

Effective Communications

During Disasters – During
Business-As-Usual



Introductions

- Hamad Medical Corporation
- Dedicated to delivering the safest, most effective and compassionate care to all its patients
- HMC manages 12 hospitals:
 - 9 specialist hospitals and
 - 3 community hospitals
 - National Ambulance Service
 - Home and residential care services
- Major Incident Preparedness & Resilience - National Healthcare Incident Command Centre



Qatar FIFA World Cup 2022 Example



Event Overview

Start 20th November 2022, ending with the Final on the 18th December 2022 (Qatar National Day)

- First World Cup held in the northern hemisphere winter - peak season for respiratory disease transmission
- First World Cup held during a global pandemic (COVID-19)
- First World Cup held in an area the size of a single city
- 32 Teams
- 64 Games:
 - Group Stage: 48 Matches
 - Round of 16: 8 Matches
 - Quarter Final: 4 Matches
 - Semi Final: 2 Matches
 - 3rd Place: 1 Match
 - Final: 1 Match



The influx of international visitors

"A mass gathering is a planned or spontaneous event where the number of people attending could strain the planning and response resources of the community or country hosting the event."

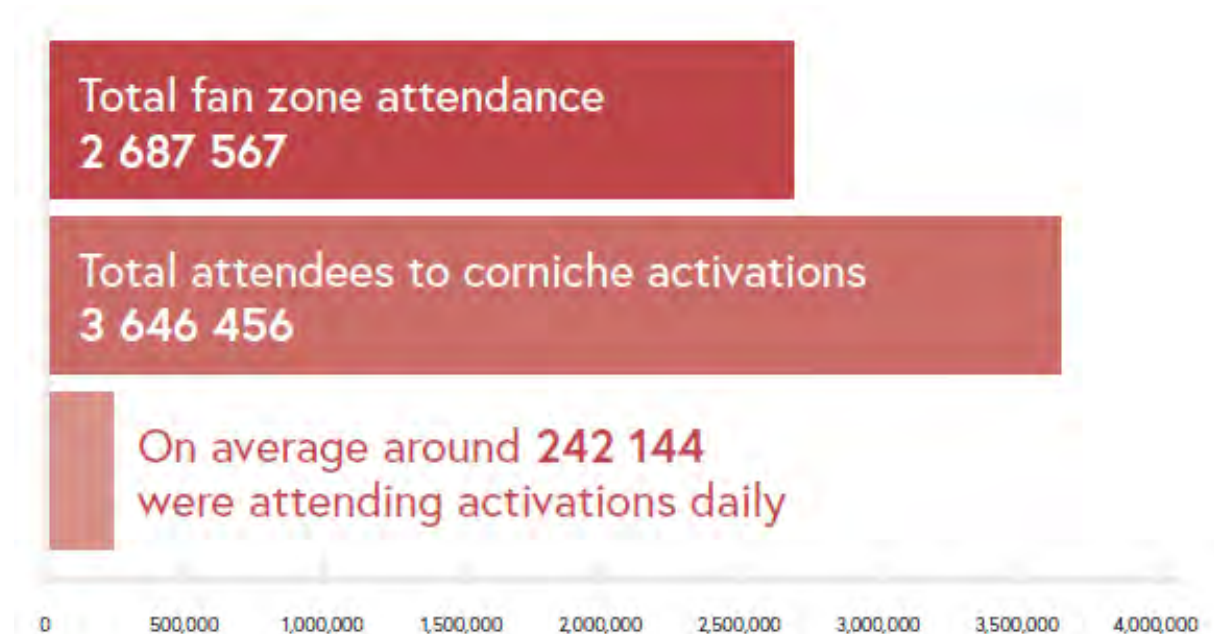
– World Health Organization 2019

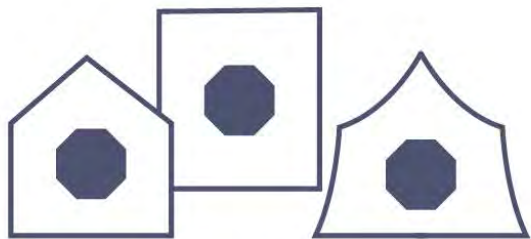
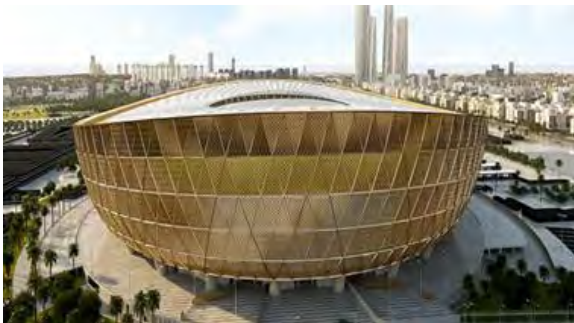


