



Practical Strategies for Emergency Preparedness and Response in Healthcare Facilities

Participant Guide

November 2024



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Overview

Workshop Description

In this all-day workshop, you will gain practical strategies and insights to enhance your facility's preparedness and response capabilities for all types of hazards. Designed for both newcomers and those experienced in healthcare emergency preparedness, *Plan, Prepare, Act* combines didactic lectures, interactive activities and discussions, and realistic scenarios to provide practical skills and knowledge ready for implementation. You will explore challenges and best practices in incident management, continuous program management, and regionwide coordination, all while engaging with peers in collaborative learning. The workshop offers practical tools based on national frameworks and guidelines, ensuring that you are equipped with up-to-date practices and resources. By the end of the day, you'll be prepared to apply these concepts to your own facility, enhancing your preparedness and planning activities.

Target Audience

This workshop is intended for those responsible for emergency preparedness at healthcare facilities, including Emergency Preparedness Coordinators, Emergency Management Program Leads, and others such as Facilities Management Staff, Administrative and Support Staff, and Clinicians.

Learning Objectives

By attending this workshop, participants will be able to:

1. Discuss the core components and best practices for an effective all-hazards emergency preparedness program.
2. Identify steps to improve operationalization and continuous improvement of emergency plans.
3. Discuss the importance and underlying principles of risk assessments.
4. Determine effective communication strategies for different types of emergencies.
5. Identify key community stakeholders to engage in collaborative planning for a coordinated response during large-scale incidents.
6. Access and utilize key regional, state, and national resources that support healthcare emergency preparedness planning and response.

Agenda

Module	Module Title	Timing
1	Welcome & Introductions	8:30 am - 9:15 am
2	Emergency Preparedness (EP) as a Program	9:15 am - 10:05 am
	<i>Break</i>	10:05 am - 10:20 am
3	Initiating Your Response	10:20 am - 11:00 am
4	Activating for Incident Response	11:00 am - 11:55 am
5	Effective Response through Integrated Planning	11:55 am - 12:30 pm
	<i>Lunch</i>	12:30 pm - 1:15 pm
6	Local and Regional Response	1:15 pm - 2:00 pm
7	Complex Incidents	2:00 pm - 2:45 pm
	<i>Afternoon Break</i>	2:45 pm - 3:00 pm
8	Demobilizing and Ready for the Next One	3:00 pm - 3:30 pm
9	Taking It Home	3:30 pm - 4:00 pm
10	Conclusion	4:00 pm - 4:30 pm

Online Materials

Online versions of your Participant Guide, Resource Guide, and related files for this workshop are available on the Workshop Google Drive. Access the files by scanning the QR code below. This QR code will be active through December 2024.



Instructor Credentials

Mea E. Allen, M.Ed.

Mea Allen is a learning designer and strategist with expertise in designing and delivering learning solutions for emergency contexts. She founded Vital Learning Strategies to leverage her 20+ years of experience in both online and on-site training.

At the Boston Public Health Commission's Office of Public Health Preparedness, Ms. Allen strengthened emergency preparedness competencies for over 15,000 learners through the DelValle Institute for Emergency Preparedness. She designed and facilitated exercises to strengthen public health and healthcare capabilities for incidents such as the H1N1 pandemic, the 2013 Boston Marathon bombings, Ebola, blizzards, and healthcare facility operations interruptions. Additionally, Ms. Allen managed the Boston Healthcare Preparedness Coalition through the COVID-19 pandemic, aligning strategic planning and Hazard Vulnerability Analyses (HVA) to mitigate emergency impacts on the healthcare system and residents of Boston.

Ms. Allen holds an M.Ed. in Instructional Design from the University of Massachusetts Boston, where her capstone research focused on performance support for public health response operations.

Stephen G. Monteiro, MS, NRP

Stephen Monteiro is a seasoned expert in healthcare emergency management with over 20 years of experience. He has developed and led comprehensive Emergency Management Programs at prestigious institutions, including Boston Children's Hospital, Massachusetts General, and Children's Mercy.

Mr. Monteiro focuses on providing strategic leadership during disruptions and national disasters. As a healthcare consultant, he aligns clinical and non-clinical teams to ensure operational excellence and drive sustainable change.

Stephen holds a Master of Science in Leadership and Organizational Change from Regis College and a Bachelor's degree in Biology from Bucknell University. He has completed Executive Education in Leadership Development at Harvard Business School and is currently pursuing an MBA from Bentley University. Additionally, he is a Nationally Registered Paramedic and has been a dedicated member of the Massachusetts-1 Disaster Medical Assistance Team since 2011.

