



Civil Unrest During a Pandemic: A Healthcare System's Response

MULTI SYSTEM PERSPECTIVE

Hennepin Healthcare

HCMC - Safety net hospital, trauma center

Clinic Specialty Center (CSC)

Primary care clinics located across Hennepin County

MVNA (homecare) and Hennepin Healthcare Hospice

Hennepin EMS

7,000 Employees Strong

Our Vision: Exceptional care without exception



Children's Minnesota

Independent pediatric health system

Two hospitals located in Minneapolis and St. Paul

- Level I Trauma Center in Minneapolis

12 primary care clinics, 6 rehabilitation centers

9 specialty care sites

Geographically spread through the seven county metro area



Situation Summary (1/1/20 – 5/25/20)

Months of responding to the COVID-19 Pandemic

- HICS operating since January 23, 2020 (Hennepin Health) and March 6, 2020 (Children's)
- Almost 90 Incident Action Plans (IAP's) completed.

Over a 1,000 Minnesotan's had lost their lives (as of 5/25/20; note we have now surpassed 2,200)



Tragedy strikes on Monday May 25th, 2020

George Floyd dies in Minneapolis Police custody sparking outrage in Minneapolis that quickly spreads across the nation.

For the next 7 days the Metro Region teeters between peaceful protests and civil unrest/riots.
This is our story...

Tuesday May 26th, 2020

All four police officers involved with the killing of George Floyd are fired. Police Chief Arradondo asks for a full FBI investigation into the killing.

Protests begin in Minneapolis, with some demonstrators vandalizing police vehicles with graffiti and targeted the precinct where the four officers had been assigned.

Issues/Concerns

Opening a second Command Center in addition to Covid Command Center?

“How bad is the really going to be?”

Will this impact healthcare and to what extent?

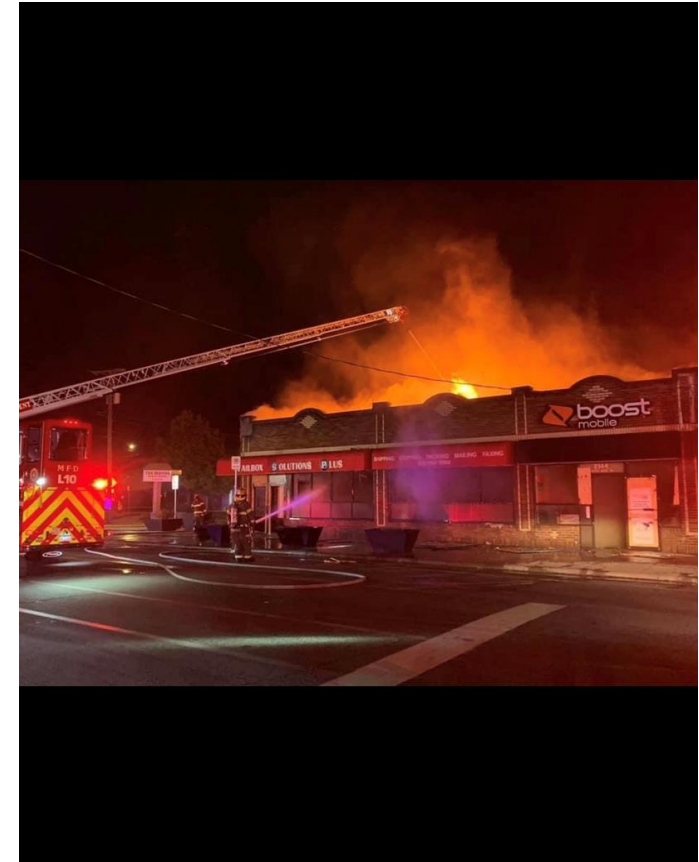
Wednesday May 27th, 2020

The tone of protests shifted that afternoon and in the evening violence and vandalism broke out across Minneapolis.

Rioters ignited fires and looted stores across the twin cities, which stood as a stark contrast to the mostly peaceful protests earlier that day. Overnight 30 businesses damaged.

Protests began to spread to additional parts of the United States.

Healthcare organizations assess activation of their HICS to prepare and respond to the civil unrest.



When did we activate HICS?

Children's – Command Center activated with separate HICS structure on the 28th, went virtual after midnight; Senior Leader back on campus at 0200

Hennepin Healthcare – Command Center activated with second HICS structure on the 28th, virtual with a skeleton HICS team on site

Thursday May 28th, 2020

Governor Waltz activates the National Guard.