1.4 million
visitors



Average stadium
occupancy **96%**





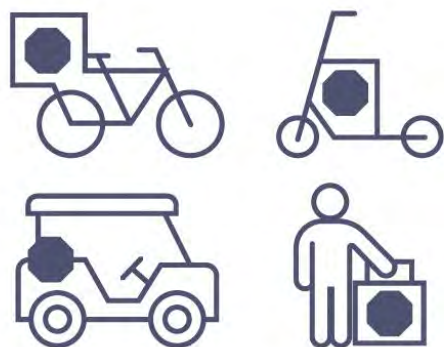
113

medical clinics



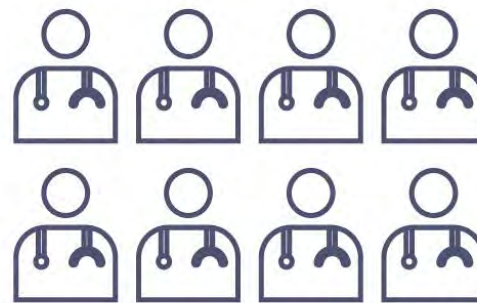
116

ambulances



212

mobile medical units

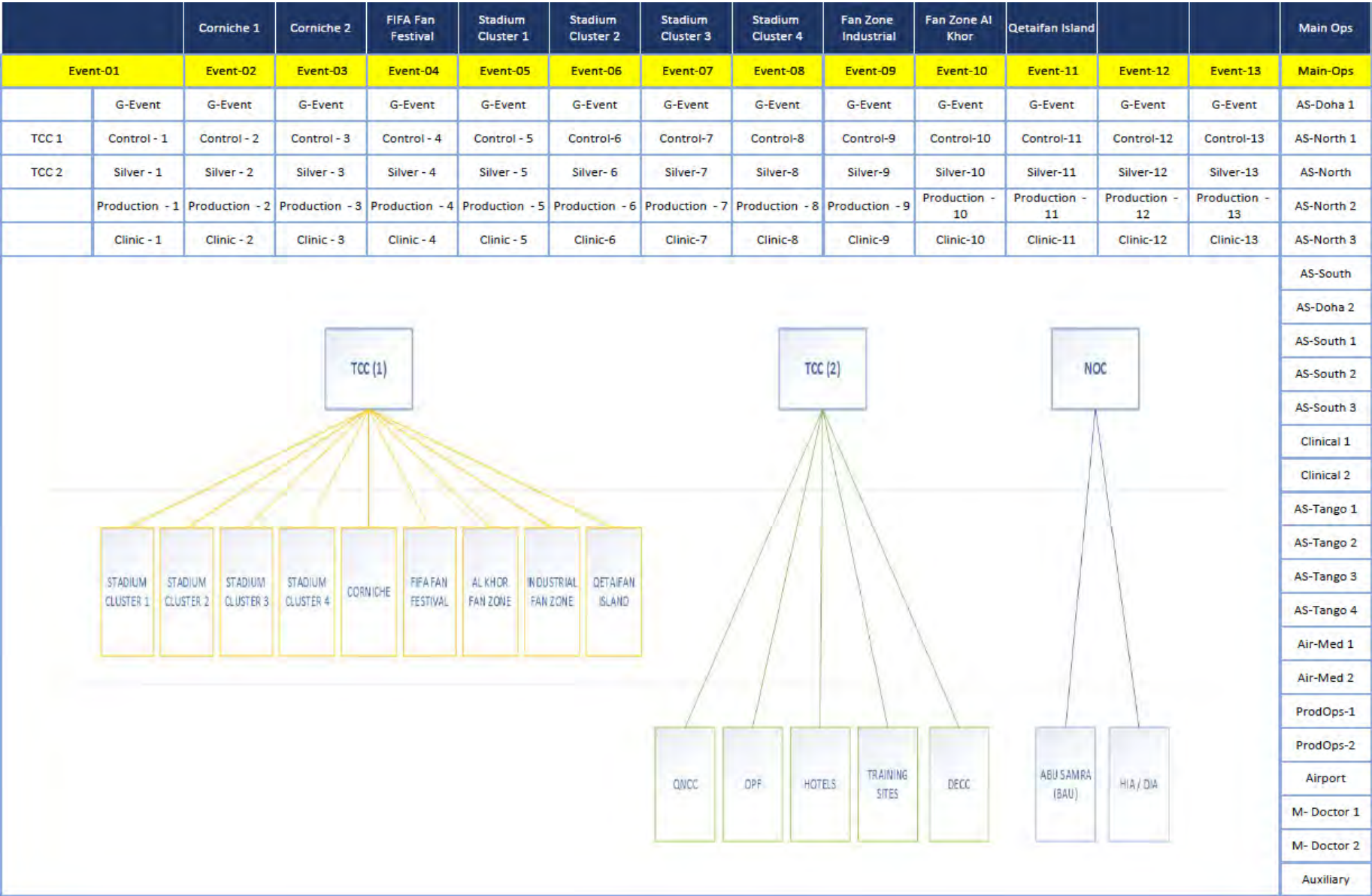


2 275

healthcare staff



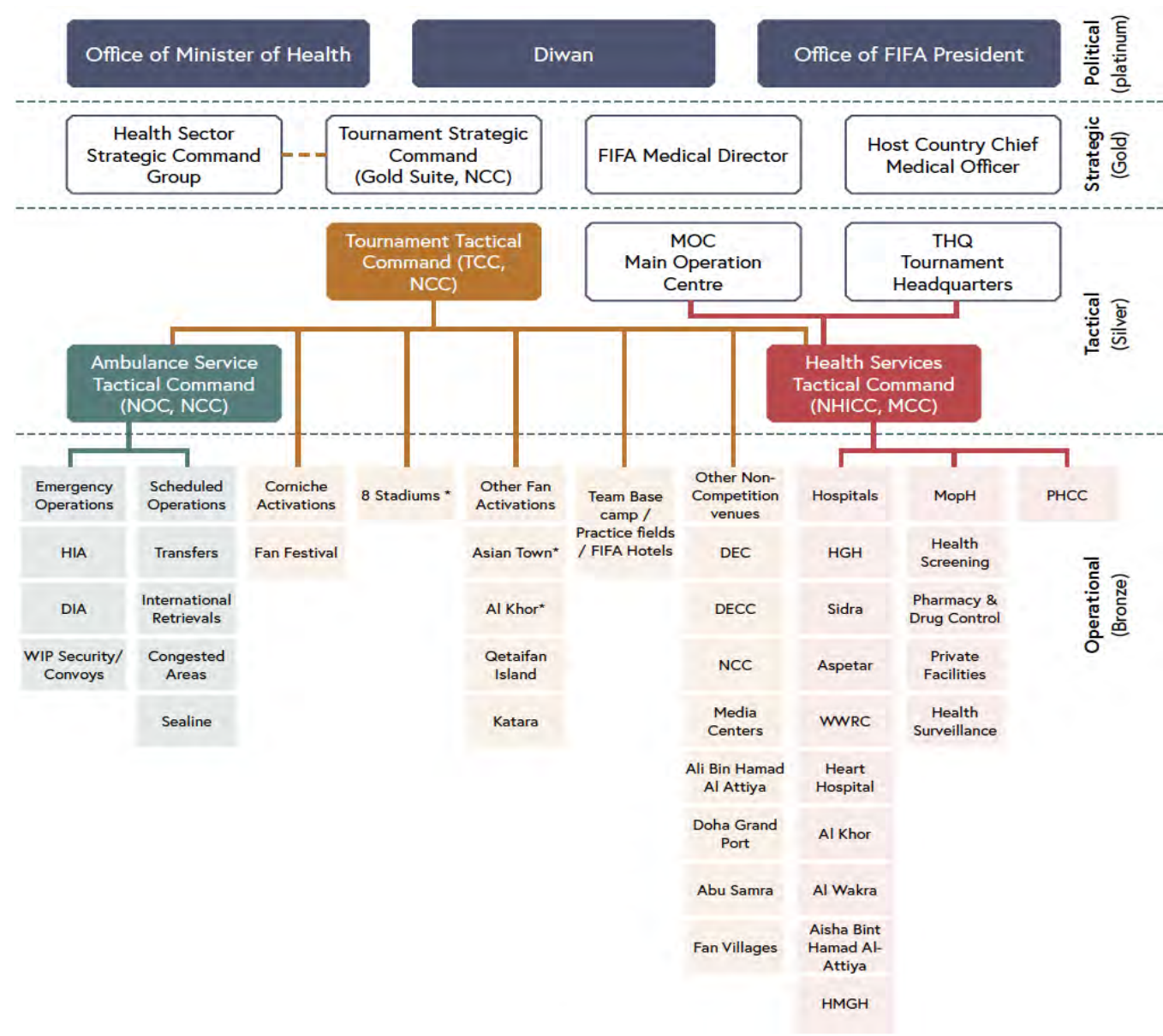
Control Burden Illustration



Peak number Operational
Call signs under control

379 Event Call Signs