Module 1: Welcome & Introductions

Module 1

Welcome & Introductions



Facility & Safety Information

- Location of restrooms
- Location of emergency exits
- Device etiquette



Slide 4

Learning Objectives

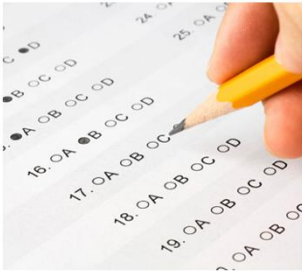
By the end of today's workshop, you'll be able to:

1. Discuss the **core components** and **best practices** for an effective all-hazards emergency preparedness program.
2. Identify steps to improve **operationalization** and **continuous improvement** of emergency plans.
3. Discuss the importance and underlying principles of **risk assessments**.
4. Determine effective **communication strategies** for different types of emergencies.
5. Identify key **community stakeholders** to engage in collaborative planning for a coordinated response during large-scale incidents.
6. Access and utilize key **regional, state, and national resources** that support healthcare emergency preparedness planning and response.

Slide 5

Pre-Assessment

- Complete the pre-assessment



Slide 6

Today’s Agenda

Module	Module Title	Timing
1	Welcome & Introductions	8:30 am - 9:15 am
2	Emergency Preparedness (EP) as a Program	9:15 am - 10:10 am
3	Initiating Your Response	10:10 am - 10:40 am
	<i>Break</i>	<i>10:40 am - 10:55 am</i>
4	Activating for Incident Response	10:55 am - 11:45 am
5	Effective Response through Integrated Planning	11:45 am - 12:15 pm
	<i>Lunch</i>	<i>12:15 pm - 1:00 pm</i>
6	Regionwide Response	1:00 pm - 1:45 pm
7	Complex Incidents	1:45 pm - 2:30 pm
	<i>Afternoon Break</i>	<i>2:30 pm - 2:45 pm</i>
8	Demobilizing and Ready for the Next One	2:45 pm - 3:15 pm
9	Taking It Home	3:15 pm - 4:00 pm
10	Conclusion	4:00 pm - 4:30 pm

Slide 7

Your Workshop Materials

- Participant Guide
- Resource Guide
- Workshop Google Drive



Slide 8

Who's Here Today?

This slide is updated for each session to display two pie charts depicting your answers to:

- Your organization type
- How much experience do you have in your EP role?

Slide 8

Introductions: Who's Here Today?

Move about the room. Introduce yourself to as many people as you can in 10 minutes.

- Your name
- Where you work
- One thing you enjoy doing outside of work



Slide 10

Poll and Discussion: Hopes for Today

This slide contains an interactive poll with a question asking:
"What do you hope to gain from today's workshop?"

Slide 12

Module 1 Conclusion

Our goals today are to

- Learn from one another
- Collaborate today and beyond
- Increase your readiness for emergencies
- Have fun!





