Plan ▸ Prepare ▸ Act

Practical Strategies for Emergency Preparedness and Response in Healthcare Facilities

m DEPARTMENT OF HEALTH

Vital Learning STRATEGIES
learning that matters

Module 1

Welcome & Introductions

Facility & Safety Information

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

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.

Pre-Assessment

- Complete the pre-assessment
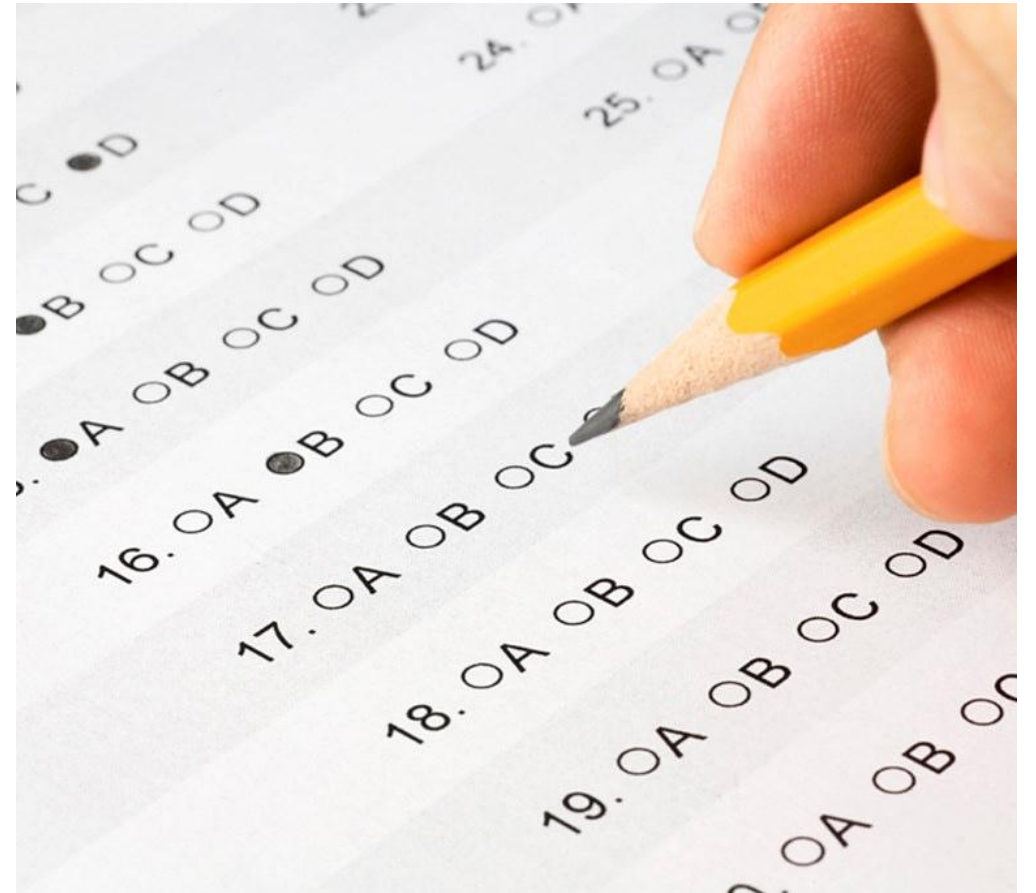
Today's Agenda

Module	Module Title	Timing
1	Welcome & Introductions	8:30 am – 9:15 am
2	Emergency Preparedness (EP) as a Program	9:15 am – 10:05 am
	Break	*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
	Lunch	*12:30 pm – 1:15 pm*
6	Regionwide Response	1:15 pm – 2:00 pm
7	Complex Incidents	2:00 pm – 2:45 pm
	Afternoon Break	*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

Your Workshop Materials

- Participant Guide
- Resource Guide
- Workshop Google Drive

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?

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

This slide contains an interactive poll with a question asking:

"What do you hope to gain from today's workshop?"

Module 1 Conclusion

Our goals today are to:

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

Module 2

Emergency Preparedness (EP) as a Program

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What's in Module 2?

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

Discussion: Importance of EP

Why is it important to prioritize emergency preparedness?

Emergency Preparedness, or Emergency Management?

Reducing or eliminating the impact from potential hazards.

Mitigation

Preparedness

Building the capacity and capability of the organization to manage the impacts.