+200 BAU Call Signs
579 Total peak

Health Sector Command & Control



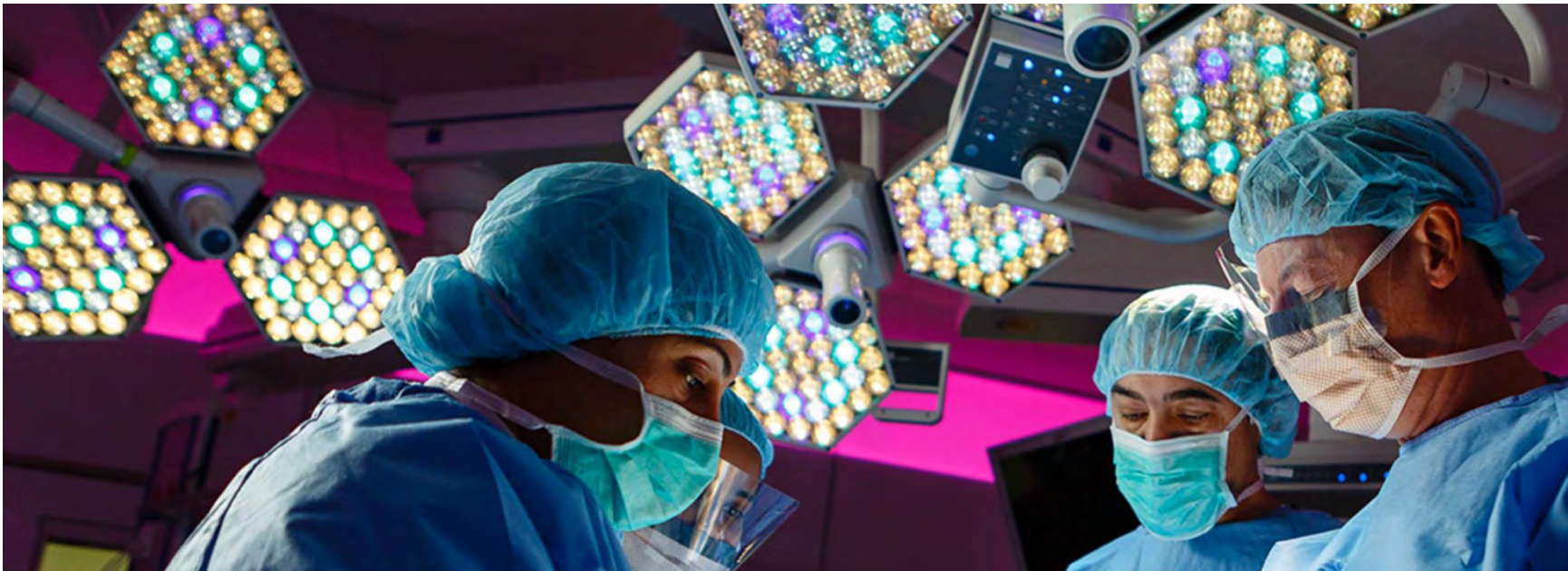
Business / Service Continuity & Resilience Management

- Structure–Process–Outcome Theory (Donabedian Model)
- A Healthcare Example:



Business / Service Continuity & Resilience Management

- Risk management vs Crisis management
- What Outcome Are You Responsible For?
- What Are The Structures?