Slide 11

Module 2: Emergency Preparedness (EP) as a Program


Module 2

Emergency Preparedness (EP) as a Program



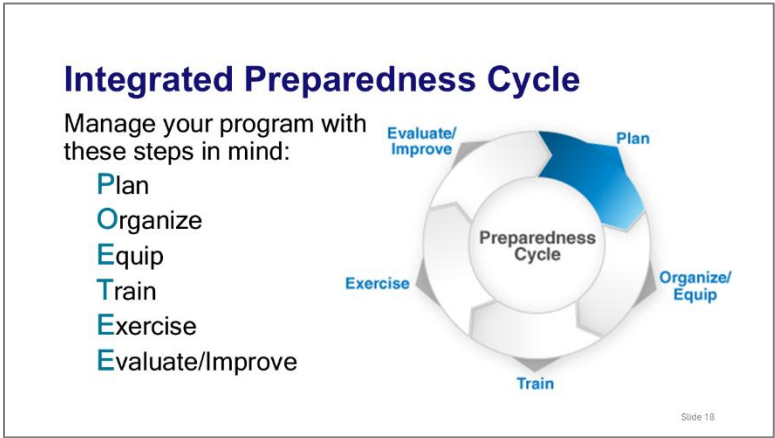
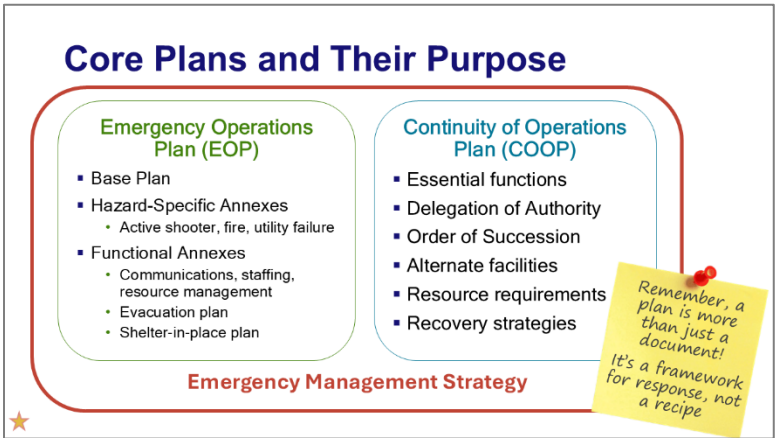
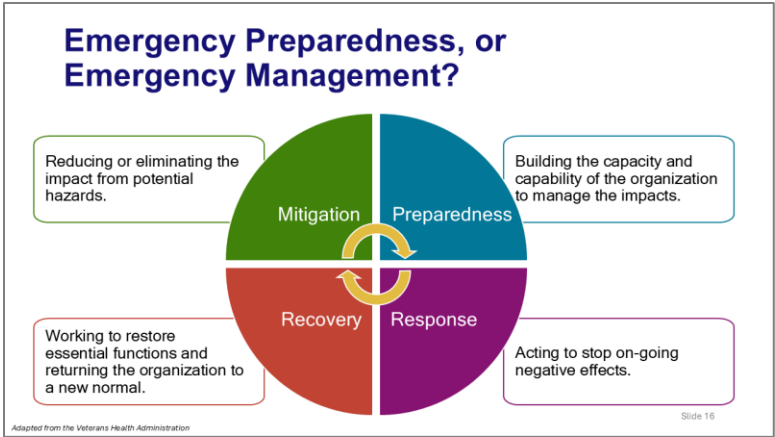
What's in Module 2?

- Core components of an EP Program
- Role of the EP Coordinator
- Challenges & best practices
- Risk assessments



Poll and Discussion: Why is it important to prioritize emergency preparedness?

This slide contains an interactive poll with a question asking:
"Why is it important to prioritize emergency preparedness?"



Core Components of an EP Program

- Leadership and coordination
- Risk assessment
- Emergency plans
- Resource & asset management
- Communication plan
- Training & exercises
- Recovery planning
- Coordination with external agencies



Slide 19

Role of the EP Coordinator

- ✓ Lead continuous improvement of the EP Program
- ✓ Gain leadership buy-in and support
- ✓ Coordinate a multi-disciplinary team to manage the program
- ✓ Engage with external partners
- ✗ NOT necessarily the lead for every incident response!



Challenges Managing an EP Program

This slide is updated for each session to provide a high-level summary of answers participant answers to the question:

"What are your top 2 challenges in managing your emergency preparedness program?"

Slide 21

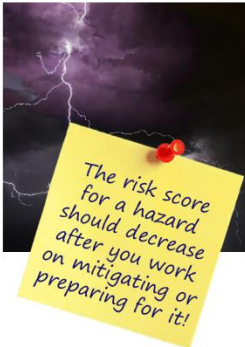
**Discussion and Poll:
Best Practices for Managing Your EP Program**

This slide contains an interactive poll with a question asking:
"What are some best practices for managing your EP program?"

Risk Assessments

A systematic multi-disciplinary process to:

- Identify hazards that may impact your facility and surrounding community
- Prioritize based on an overall risk score for each hazard
- ✓ Directs your efforts on mitigation, planning, training, and exercises
- ✓ Pick a tool and use it consistently
- ✓ Include data from multiple sources



Discussion: Use of Risk Assessments

What benefits have you seen
from conducting risk assessments?

Slide 24

Module 2 Summary & Your Next Steps

- Key topics from this module:
- Core components of an EP Program
 - Role of the EP Coordinator
 - Challenges & best practices managing an EP Program
 - Risk assessments

What actions might you take to improve preparedness at your facility?

Make use of your Take-Home Action Plan
(last page of Participant Guide)

Slide 25





Break



Module 3: Initiating Your Response


Module 3

Initiating Your Response



What's in Module 3?

- Initial assessment and action planning
- Authority and succession
- Tools to operationalize your plans





Initial Assessment & Action Planning

1. Assess the situation

- What is known about the **current** situation?
- What is the **potential** impact on patients/residents, operations, access, and security?

2. Plan the response

3. Execute the plan

Slide 30

Activity: Initial Assessment

Work with others in your group:

- View the IAP Quick Start (Participant Guide, page 41)
- Review "Assess the Situation" (Resource Guide page 9)
- Fill in the Situation Summary box in the IAP Quick Start

The form is titled "HICS INCIDENT ACTION PLAN (IAP) QUICK START" with a subtitle "COMBINED HICS 201-202-203-204-205-206". It includes sections for:

- 1. Incident Name
- 2. Situation Summary
- 3. Command Hospital Incident Management Team (201-202-203-204-205-206) with an organizational chart showing roles like Public Information Officer, Liaison Officer, Safety Officer, Incident Commander, Medical Technical Support, and various support roles.

