

2025 Emergency Management End of Year Report

December 1, 2025

UK HealthCare (UKHC) Emergency Management (EM) Program Leadership

- **Program Coordinator:** Tammy Swartz
- **Program Director:** Cory Pelarski
- **EM Specialists:** Shawn Boucher and Conley Darland
- **EM Educator:** Taylor Dailey

Executive Summary

In May 2025, the UK HealthCare Emergency Management (UKHC EM) department was evaluated by The Joint Commission (TJC) and recognized as a leading comprehensive emergency management program, achieving zero deficiencies. In CY25, UKHC EM completed its annual Hazard Vulnerability Analysis (HVA), identifying the top five critical hazards facing the enterprise. These hazards include:

Main Campus HealthCare Properties:

1. Inclement Weather – (28%)
2. IT System Outage – (26%)
3. Flood (Internal) – (24%)
4. Communication Failure – (21%)
5. Supply Chain Failure – (19%)

Outlying Clinic HealthCare Properties:

1. Supply Chain – (37%)
2. IT System Outage – (32%)
3. Inclement Weather – (30%)
4. Communication Failure – (28%)
5. Active Aggressor – (26%)

Analysis of the top five hazards identified across UK HealthCare’s main campus and outlying clinics directly informed the development of the annual Emergency Management Training Plan. These findings established exercise priorities, directed Department Emergency Response Guide revisions, and defined key evaluation areas for After-Action Reviews (AARs) and Improvement Plans (IPs). Strengths identified through these AARs, and IPs continue to enhance operational efficiency, strengthen communication pathways, and improve incident-specific response capabilities across the enterprise.

UK HealthCare also achieved a major advancement in its emergency preparedness framework through the transition of incident response operations to the new HealthCare Incident Command Center (HICC), located on the ground floor of Pavilion H. All members of the HealthCare Incident Management Team completed extensive training to leverage the HICC’s enhanced technologies and standardized response protocols. This state-of-the-art facility now serves as the central hub for coordinated emergency response, reinforcing UK HealthCare’s commitment to systemwide readiness, resilience, and patient safety.

In alignment with these enterprise-wide initiatives, UK HealthCare continues its strategic partnership with the UK Police Department (UKPD) to strengthen institutional preparedness and response capabilities. On November 20th, UKPD and UK HealthCare will conduct the largest multi-agency exercise in the University’s history—an event designed to evaluate cross-functional coordination and multi-agency response to complex, large-scale incidents. A comprehensive After-Action Report and Improvement Plan (AAR/IP) will be completed within 60-days following the exercise to capture lessons

learned, identify areas for improvement, and document operational strengths that further advance UK HealthCare's emergency management maturity and collaborative readiness posture.

The following summary provides an overview of UKHC Emergency Management accomplishments.

Accomplishments

Program Development:

1. UK HealthCare's 2026 Emergency Management (EM) plans are currently under revision and scheduled for release in December 2025 to support enterprise readiness for the new year. These updates encompass the Base Plan, Emergency Operations Plan (EOP), and Annual EM Training Plan—each designed to establish effective response and mitigation strategies targeting the top hazards identified in the current Hazard Vulnerability Analysis (HVA). The release of the HVA and associated EM plans will strengthen systemwide preparedness and response capabilities while ensuring continued alignment with regulatory requirements and national best practices.
2. HealthCare Incident Command Center
 - a. New state of the art center opened and operational
 - b. HICS SharePoint replaces Teams page – fully integrated with embedded links to essential HealthCare software
3. Hazard Vulnerability Analysis:
 - a. Release Date: December 1, 2025
 - b. Pending UKHC executive leadership review
4. Emergency Operations Plan:
 - a. Release Date: December 1, 2025
 - b. Updated Top 5 Main Campus HealthCare and Outlying Clinic Hazards
 - c. College of Dentistry HealthCare Integration
 - d. New Annex: Decedent Affairs MOU/Agreement with Department of Veterans Affairs
 - e. New Annex: New Blood Bank Courier (BioTouch)
 - f. Addition of Incident Specific Response Plans: Air Evac Mishap, Crane Collapse, Surge, Evacuation, Utilities Failure, and Tornado
5. EM Base Plan:
 - a. Release Date: December 1, 2025
 - b. Updated training requirements for key HICS members
 - c. Updated required completion time of AAR/IPs to 60-days following incident deactivation
6. Annual Training Plan
 - a. Release Date: November 2025
7. Family Assistance Center Plan (*formerly Reunification Plan*)
 - a. Updated all roles and responsibilities
 - b. Assigned secondary positions
 - c. Implemented operations locations and maps