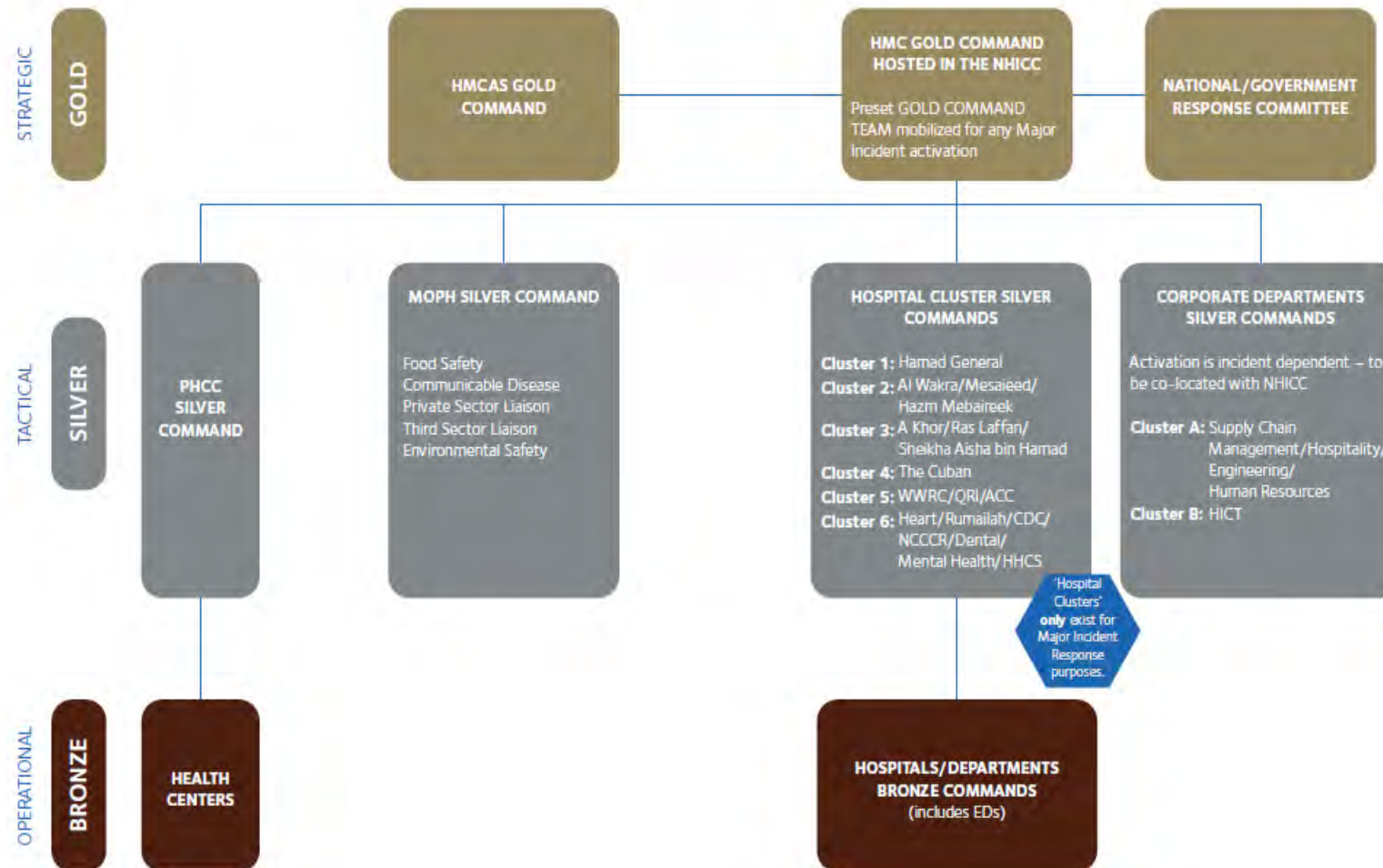


Business / Service Continuity & Resilience Management

- What Are The Processes?
- Are There Single Points Of Failure
 - What do you rely on?
- Reputation / Confidence Risk
 - Reputation-reality gap



Structure – Gold Silver Bronze Command Arrangements



Process - Silver Command in the Field – Fifa World Cup 2022



Process - Gold Command National Healthcare Incident Command Centre (NHICC)



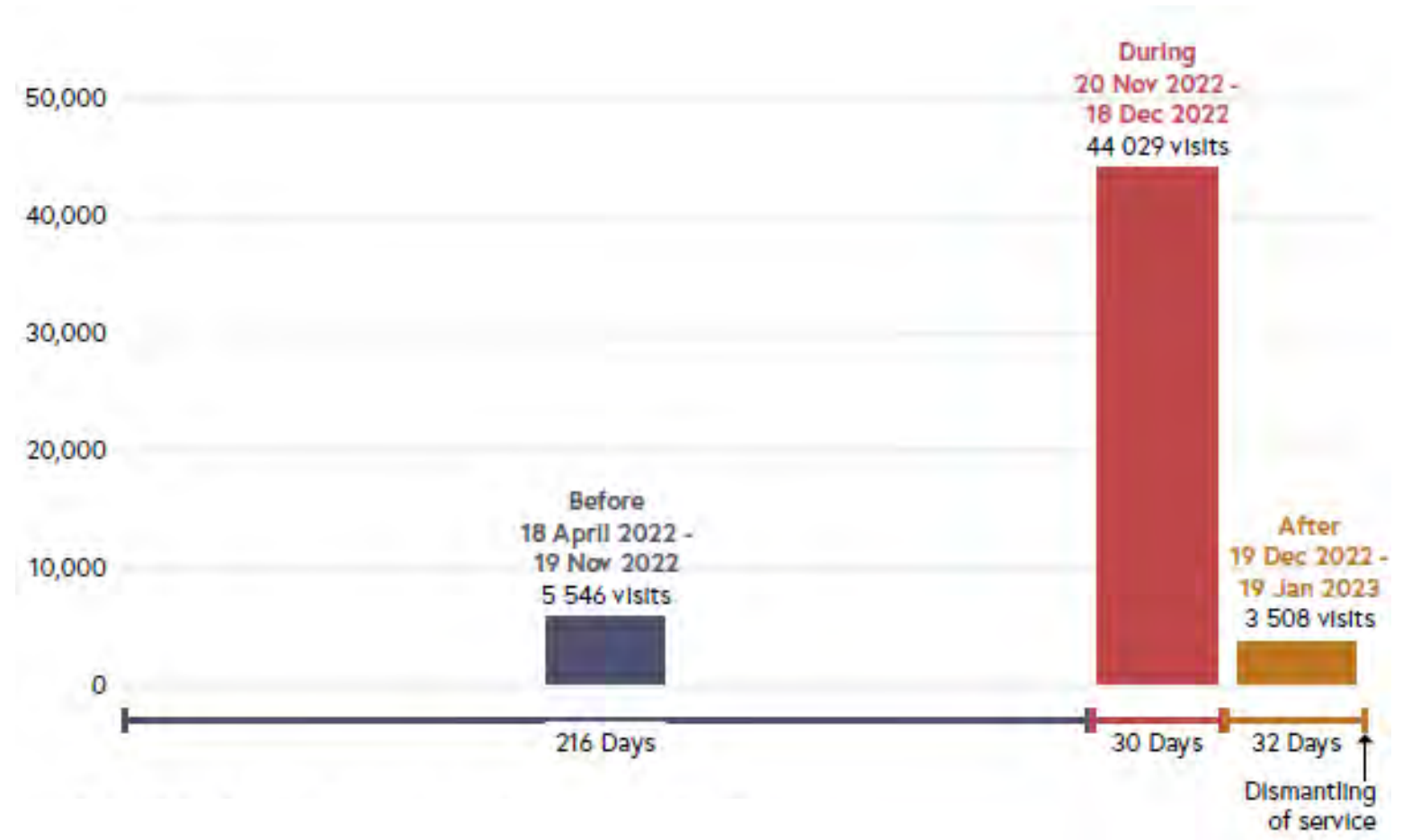
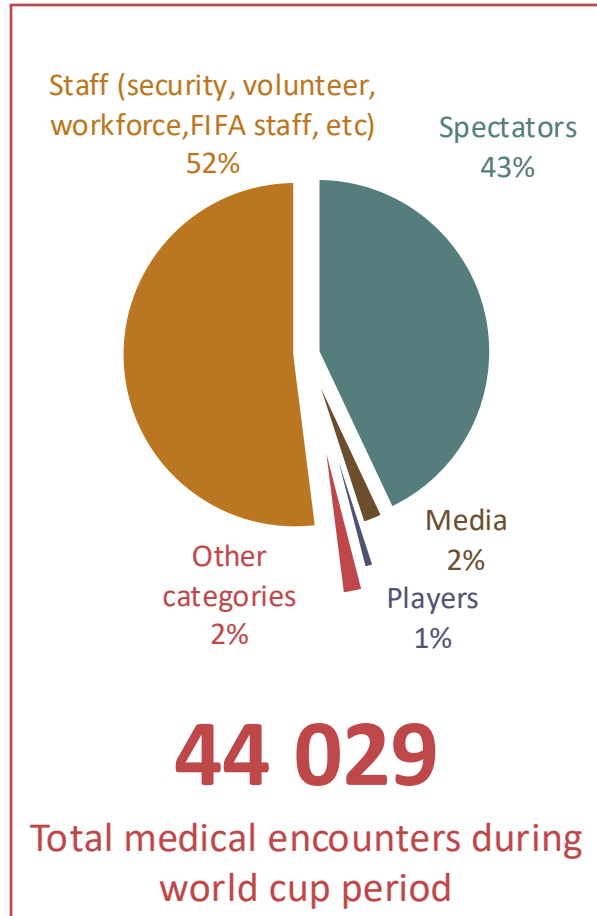
Process - Silver Command Hamad General Hospital