Incident Action Planning

1. Assess the situation

Set an agreement with Senior Leadership that upon initial notification, they only respond if filling designated response roles.

2. Plan the response

- Determine initial notifications
- Establish initial incident objectives
- Initiate incident action planning

3. Execute the plan

- Identify your team and assign responsibilities
- Deploy resources
- Monitor and evaluate

Slide 32

Who’s in Charge?

Delegation of Authority	Orders of Succession
<ul style="list-style-type: none"> Incident Commander/ Response Lead appointed by your facility's leader Ensures clear leadership and decision-making during an incident 	<ul style="list-style-type: none"> Who is in charge if your CEO and other key leaders are not available? Determined and documented prior to any emergency



Slide 33

Tools to Operationalize Your Plans

- Incident Action Plan (IAP) Quick Start
- Incident Response Guides (IRGs)
- Job Action Sheets (JAS)
- Hospital Incident Command System (HICS) Forms
- Checklists and quick reference guides



Slide 34

Module 3 Summary & Your Next Steps

- Key topics from this module:
- Initial assessment & action planning
 - Authority and succession
 - Tools to operationalize your plans

What actions might you take to improve preparedness at your facility?



Make use of your Take-Home Action Plan

Slide 35

Module 4: Activating for Incident Response


Module 4

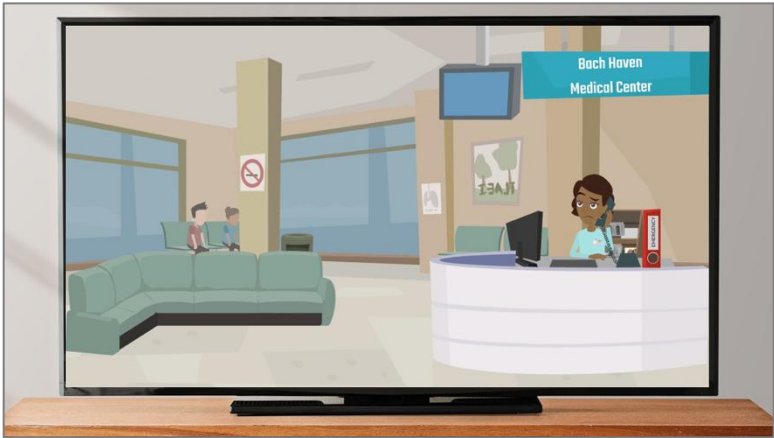
Activating for Incident Response



What's in Module 4?

- Incident management best practices
 - Management by Objectives
 - Role assignments
 - Transfer of command
- Communication plans
 - Internal and external notifications
 - Communication methods and content





Decide Your Priorities

- ## 1. Assess the situation

- ## 2. Plan the response

- ### 3. Execute the plan

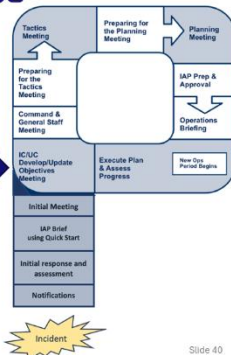
- Determine initial notifications
- Establish initial incident objectives
- Initiate incident action planning
- Identify your team and assign responsibilities
- Deploy resources
- Monitor and evaluate

Slide 39

Management by Objectives

What is the plan to respond?

- Establish initial incident objectives



Slide 40

Activity: Setting Incident Objectives

Work with others in your group:

- Continue working on the IAP Quick Start (Participant Guide, page 42)
- Select 1 objective from the list of options provided
 - Decide if you'd like to modify the objective
 - Fill in one strategy you would use to accomplish the objective
- Write your objective and strategy on the IAP Quick Start.

HCS INCIDENT ACTION PLAN (IAP) QUICK START COMBINED HCS 201–202–203–204–215A			
1. Health and Safety Briefing Identify potential incident health and safety hazards and develop necessary measures (personnel hazard, provide personal protective equipment, wear proper use of Personal Protective Equipment from those hazards) <div style="text-align: right; font-weight: bold;">HCS 202, 204</div>			
2. Incident Objectives _____ HCS 202, 204			
3a. OBJECTIVES	3b. STRATEGIES/TACTICS	3c. RESOURCES REQUIRED	3d. ASSIGNED TO

Slide 41

Role Assignments

- Reduce confusion in a high-stress situation
- Improve coordination and ensure all critical responsibilities are addressed
- Use Incident Command System (ICS) roles for interoperability with external partners
- ✓ Assign roles to those with appropriate knowledge and training
- ✓ Only fill roles that are necessary for the response



Slide 42

Transfer of Command

- When?
 - Higher-ranking or higher trained staff member arrives ready for duty
 - New operational period
- How?
 - Face-to-face or "warm" handoff
 - Update HICS Organization chart and make notifications
- What Next?
 - Relieved staff transitions to other duty or ends shift



Slide 42

Communication Plan: Who Do We Need to Notify?