Mayor Frey declares a state of emergency.

Businesses across the Twin Cities spend the day boarding up windows and doors to prevent looting. Target announced closures for all its area stores.

Minneapolis/St. Paul shut down its light-rail system and bus service out of safety concerns.

Restricted helicopter operations due to drones and lasers.

Thursday May 28th, 2020

Thousands of peaceful protesters marched the streets calling for justice. That evening, the focus of demonstrators shifted to the third precinct police station.

Protesters tore down fencing surrounding the precinct and police responded with tear gas. The third precinct station was evacuated and overrun by protesters and the police station building itself set on fire.

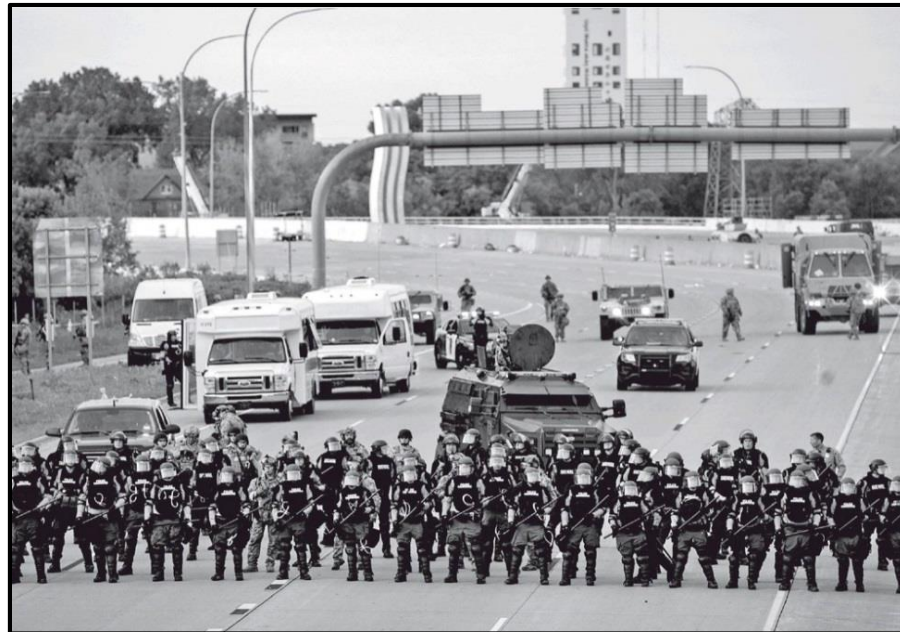
In neighboring Saint Paul, which had been spared from widespread property destruction on Wednesday night, 170 businesses were damaged or looted and dozens of fires had been started.



Friday May 29th, 2020

Governor Walz imposed a curfew for the cities of Minneapolis and Saint Paul that would run from 8:00 p.m. to 6:00 a.m. on Friday, May 29 and Saturday, May 30.

Former Minneapolis police officer (Derek Chauvin) arrested and charged with third-degree murder and second-degree manslaughter.



Friday May 29th, 2020

Riots broke out again on Friday night and continued into early Saturday morning, with much of the action taking place adjacent to the Minneapolis police fifth precinct station near Lake Street and Nicollet Avenue.

As violence progressed throughout the night, Governor Walz activated the entire MN National Guard, up to 13,200 troops.

Impacts thus far

Children's:

- Providing command center coverage for two impacted hospitals
- Receiving ED patients from the events

Hennepin Healthcare Offsite Ambulatory locations damaged from riots the past two nights:

- Whittier – Pharmacy looted and administrative offices rummaged
- North Loop – Pharmacy looted
- East Lake Clinic – Significant fire and water damage