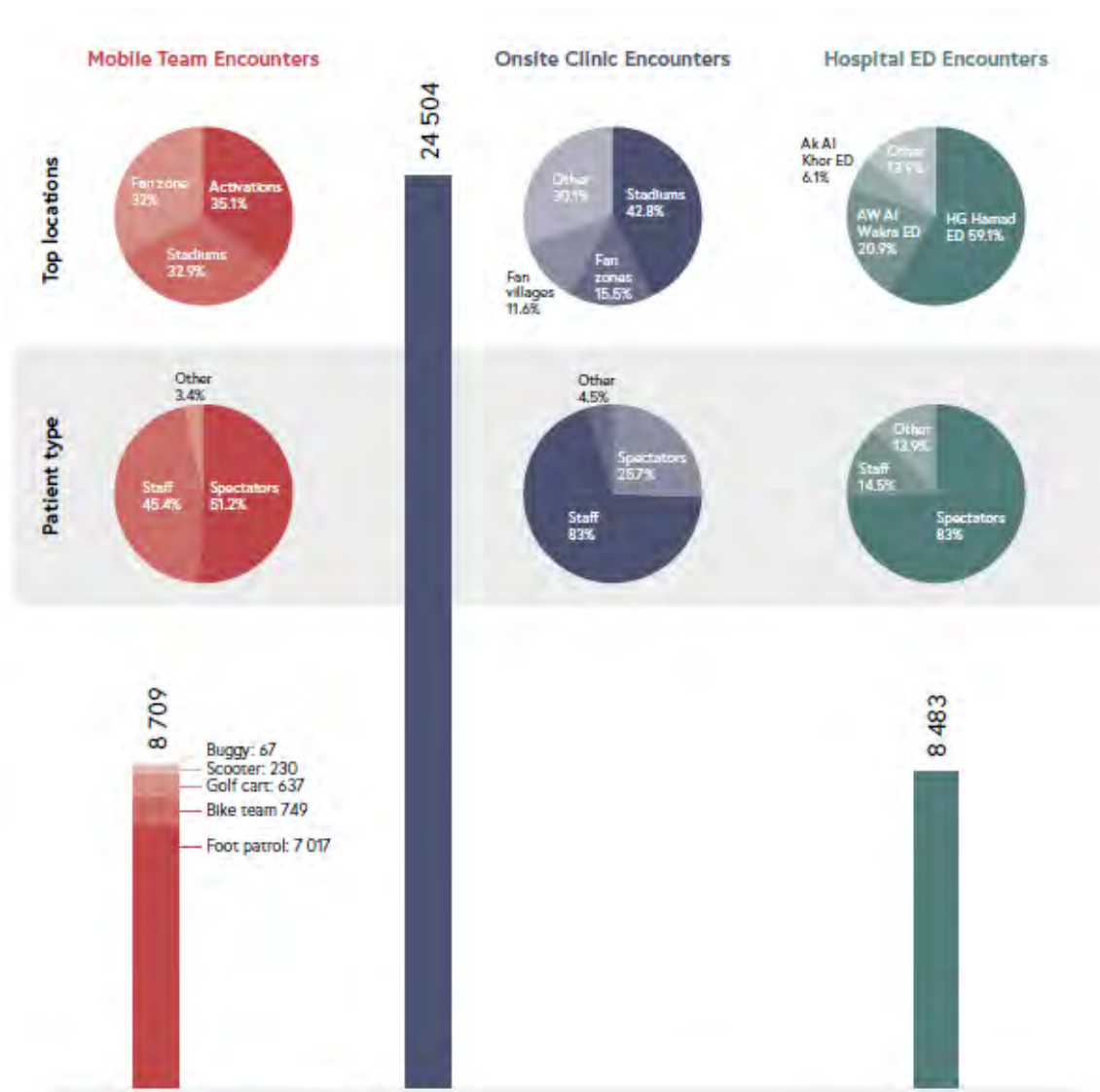
Outcome – Right patient cared for at right facility



Parallel health system established to serve tournament needs



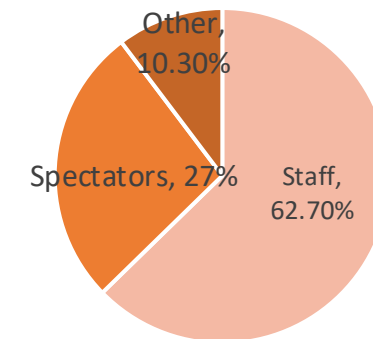
Parallel health system utilization during the world cup period



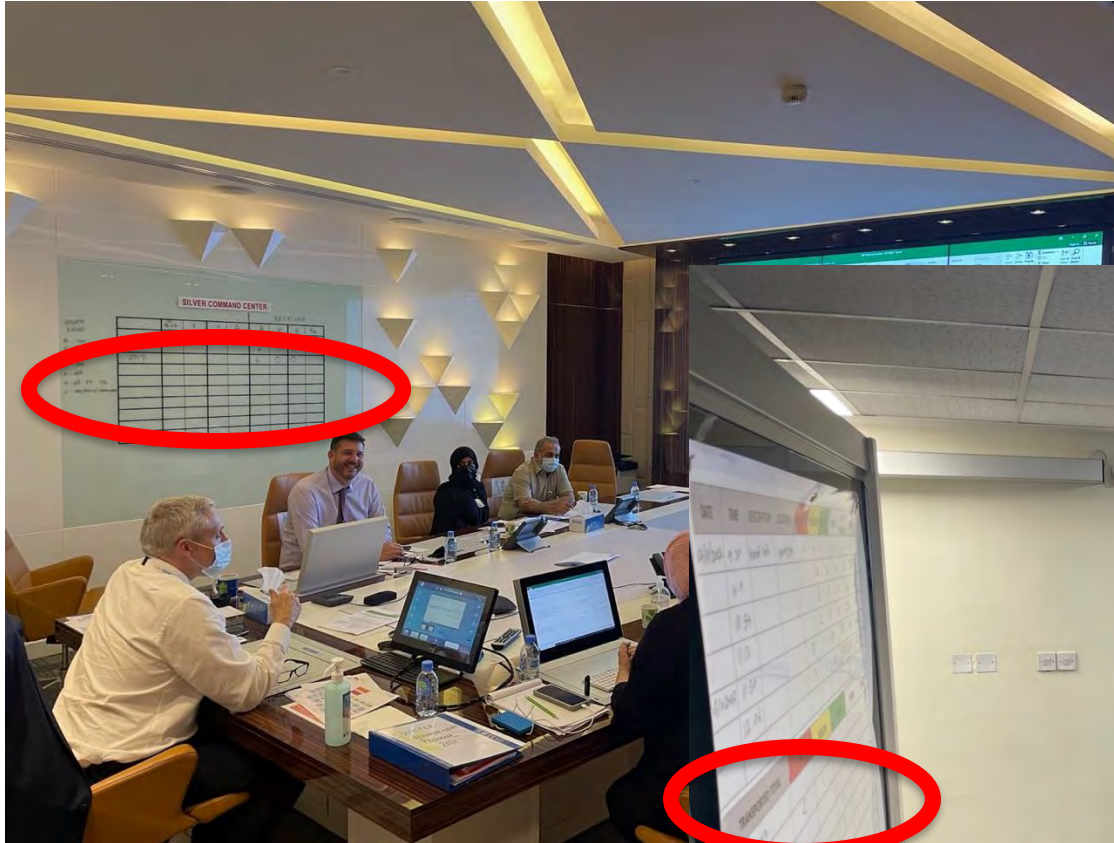
**Ambulance Transfers from event sites to HMC
Emergency departments**