Working to restore essential functions and returning the organization to a new normal.

Recovery

Response

Acting to stop on-going negative effects.

Adapted from the Veterans Health Administration

Core Plans and Their Purpose

Emergency Operations Plan (EOP)

- Base Plan
- Hazard-Specific Annexes
  - Active shooter, fire, utility failure
- Functional Annexes
  - Communications, staffing, resource management
  - Evacuation plan
  - Shelter-in-place plan

Continuity of Operations Plan (COOP)

- Essential functions
- Delegation of Authority
- Order of Succession
- Alternate facilities
- Resource requirements
- Recovery strategies

Emergency Management Strategy

Remember, a plan is more than just a document! It's a framework for response, not a recipe

Integrated Preparedness Cycle

Manage your program wi these steps in mind:

Plan

Organize

Equip

Train

Exercise

Evaluate/Improve

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

Your Health Care Coalition can help coordinate with external partners!

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!

Delegate using RACI model
- **R**esponsible
- **A**ccountable
- **C**onsulted
- **I**nformed

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?"

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

The risk score for a hazard should decrease after you work on mitigating or preparing for it!
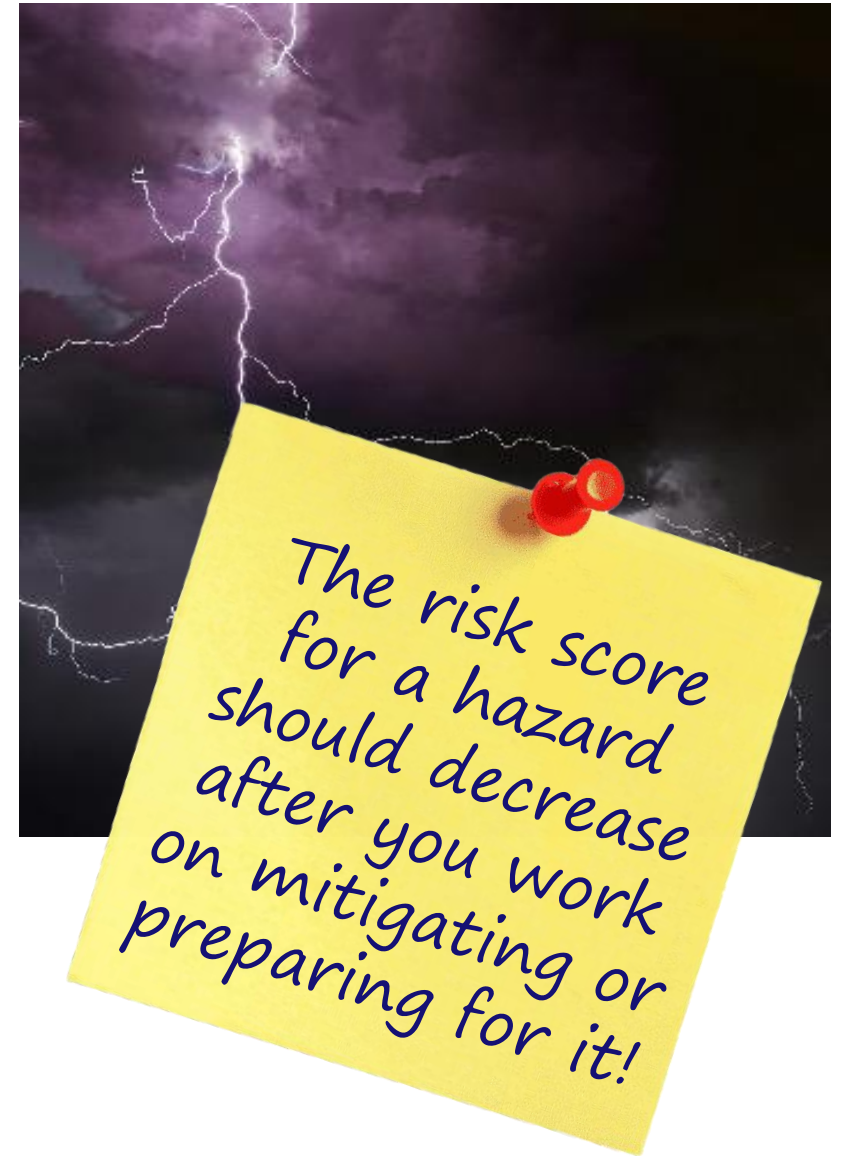
Discussion: Use of Risk Assessments

What benefits have you seen
from conducting risk assessments?