Internally	Externally
<ul style="list-style-type: none"> ▪ Staff ▪ Patients ▪ Patients' families/representatives ▪ Patients' care teams ▪ Volunteers ▪ Visitors 	<ul style="list-style-type: none"> ▪ Local healthcare providers ▪ Local public health, public safety, and EM ▪ Mutual aid partners ▪ Vendors ▪ Regional Healthcare Preparedness Coordinator ▪ Tribal, State, and Federal EM points of contact ▪ Other stakeholders

Slide 44

Communication Plan: What Information Should We Share Internally?



- ✓What you know
- ✓What you don't know
- ✓What you are doing
- ✓What they can do
- ✓Changes to services
- ✓Who to contact with questions
- ✓When the next update will be

Communication Plan: How Do We Share Information?

Communication Methods

- Redundant
- Interoperable
- Secure
- Tested regularly
- Able to reach the intended audience

Communication Content

- Culturally competent
- Clear, concise, and accurate
- Consistent across channels



Module 4 Summary & Your Next Steps

Key topics from this module:

- Incident management best practices
 - Management by objectives
 - Role assignments
 - Transfer of command
- Communication plans
 - Internal and external notifications
 - Communication methods and content

What actions might you take to improve preparedness at your facility?

Make use of your
Take-Home
Action Plan

Slide 47

Module 5: Effective Response through Integrated Planning

Module 5

Effective Response through Integrated Planning



What's in Module 5?

- Integrated planning, training, and exercises
- Multi-year planning



Preparedness Cycle Revisited

- Plan
- Organize → Equipment and systems must be in working order!
- Equip
- Train
- Exercise
- Evaluate/Improve



Slide 51

Focusing Your Training & Exercises

This slide is updated for each session to provide a high-level summary of participant answers to the question:
“How do you decide the focus areas for your training and exercises?”

Slide 52

Integrated Planning, Training, and Exercises

- Progressive approach
- Multi-year schedules
 - Integrated Preparedness Plan (IPP)
 - Multi-year Training & Exercise Plan (MYTEP)

★
Train your PEOPLE,
Test your PROGRAM



Slide 53

Activity: Multi-year Planning

Work with others at your table:

- View the **Multi-year Planning Worksheet** (Participant Guide, page 43)
- Read the scenario
- Use the POETE(E) framework to sketch out a plan for the planning priority described in the scenario.

Slide 54

Module 5 Summary & Your Next Steps

Key topics from this module:

- Integrated planning, training, and exercises
- Multi-year planning

What actions might you take to improve preparedness at your facility?

Make use of your
Take-Home
Action Plan



Go to next slide for an update...

Slide 55





Lunch Break



Find a new seat after lunch!



Module 6: Local and Regional Response

Module 6


Local and Regional Response



Afternoon Kick-Off

Introductions at your new table:


- Your name
- Where you work
- One takeaway from the morning



Slide 59

What's in Module 6?

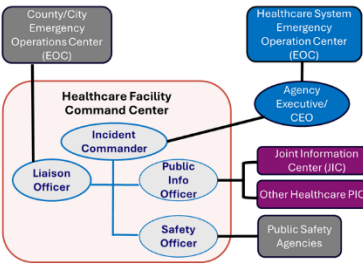
- Information sharing and coordination with regional partners
- Planning with community partners & stakeholders





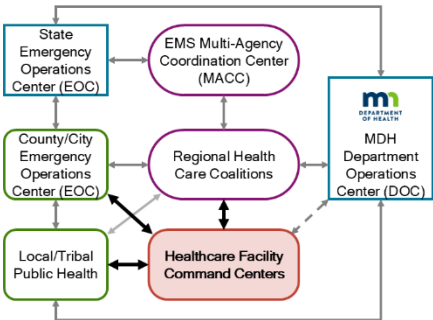
Discussion:
Information Sharing for Regional Coordination

- Discuss as a group:**
When an incident impacts your area...
- What do you need to know from outside your facility?
 - What do you need to share with response partners about your facility?