359

ambulance transfer without interfacility transfers



Structure Only – Causality Tracker Failure



Major Incident Casualty Tracker

Patients remaining at the incident(s)

Date & Time of Strick	Description	Red	Yellow	Green	Blue	Grand Total
2023-11-07 15:59:00	Aircraft Accident	36	116	0	0	152
Grand Total		36	116	0	0	152

Patients transported from the incident(s)

No.	Facility	Red	Yellow	Green	White	Total
1	Harmat General Hospital	13	0	0	0	13
2	Al Walek Hospital	2	4	13	0	19
3	Harmat General Hospital	0	0	11	0	11
4	Al Khop Hospital	0	3	34	0	37
5	Kunak Al Arthra General Hospital	0	0	0	0	0
6	Cuban Hospital	0	0	0	0	0
7	PNCC	0	0	0	0	0
8	HMC Other	0	0	0	0	0
9	Sura Medicine	0	10	18	0	28
10	Military Facilities	0	0	0	0	0
11	Private Healthcare Facility	0	0	0	0	0
12	Other	0	0	0	0	0
Grand Total		15	17	76	0	108

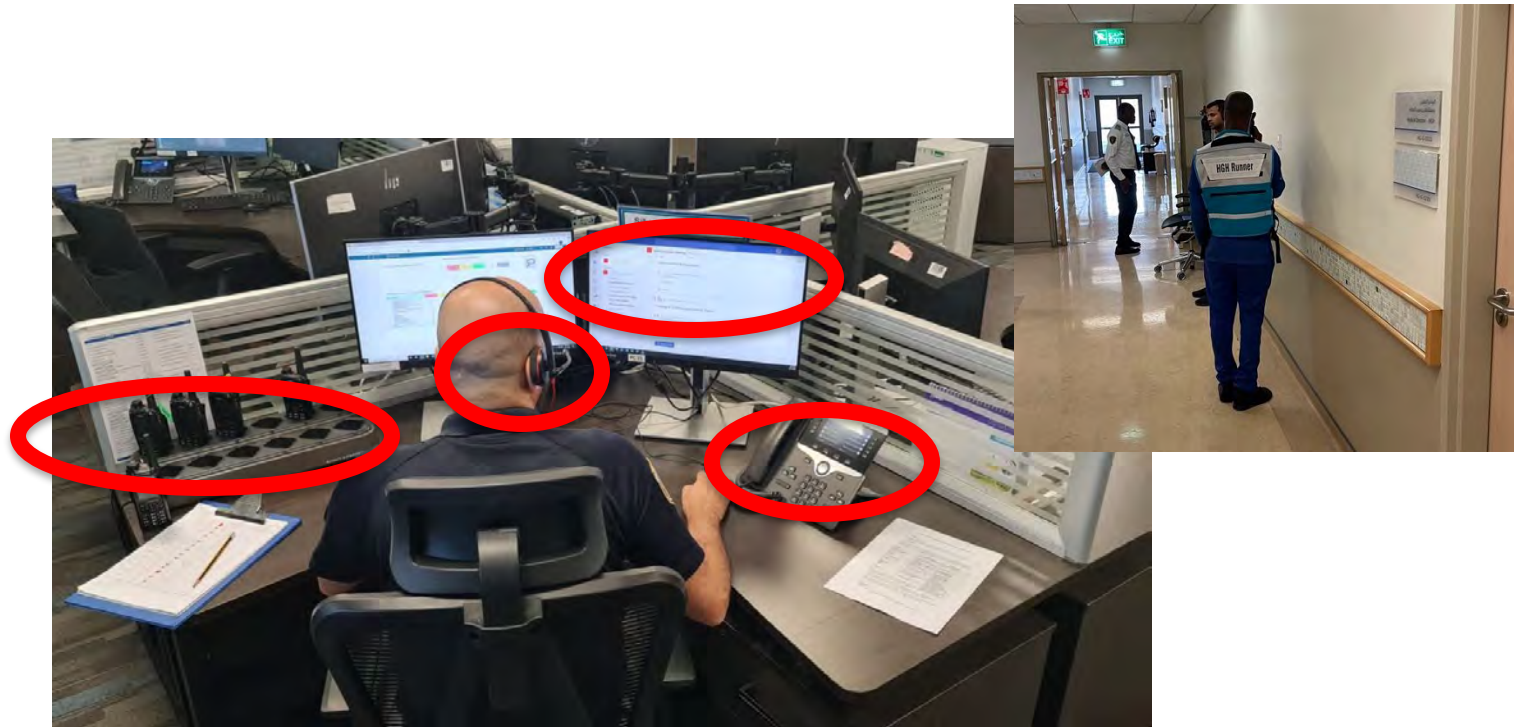
ED Bed Availability

Facility	Red	Yellow	Green
Harmat General	25	0	0
Al Walek	11	17	0
Harmat General	6	25	0
Al Khop	0	13	0
Cuban	0	0	0



Structure–Process–Outcome Example

- Outcome (Communication uninterrupted)
- Structure (Having redundant communication)
- Process (Switching between channels)