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)

Break 1

Module 3

Initiating Your Response

What's in Module 3?

- Initial assessment and action planning

- Authority and succession

- Tools to operationalize your plans

[Thunderstorm]

Initial Assessment & Action Planning

**1. Assess
the situation**

**2. Plan
the response**

**3. Execute
the plan**

- What is known about the <u>current</u> situation?

- What is the <u>potential</u> impact on patients/residents, operations, access, and security?

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

Incident Action Planning

1. Assess
the situation

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

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

Who's in Charge?

Delegation of Authority	Orders of Succession
▪ Incident Commander/ Response Lead appointed by your facility's leader ▪ Ensures clear leadership and decision-making during an incident	▪ Who is in charge if your CEO and other key leaders are not available? ▪ Determined and documented prior to any emergency

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

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

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

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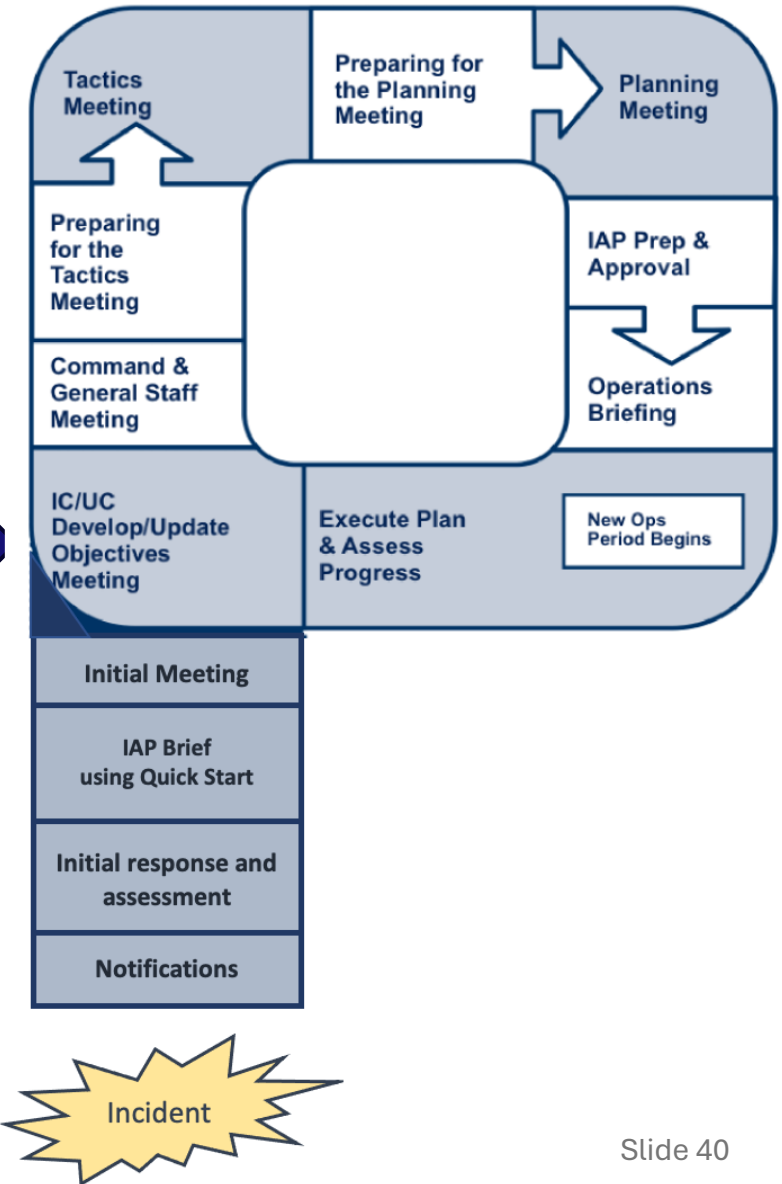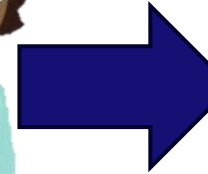- Initiate incident action planning

3. Execute the plan

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

Management by Objectives

What is the plan to respond?

- Establish initial incident objectives

Response priorities:
1. Life saving
2. Incident stabilization
3. Property preservation

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 <u>one strategy</u> you would use to accomplish the objective

- Write your objective and strategy on the IAP Quick Start.