Adapted from Hospital Incident Command System Guidebook, p. 83 Slide 62

Coordination with Regional Partners



Your RHPC is a great resource for any incident, big or small!!

Adapted from MDH AP/Local Response and Recovery Plan

Slide 63

Essential Elements of Information for Regional Incidents

- Facility Status
- Resource Needs
- Patient Movement
- Bed Availability



Refer to MDH's *Inter-Coalition Communications Guidance* for more information

Slide 64

**Planning with
Community Partners & Stakeholders**

Collaborate for an integrated response at the local level

- Who are your community partners?
 - Your patient population
 - Community-based organizations
 - Faith-based organizations
 - Local governmental agencies
 - Local healthcare facilities
- How can you engage with them?
 - Committee/planning meetings
 - Training & Exercises
 - More...



Slide 65

Discussion and Poll: Collaborative Planning

This slide contains an interactive poll asking:
"What are some positive outcomes from planning with your community partners?"

Slide 66

Module 6 Summary & Your Next Steps

Key topics from this module:

- Information sharing and coordination with regional partners
- Planning with community partners & stakeholders

What actions might you take to improve preparedness at your facility?

Make use of your
Take-Home
Action Plan

Slide 67

Module 7: Complex Incidents

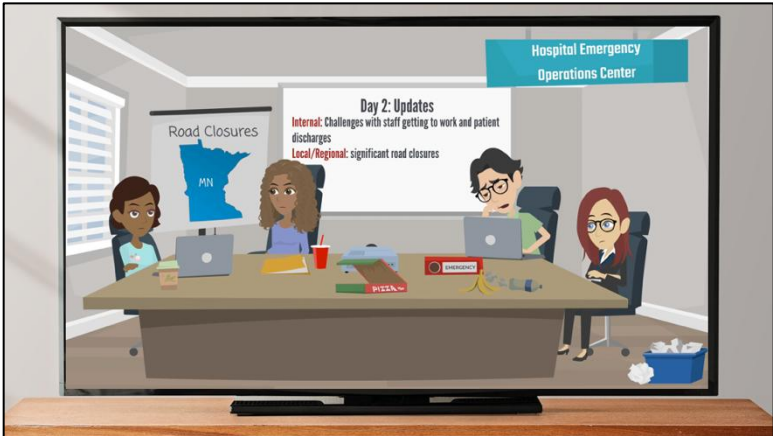
Module 7

Complex Incidents



What's in Module 7?

- What makes an incident complex
- Emergency declarations
- Additional available resources
- Real-world incidents

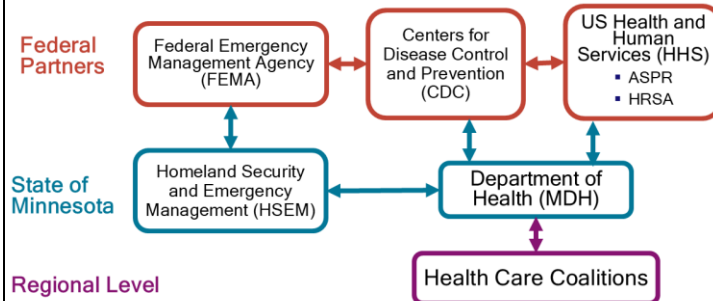


What Makes an Incident “Complex”?



Slide 71

Role of State and Federal Partners



Slide 72

Emergency Declarations and Their Impact

- Emergencies and Public Health Emergencies (PHE) can be declared at all levels:
 - Local or County
 - State
 - Federal
- Federal declarations can result in FEMA financial assistance:
 - Individual Assistance (IA)
 - Public Assistance (PA)
 - Hazard Mitigation Grant Program (HMPG)
- Waivers and flexibilities:
 - 1135 waiver
 - 1115 waiver
 - Others from state level



Slide 73

Additional Available Resources

- Volunteers
 - Voluntary Organizations Active in Disasters (VOADs), including Minnesota Responds
- Federal deployable teams
- Relief organizations
- Mutual aid
 - From other states via Emergency Management Assistance Compact (EMAC)
 - From other regions through your HCC
- Strategic National Stockpile (SNS)



Slide 74

Discussion: Examples of staff, space, stuff

This slide contains an interactive poll asking:

"What are some examples of staff, stuff, or space that you received from outside your facility during an emergency?"

Slide 75

Module 7 Summary & Your Next Steps

Key topics from this module:

- What makes an incident complex
- Emergency declarations
- Additional available resources
- Real-world incidents

What actions might you take to improve preparedness at your facility?