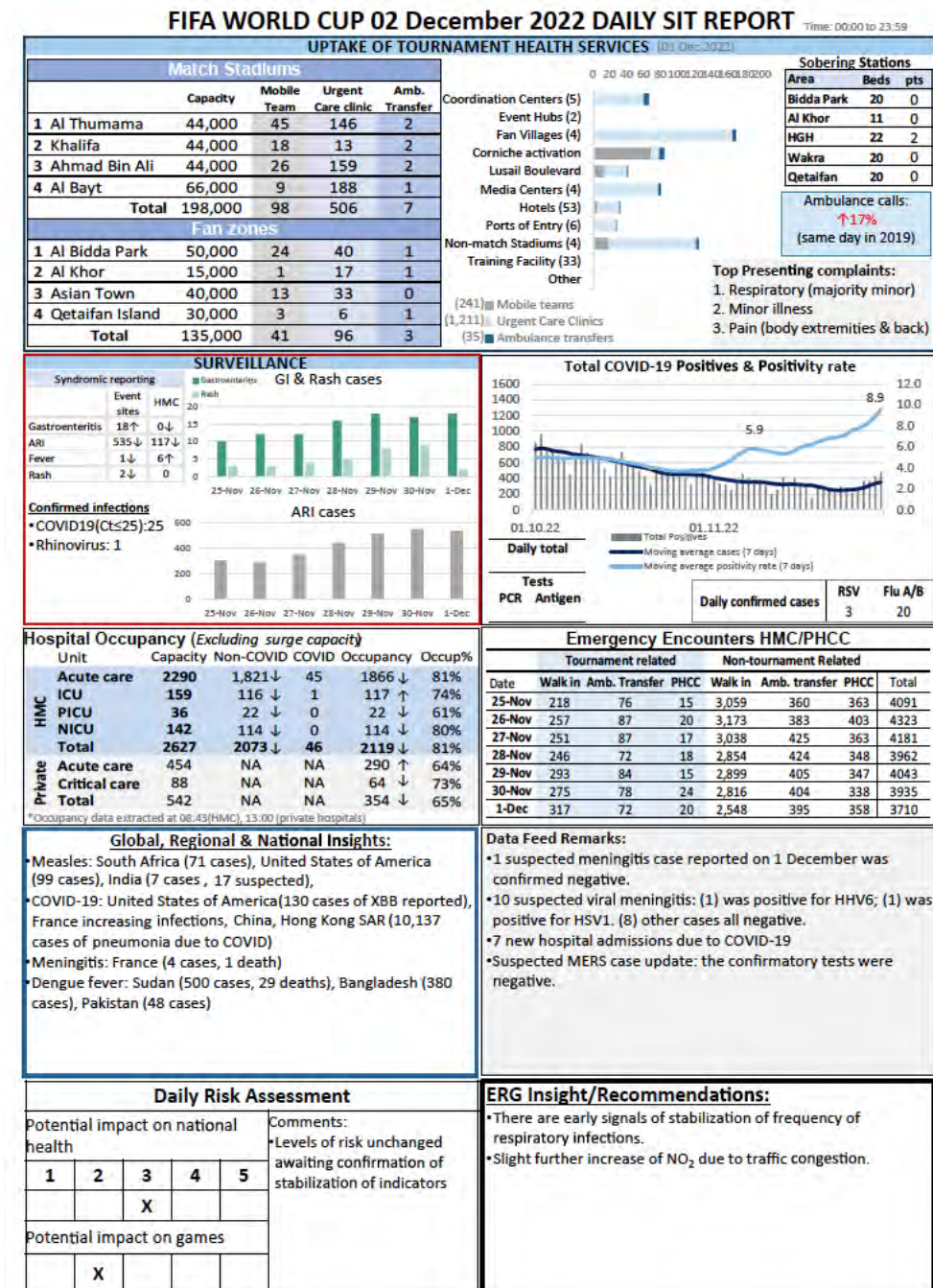
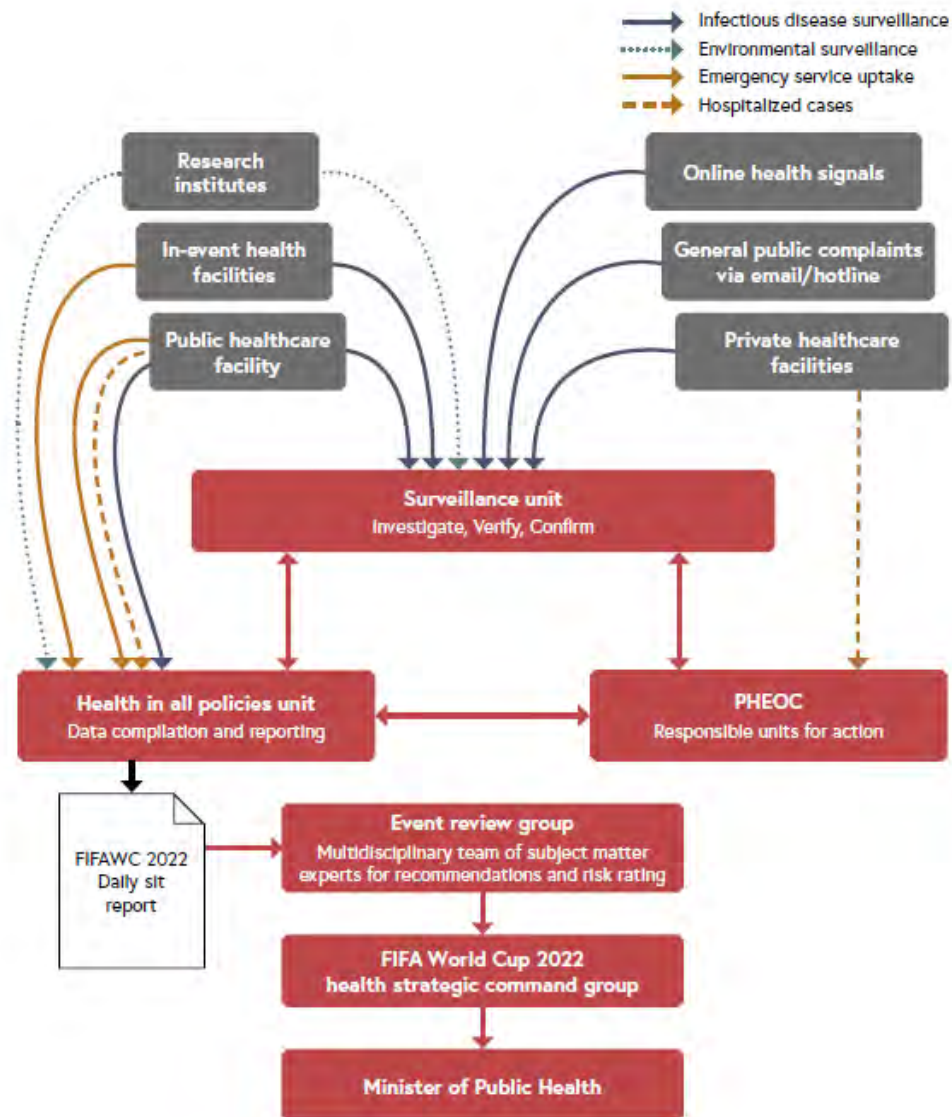


Power of Partnership

- The contribution of multiple partners has made this operational model possible
- Diversity is only a strength if you make it one



Flow of information during world cup



5 Cardiac Arrests at World Cup 2022

- 2 Workforce & 3 Spectators
- All six had a cardiac arrest during the competition
 - 2 in Stadia
 - 1 on the street
 - 1 where they were working
 - 1 in his fan accommodation
- 3 are alive today





In a Major Incident...