- d. Integrated emergency department for casualty identification
- e. Finalized forms for full operability with ReadyOp software
- 8. Continuity of Operations Plan
 - a. Gather Enterprise Essential Functions to maintain operations
 - b. Annex added to EOP
 - c. Final Plan Date: March 15, 2026
- 9. Disaster Box Program
 - a. Distributed 56 disaster boxes across HealthCare enterprise
 - b. Totaling \$10,136 in emergency equipment issue
 - c. Additional 30 boxes ordered to be distributed in November/December 2025
- 10. Emergency Management Specialist vacancies filled – Conley Darland
- 11. UKHC EM hosted for Community Disaster Preparedness for Healthcare Certification Program (series of four courses facilitated by TEEK for all UKHC employees)
- 12. Updated 20 emergency response Standardized Work processes (Standard Operating Procedures)
- 13. Enterprise Policy Updates:
 - a. (A12-030) Bomb Threat
 - b. (A12-055) Mass Casualty Response, Code Yellow
 - c. (A12-070) EM Preparedness Plan
 - d. (A12-080) COOP Policy
 - e.

Hospital Staff Engagement

- a. Emergency Management Committee
- b. Continuity of Operations Plan Committee
- c. Environment of Care Committee
- d. Incident Commanders' Subcommittee
- e. Chapter Champions
- f. Accreditation Management Team

Quarterly EM Committee Meetings (February, May, August, November)

- 1. Review 2024 Hazard Vulnerability Analysis (HVA)
- 2. Introduction of new EM and HICS members
- 3. Provided new Emergency Management email:
ukhc_emergency_management@uky.edu
- 4. Review updates to approved policies.
- 5. Reviewed EM program point of contacts for all major projects
- 6. Released HICS member training compliance levels and changes to completion requirements
- 7. Discussed upcoming training and exercise opportunities
- 8. Reviewed pending AARs/IPs (**See AAR section in this document**)

EM Regional Exercise and Coalition Engagement:

- 1. National Disaster Medical Systems Bed Reporting Exercise (NDMS): Monthly
- 2. National Disaster Medical Systems (NDMS) TTX: May 19, 2025
- 3. Instruction of ICS-300 and ICS-400 and HSEEP hosted by UKHC.

4. Regional participant in Bluegrass Healthcare Coalition
5. Member of Pediatric Pandemic Network Regional planning
6. Radiation Injury Treatment Network TTX: July 24, 2025
7. UKPD/UKHC Full-Scale Exercise: November 20, 2025

Training and Exercises

Total UKHC staff provided EM Preparedness Training and Exercise Engagement: **1,825 people**

Mandatory HICS team training compliance report:

- IS-100: **100%**
- IS-200: **100%**
- HICS Basics: **100%**
- IS-201: **100%**

Training:

1. 98 people – Hospital Incident Management Team (HIMT) Training
2. 33 people – UKHC Family Assistance Planning and Training
3. 134 people – HealthCare Incident Command Center Familiarization Training
4. 13 people – Homeland Security Exercise Evaluation Program (HSEEP)
5. 979 people – NEO/NPO
6. 51 people – ICS 300: Intermediate Incident Systems for Expanding Incidents
7. 162 people – Active Aggressor Response Awareness
8. 15 people – ICS 400: Advanced ICS Command and General Staff for Complex Incidents
9. 22 people – Pediatric Disaster Response and Emergency Preparedness
10. 18 people – Medical Countermeasures: POD Planning and Response
11. 20 people – Mass Fatalities Response
12. 280 people – Mass Casualty Incident response and Surge Full-Scale Exercise

Exercises/Tabletops (TTX):

