical, clinical and support staff on Crisis Standards of Care Code of Ethics for the State of Arizona.</p> <p>Engage in training activities for expanded scopes of practice for staff as outlined by regulatory boards. Ability to provide immunizations, vaccinations and other medical care as appropriate.</p> <p>Communicate and educate paradigm shift from individual care to care of the community and survivorship.</p> <p>Use START for adults and JumpSTART for pediatric triage</p> <p>Revise <b><i>Alternate Treatment, Triage and Transport Guidelines during Pandemic Flu</i></b> to an all hazards approach</p> <p>Educate regional and local EMS providers on CSC</p> <p>Implement EMT-A designation</p> <p>Determine EMS role in palliative care</p> <p>Develop geographic transportation guidelines, regionally, statewide and interstate</p>	<p>Educate Public Relations personnel on critical aspects of CSC</p> <p>Identify organizational spokes-person</p> <p>Connect to joint information center for situational updates, information sharing and key messaging</p>

PILLARS & OUTCOMES	GOALS	OVERARCHING ISSUES	CLINICAL WORKGROUP OBJECTIVES	LEGAL/ETHICAL WORKGROUP OBJECTIVES	EMS WORKGROUP OBJECTIVES	PUBLIC ENGAGEMENT OBJECTIVES
EMS (cont.)					<p>Determine alternate transportation site guidelines</p> <p>Become more involved in regional healthcare coalitions</p> <p>Work closely with BPHEP, AzDEMA</p> <p>Assess capabilities and capacities of dispatch/call centers to develop and implement uniform CSC guidelines</p> <p>Adopt proposed Arizona activation triggers for EMS CSC JumpSTART for children for primary triage.</p> <p>Create Dispatch/PSAP Work Group. Establish lines of authority Create protocols for transport to non-hospital settings</p>	

PILLARS & OUTCOMES	GOALS	OVERARCHING ISSUES	CLINICAL WORKGROUP OBJECTIVES	LEGAL/ETHICAL WORKGROUP OBJECTIVES	EMS WORKGROUP OBJECTIVES	PUBLIC ENGAGEMENT OBJECTIVES
<p>Emergency Mgmt. &amp; Public Safety</p> <p>Support healthcare system during CSC activation, operation, and demobilization</p>	<ol style="list-style-type: none"> <li>1. Coordinate emergency declarations, operations, and public safety activities during planning, response, and recovery.</li> <li>2. Facilitate resource requests for staff, supplies, and space</li> <li>3. Inform community with consistent and timely communication</li> </ol>	<p>Ability to get resources to locations in most need.</p> <p>Dispatch Center Coordination</p> <p>Communication with key stakeholder healthcare providers.</p> <p>Consistent community notification and information.</p>	<p>Review recommendations from Work group and include in AZ CSC Plan</p> <p>Codify the CSC triggers, triage protocols, enhanced practitioner scope of practice and resource management guidelines developed by the work group</p>	<p>Review recommendations from Work group and include in AZ CSC Plan</p> <p>Publish Arizona Crisis Standards of Care Code of Ethics and distribute across the continuum of care stakeholders</p>	<p>Review recommendations from Work group and include in AZ CSC Plan</p> <p>Work closely with BPHEP in CSC plan development</p> <p>Work changes in scope of practice, geographic transport and alternate care sites through statutory committee structure</p> <p>Develop regional and local relationships with EMS providers and healthcare coalitions</p> <p>Improve medical direction involvement in CSC</p> <p>Call meeting of Dispatch Centers and PSAPs to discuss uniform guidelines during CSC</p>	<p>Consistent messaging to public</p> <p>Use JIC s main source for public information and education</p> <p>Conduct educational program for government, military and civilian PIOs</p>