في الحوادث الكبرى ...

1

A Paramedic carrying a patient, is a paramedic not available to do what they need to

المسعف الذي يحمل مريضاً ، هو مسعف غير متوفر للقيام بما يحتاجون إليه

2

Securing pre-agreed ambulance access and egress routes is key to success

يعتبر الاتفاق المسبق لتأمين طرق دخول وخروج سيارات الإسعاف هو مفتاح النجاح

3

A paramedic's primary roles are:
Triage, Treatment & (Strategically Delayed) Transport

الأدوار الأساسية للمسعفين هي: التصنيف والعلاج والنقل (المتأخر استراتيجيًا)

4

The goal is not to move the disaster from the scene to the hospital

الهدف ليس نقل الكارثة من مكان الحادث إلى المستشفى

5

Those making the most noise are not usually the priority

أولئك الذين يصعدون أكبر قدر من الضجيج عادةً ليسوا هم المصابون ذات الأولوية

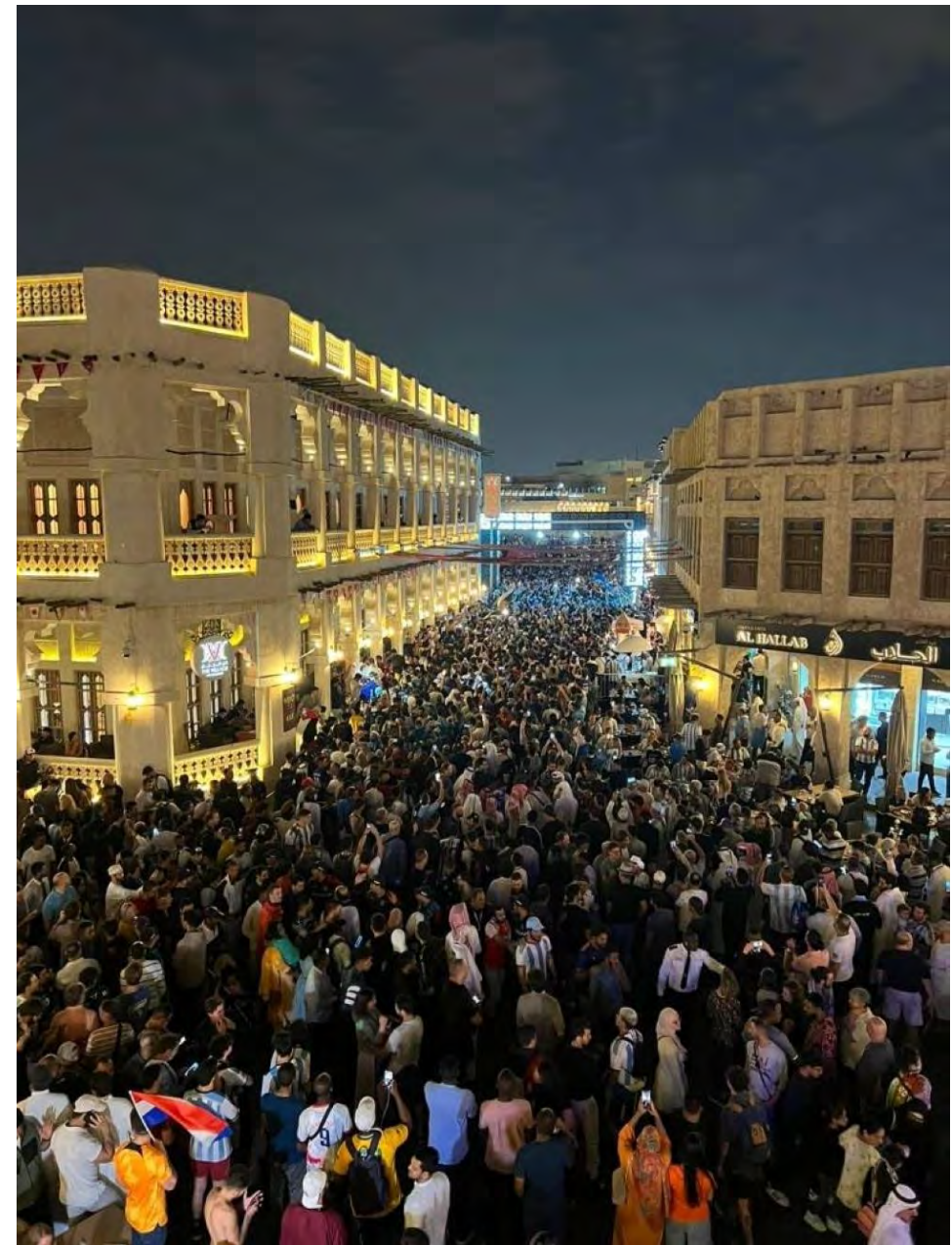
6



Fadel Senna/AFP/Getty Images



Ashraf Amra/Anadolu Agency/Getty Images



<https://www.gulf-times.com>

Tactical Teams

- Strategically placed
- Only tactically deployed
- Multiple simultaneous traumatic amputation and or mass hemorrhage



Use Every Opportunity To Learn Together



CLUB WORLD CUP
QATAR 2020



CLUB WORLD CUP
QATAR 2019



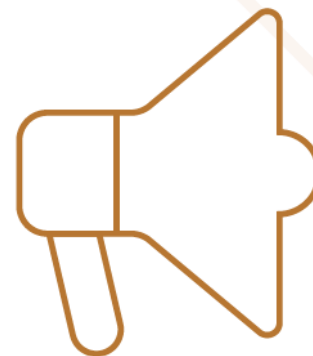
كأس الأمير
Amir Cup
2020 48



1. health security: Putting safety and security at the centre of the FIFA World Cup Qatar 2022, while making sure day-to-day health services for the people of Qatar were unaffected;



2. health promotion: Using the FIFA World Cup Qatar 2022 to promote ways for people to lead healthy lives, including through physical activity, healthy diets and tobacco control;



3. health communication: Public information campaigns and messages before and during the event to help people stay healthy and safe, and to make longer term improvements to habits and health.



Scan for full report

Thank you
for your attention

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