Make use of your
Take-Home
Action Plan


Slide 76



Module 8: Demobilizing and Ready for the Next One


Module 8

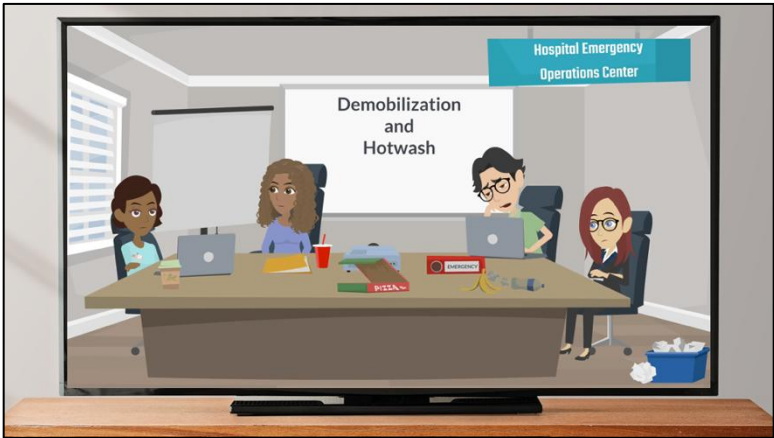
Demobilizing and Ready for the Next One



What's in Module 8?

- Demobilization and recovery
- Hotwashes
- Evaluation and improvement





What's Most Critical When Demobilizing?

This slide contains an interactive poll asking:
"What is most critical when demobilizing your response?"

Evaluating and Improving Your EP Program

Timeline	Output	Action/Purpose
Immediate	Hotwash	Capture feedback while still fresh
	Data Collection	Gather information, data and facts from the incident
Short-Term	After Action Participant Review Session	1) What was supposed to happen? 2) What occurred? 3) What went well? 4) What can the facility do differently or improve upon?
	After Action Report (AAR)	Document findings, analysis, and a plan with timelines for incorporating necessary improvement
Long-Term	Continuous Improvement/ Rolling Improvement Plan	<ul style="list-style-type: none">Implement improvement plans from multiple incidents/exercises over timeEvaluate and update improvement plans continuously

Hotwashes and After Action Reviews

- Who
 - Response team
 - Leadership
 - Frontline and support staff
 - (Experienced facilitator)
- What
 - Strengths
 - Areas for improvement
- Why
 - Capture thoughts while still fresh
 - Foster culture of continuous improvement

Tips for success:

- ✓ Make it a low stress, no fault, and trauma-informed environment
- ✓ Focus on plans, systems, equipment – NOT specific people
- ✓ Record as much as possible
- ✓ Give all relevant staff an opportunity to contribute

**Discussion:
How to Achieve Continuous Improvement**

Discuss as a group:

What are your strategies to make progress on your improvement plans without getting overwhelmed by the process?



Find templates for a Simple AAR and Rolling IP in the workshop Google Drive

Slide 84

Module 8 Summary & Your Next Steps

Key topics from this module:

- Demobilization and recovery
- Hotwashes
- Evaluation and improvement

What actions might you take to improve preparedness at your facility?

Make use of your
Take-Home
Action Plan

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Module 9: Taking It Home

Module 9

Taking It Home

What's in Module 9

- Reflection and action planning



What We Covered Today

2) EP as a Program

3) Initiating Your Response

4) Activating for Incident Response

5) Effective Response Through Integrated Planning

6) Local and Regional Response

7) Complex Incidents

8) Demobilizing and Ready for the Next One

Slide 88

Activity: Reflection and Action Planning

Look over your **Take-Home Action Plan**

Discuss in pairs:

- What are 1 or 2 areas you'd like to focus on improving?
- What are some small action steps you can take to work on those areas?

Slide 89

Group Discussion: Reflection and Action Planning

This slide contains an interactive poll asking:



"Share some key points as you discuss your action steps."

Slide 90

Module 10: Conclusion

Module 10

Conclusion

Summary

2) EP as a Program

3) Initiating Your Response

4) Activating for Incident Response

5) Effective Response Through Integrated Planning

6) Local and Regional Response

7) Complex Incidents

8) Demobilizing and Ready for the Next One

Slide 92

Post-Assessment and Evaluation

- Submit your evaluation
- Complete the post-assessment
- Obtaining your certificate




Questions?
Email workshop@vitallearningstrategies.com

Link to evaluation form
<https://form.jotform.com/vlsworkshops/plan-prepare-act-evaluation>

Slide 93



Link to evaluation form: <https://form.jotform.com/vlsworkshops/plan-prepare-act-evaluation>



Thank You!