HCMC ED - Multiple patients (GSW/Stabbing victims) arriving at one time

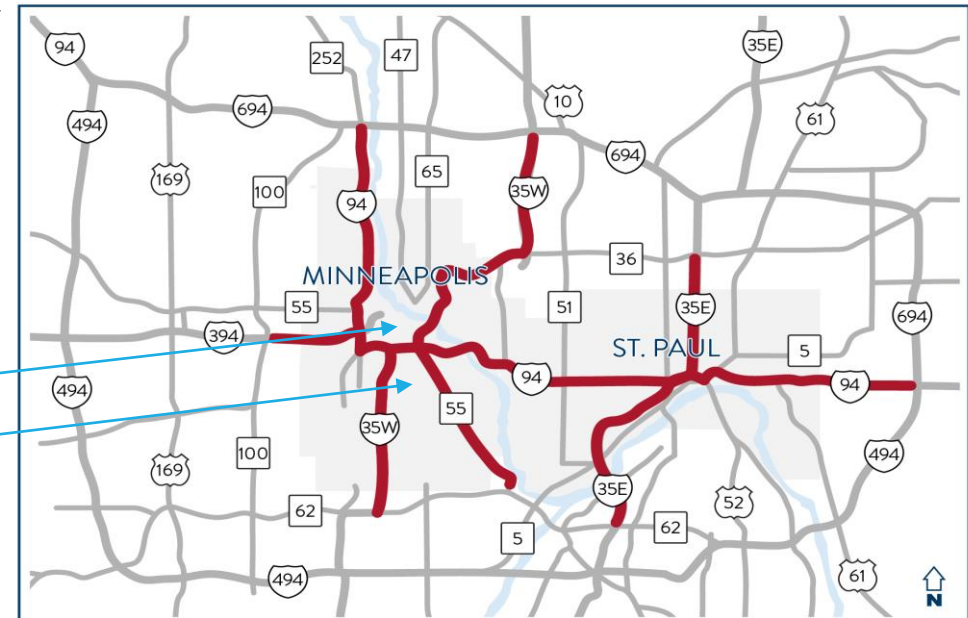
Saturday May 30th, 2020

Protests and violence continue. MN National Guard confirmed that 2,500 Guards would be deployed by noon, the largest activation in history.

Minnesota Department of Transportation announces road closures “in the inner loop” from 7 PM – 6 AM. These include the following roads:

Hennepin County Medical Center

Children’s Minneapolis



**CLOSED at 7 p.m. Saturday, May 30, through 6 a.m.
Sunday, May 31:**

- I-35W northbound and southbound between I-694 and Hwy 62
- I-35E northbound and southbound between Hwy 36 and Hwy 62
- I-94 eastbound and westbound between I-694 and the I-694/494 interchange
- I-394 eastbound between Hwy 100 and I-94
- Hwy 55 northbound and southbound between Hwy 62 and I-94

Sunday May 31st, 2020

Road Closures that were scheduled to begin at 8:00 PM, were moved up to 5:00 PM when protestors entered 35W.

5,000 to 6,000 people gathered on the I-35W bridge in Minneapolis. A semi-truck tanker, unaware the road was closed, drove through the crowd as they parted ways to avoid being run down.

After the driver came to a halt, he was pulled from his cab and beaten by the surrounding crowd. He suffered minor injuries, with some of the protesters attempting to protect him.

<https://www.youtube.com/watch?v=yKQaPowMQmU>

Monday June 1st, 2020

Protests at the State Capital in St. Paul had a more peaceful tone as they marched toward the Governor's mansion.