1. Medical Response Surge Exercise May 15, 2025
 - a. Scope of Exercise: Coordination of incoming patients to regional hospitals based on triage levels.
 - b. Proposed Mitigation: Greater need for MCI training for HICS and ED/Trauma teams with emphasis on communication, role function, and processes among internal response teams.
2. National Disaster Medical Systems Bed Reporting Exercise (NDMS): Monthly
 - a. Scope of Exercise: Input of hospital bed capacity reporting during national emergency.
 - b. Proposed Mitigation: None provided from host agency (Veterans Affairs Hospital).
3. NDMS TTX: May 19, 2025
 - a. Scope of Exercise: Coordinate and discuss response during an NDMS activation.
 - b. Proposed Mitigation: Communication between UKHC Departments on responsibilities.
4. Radiation Injury Treatment Network TTX: July 24, 2025
 - a. Scope of Exercise: Coordination of incoming NDMS patients to regional hospitals based on triage levels and family reunification concerning adults and pediatric patients.
 - b. Proposed Mitigation: None provided from exercise host

Incidents/Events (After-Action Report and Improvement Plans) (AAR/IPs):

FY25 AAR/IP Action Item Progress:

Completed: 12

Pending: 0

1. Winter Storm Blair and Cora (Full HICS Activation)
 - a. Identified Hazards in 2024 HVA: **N/A**
 - b. Incident: The state of Kentucky was impacted by two back-to-back winter storms in January 2025. Winter Storm Blair began on January 6 with severe cold, snow, and ice impacting operations.
 - c. Proposed Mitigation:
 - i. Draft Standard Work for winter weather snow removal and review formal agreements with external snow removal and transportation vendors, ensuring their readiness for rapid deployment during severe weather events.
 - ii. Implement a more streamlined, real-time system for managing ride requests and staffing updates via ReadyOp link on Winter Weather/Severe Weather Page.
 - iii. Partner with FMHC, Campus EM and Grounds to establish a more robust monitoring system for campus roads and parking lots during inclement weather.
2. Eastern Kentucky Flood (Partial HICS Activation)
 - a. Identified Hazards in 2024 HVA: **N/A**
 - b. Incident: Heavy rain and severe thunderstorms caused widespread flooding in Kentucky on February 15 and 16, 2025, leading to over 300 road closures, 40,000 power outages, and more than 1,000 water rescues.
 - c. Proposed Mitigation:
 - i. Improve ReadyOp resource request form to better ensure and track resources. Include a way to notify teams when a request has been submitted or changed status.
 - ii. Organize regular training sessions to ensure all staff members understand their roles and responsibilities.
 - iii. Create detailed SWs outlining steps for communication and delegation during emergencies.
3. IT Outage (Full HICS Activation)
 - a. Identified Hazards in 2024 HVA: **N/A**
 - b. Incident: On February 6, 2025, UKHC experienced an IT outage affecting multiple departments, beginning at 1:57am and concluding at 1:00pm
 - c. Proposed Mitigation:
 1. EM Manager on-call SW updated to ensure Chandler HOA 1 and Good Sam DCN are included in HICS weekly on-call list in ReadyOp.
 2. Proactive measures should be implemented to monitor and regulate scanner temperatures, ensuring they remain operational during downtime events.
 3. Staff post SOPs next to machines and workstations, retrain staff on SOP for closing the Box Picker and Carousel pharmacies in Epic when IT downtime occurs. Properly document medications removed.

1. Code Yellow Standby (No HICS Activation)
 - a. Identified Hazards in 2024 HVA: **N/A**
 - b. Incident: UK HealthCare issued a Code Yellow Standby due to a long-tracking tornado in Laurel and Pulaski Counties.
 - c. Proposed Mitigation:
 - i. Policy be revised to require notification of the Incident Commander on call before making an overhead announcement.
 - ii. UKHC EM team establish two groups in ReadyOp: one for Trauma and one for the Emergency Department. During a Code Yellow or Code Yellow Standby, an EM team member will send a notification to both groups, informing them of the activation and directing each team to follow its respective procedures.
 - iii. Code Yellow and Code Yellow Standby scripts be updated and formally included in the policy to ensure consistent implementation at Good Samaritan Hospital.

Gaps in Preparedness/Areas of Concern:

1. Procurement/Supply
 - a. Medical Warehouse (1247 Versailles Rd, Lexington, KY)
 - i. Critical site
 - ii. Backup warehouse needed – in event operations failed at main warehouse, there is currently no back-up warehouse to resume operations.
 - iii. Impact to warehouse will have cascading impact in ability to support St. Claire and KDMC.
 - iv. Nutrition and Food Services express concern for lack of on-site storage space restricts ability to store 96-hr supply of bottled water.
 - v. Site went down briefly during April Straight Line winds incident.

Sincerely,

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