Acknowledgements

This project is supported by the Minnesota Department of Health, with contributions from:

- Central Health Care System Preparedness Coalition
- Metro Health and Medical Preparedness Coalition
- Northeast Health Care Preparedness Coalition
- Northwest Health Services Coalition
- South Central Health Care Coalition
- Southeast Minnesota Disaster Health Coalition
- Southwest Healthcare Preparedness Coalition
- West Central Health Care System Preparedness Coalition



Slide 95

References

The references provided here are relevant to the workshop content presented in this document.

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Activity Instructions and Worksheets

This section contains instructions and worksheets for course activities.

Module 3 Activity: Initial Assessment

Work with the others in your group to conduct an initial assessment of the scenario presented in the video.

1. Use the Hospital Incident Command System (HICS) IAP Quick Start form below.
2. Review the “Assess the Situation” the page 11 of your Resource Guide.
3. Use the questions presented to conduct a rapid initial assessment.
4. Fill in the Situation Summary box in the IAP Quick Start form below.

HICS INCIDENT ACTION PLAN (IAP) QUICK START

COMBINED HICS 201—202—203—204—215A

1. Incident Name

Hospital Flood - Water Shutoff 2024

2. Operational Period (# 1)

DATE: FROM: TO:

TIME: FROM: TO:

3. Situation Summary

— HICS 201 —

4. Current Hospital Incident Management Team (fill in additional positions as appropriate)

— HICS 201, 203 —

Public Information Officer

Liaison Officer

Incident Commander

Medical-Technical Specialists

Module 4 Activity: Setting Incident Objectives

Work with the others in your group to work on the incident objectives for the scenario presented in the video.

- 1. Select one objective:
 - Identify extent of outage and consider evacuation
 - Maintain patient care capabilities
 - Minimize impact on hospital operations and clinical services
 - Communicate the situation status to patients, staff, and the public(Note: These objectives are from the HICS Incident Response Guide for Utility Failure)
- 2. With your group, decide if you'd like to modify your selected objective in any way. Write your objective on the 2nd page of your IAP Quick Start below.
- 3. Fill in one strategy to accomplish the objective.

HICS INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED HICS 201—202—203—204—215A

5. Health and Safety Briefing Identify potential incident health and safety hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards. — HICS 202, 215A —

6. Incident Objectives — HICS 202, 204 —

6a. OBJECTIVES	6b. STRATEGIES / TACTICS	6c. RESOURCES REQUIRED	6d. ASSIGNED TO

Module 5: Multi-year Planning Worksheet

Scenario:

Over the past few months, an outpatient clinic leadership has seen a concerning increase in aggressive and unruly behavior from patients and visitors. This trend includes verbal threats, hostile interactions, and occasional physical confrontations. The clinic staff is becoming increasingly concerned about their safety and the safety of patients, and the situation is beginning to disrupt normal operations and patient care.

The staff has formally requested several measures to address these concerns. They ask for enhanced monitoring systems, such as additional security cameras and alarms, to track and respond to aggressive incidents better. There is also a need for a visible security presence, including hiring or deploying security personnel to ensure immediate response and deterrence. Additionally, the staff has requested that a designated safe space be identified within the clinic where staff can retreat if they feel threatened or unsafe during such incidents.

Instructions:

Using the POETE framework, sketch out your plan for the planning priority described in the scenario.

Planning	What plans need to be updated or changed to address aggressive behavior?
Organizing	What teams or roles must be established or strengthened (e.g., security, de-escalation teams)?
Equipping	What equipment or resources (e.g., personal protective equipment, de-escalation tools) are necessary?
Training	What training is necessary for staff to effectively utilize the updated plans, organization, and equipment?
Exercises	What exercises can be planned to test and reinforce the staff's ability to handle these situations?

Additional Questions:

- About how long do you think it will take to complete these activities?
- How do you align and coordinate this work with other identified planning priorities?
- How might a Multi-Year Training and Exercise Plan (MYTEP) be used to help organize this work?

All Modules: Your Take-Home Action Plan

Use this space to build your personalized take-home action plan to help you put what you’ve learned into practice. Take a moment after each module to jot down key points, topics you’d like to dive deeper into, and ideas for actions you can take to boost preparedness at your facility.

	Key points to remember	Topics to explore further	Actions to improve facility preparedness
Module 2: Emergency Preparedness (EP) as a Program			
Module 3: Initiating Your Response			

	Key points to remember	Topics to explore further	Actions to improve facility preparedness
Module 4: Activating for Incident Response			
Module 5 Effective Response through Integrated Planning			
Module 6: Regionwide Response			

	Key points to remember	Topics to explore further	Actions to improve facility preparedness
Module 7: Complex Incidents			
Module 8: Demobilizing and Ready for the Next One			