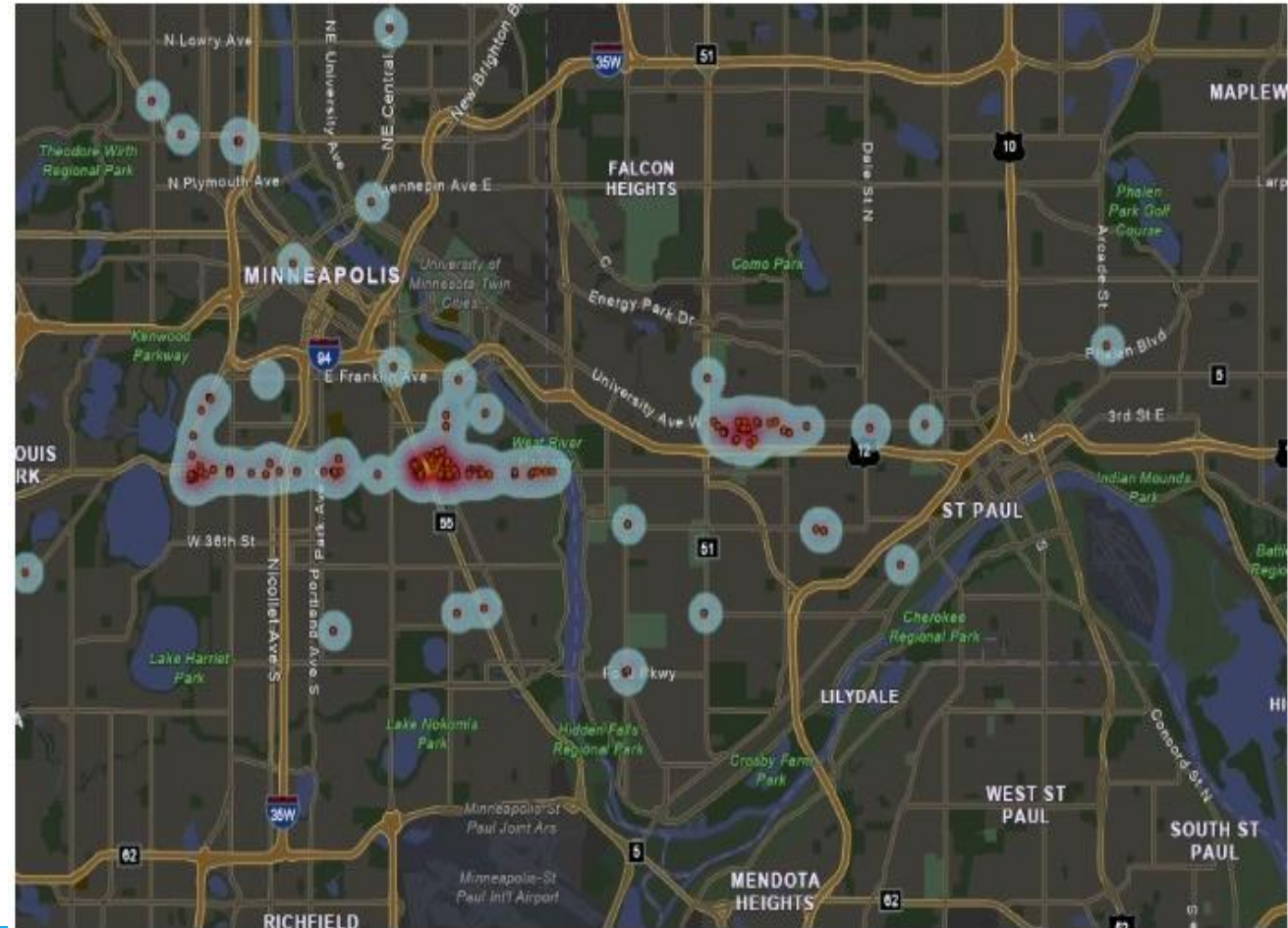
Hennepin County Medical Examiner's office building is gated, boarded and evacuated.

June 3rd, 2020

Attorney General Ellison upgraded the murder charges against former officer Chauvin and charged former officers Kueng, Lane, and Thao with aiding and abetting second-degree murder.

Heat map of damaged or looted buildings from the Minneapolis riots [OC]

OC



George Floyd Memorial

Held at North Central University on Thursday, June 4th.

Local and national media coverage

No visibility of EMS or Security

Tent and water stations set up

Ambassadors deployed to direct and hand out water



Recovery

Planning for National Guard Departure

Staff Resiliency

Safety and Security

- Boards/windows/Barriers
- Facility Lockdown

Demobilization of Incident Command:

- Virtual vs. On site
- Command Center Closure

Lessons Learned

Communications:

- Internal communication is critical
- What are your basics and advanced plans for communication?
- How are you practicing/testing what you think you know?
- MNTRAC notifications

Actionable Intel:

- The “trap” of the go to person
- What are your formal methods to communicate
- Communication “span of control”

Lessons Learned

Safety & Security

- Facility Fortification How do you make those calls? Who makes those calls?
- Staff Education – External Security Alert and Lockdown
- Integrating National Guard into response efforts

Value of EM as your Liaison Officer

- Developing and maintaining strong internal and community relationships
- All our advance prep pays off in allowing us to function at what most of us do best

Lessons Learned

Providing staff support to accomplish staff resiliency

- Early command center engagement with leaders and frontline staff
- Gratitude
- Employee Support Centers

Moving Forward

Continue relationship building

Importance of HICS depth, training and experience

How best to support ambulatory offsite locations, EMS, and Community Care Ring

Communication best practices

What about COVID?

Are we ready?

Thank you for the opportunity to share our story!

Questions?

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