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

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

Roles help staff stay in their lane!

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

<u>Briefing</u>
→ Current situation
→ Response actions
→ Available resources
→ Role of external agencies
→ Health, medical, safety concerns
→ Business continuity issues

Communication Plan:
Who Do We Need to Notify?

Internally	Externally
▪ Staff	▪ Local healthcare providers
▪ Patients	▪ Local public health, public safety, and EM
▪ Patients' families/ representatives	▪ Mutual aid partners
▪ Patients' care teams	▪ Vendors
▪ Volunteers	▪ Regional Healthcare Preparedness Coordinator
▪ Visitors	▪ Tribal, State, and Federal EM points of contact
	▪ Other stakeholders

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	Communication Content

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

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

Tip:
3-3-30 Rule
✓ 3 short sentences
✓ 3 key messages
✓ 30 words max

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

Module 5

Effective Response Through Integrated Planning

What's in Module 5?

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

Incident Briefing #2

Hospital Emergency Operations Center

Slide 50

Preparedness Cycle Revisited

Plan

Organize   ⟶   Equipment and systems must be in working order!

Equip

Train

Exercise

Evaluate/Improve

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?"

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
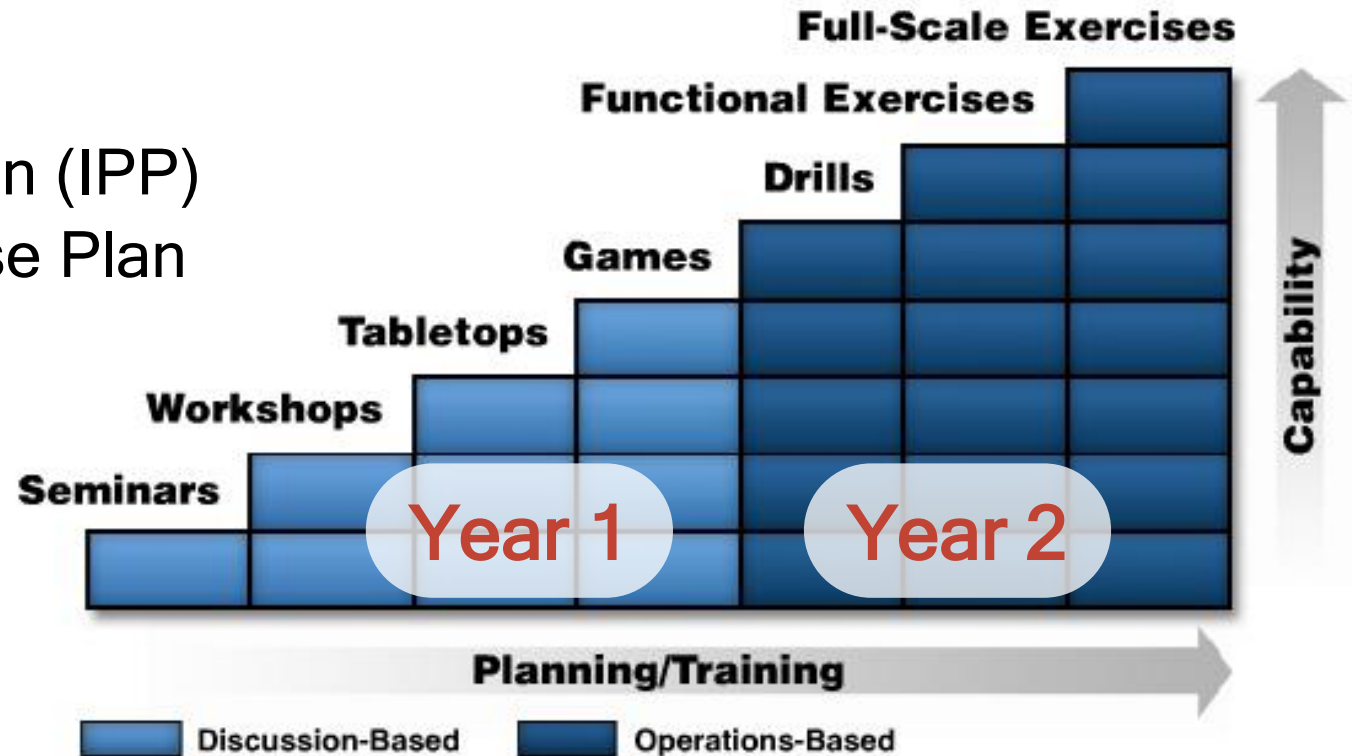
Activity: Multi-year Planning

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.

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...

[Thunder and Rain]

Slide 56

Lunch Break

Find a new seat after lunch!

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Module 6

Local and Regional Response

Afternoon Kick-Off
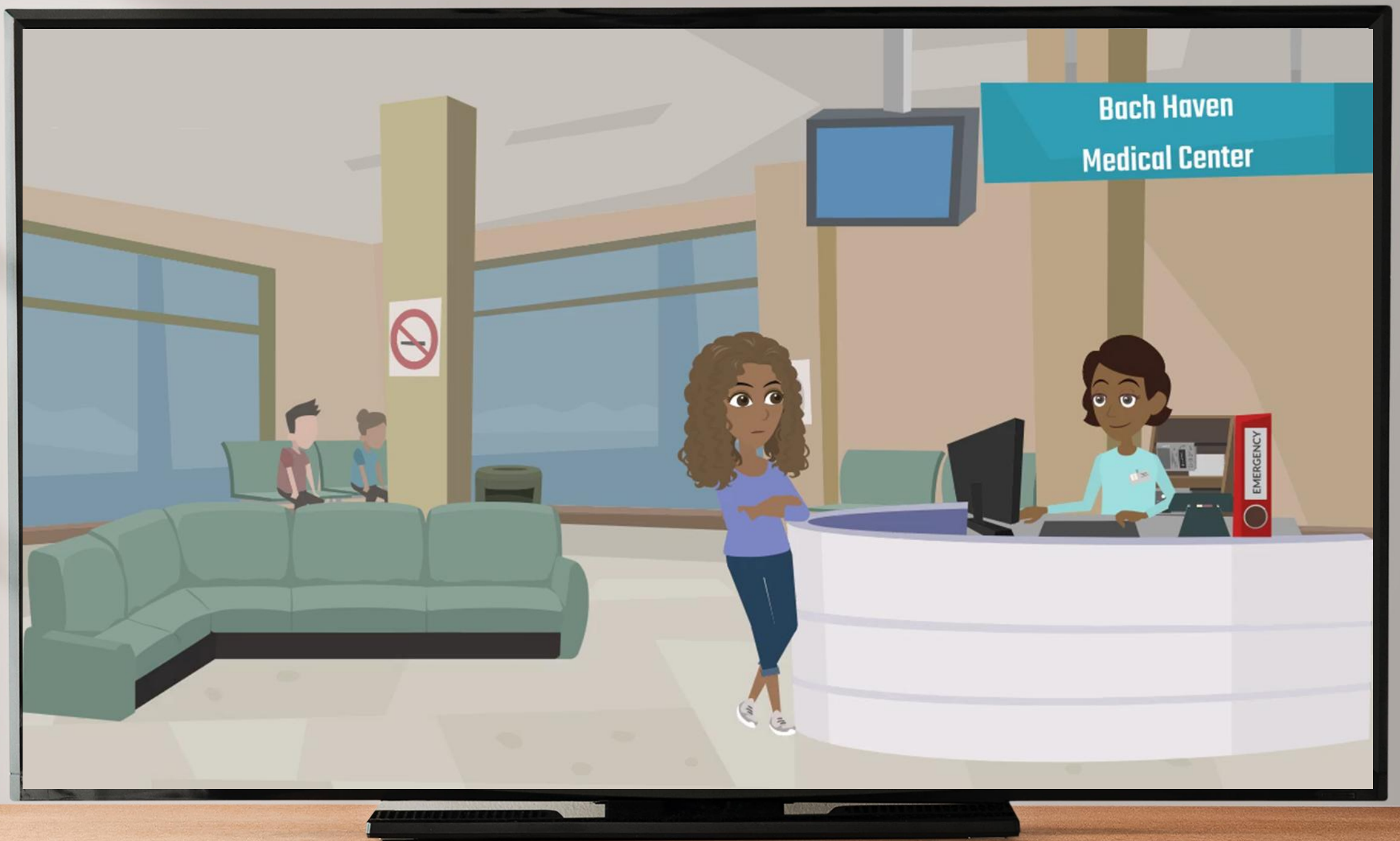
Introductions at your new table:

- Your name

- Where you work

- One takeaway from the morning

What's in Module 6?

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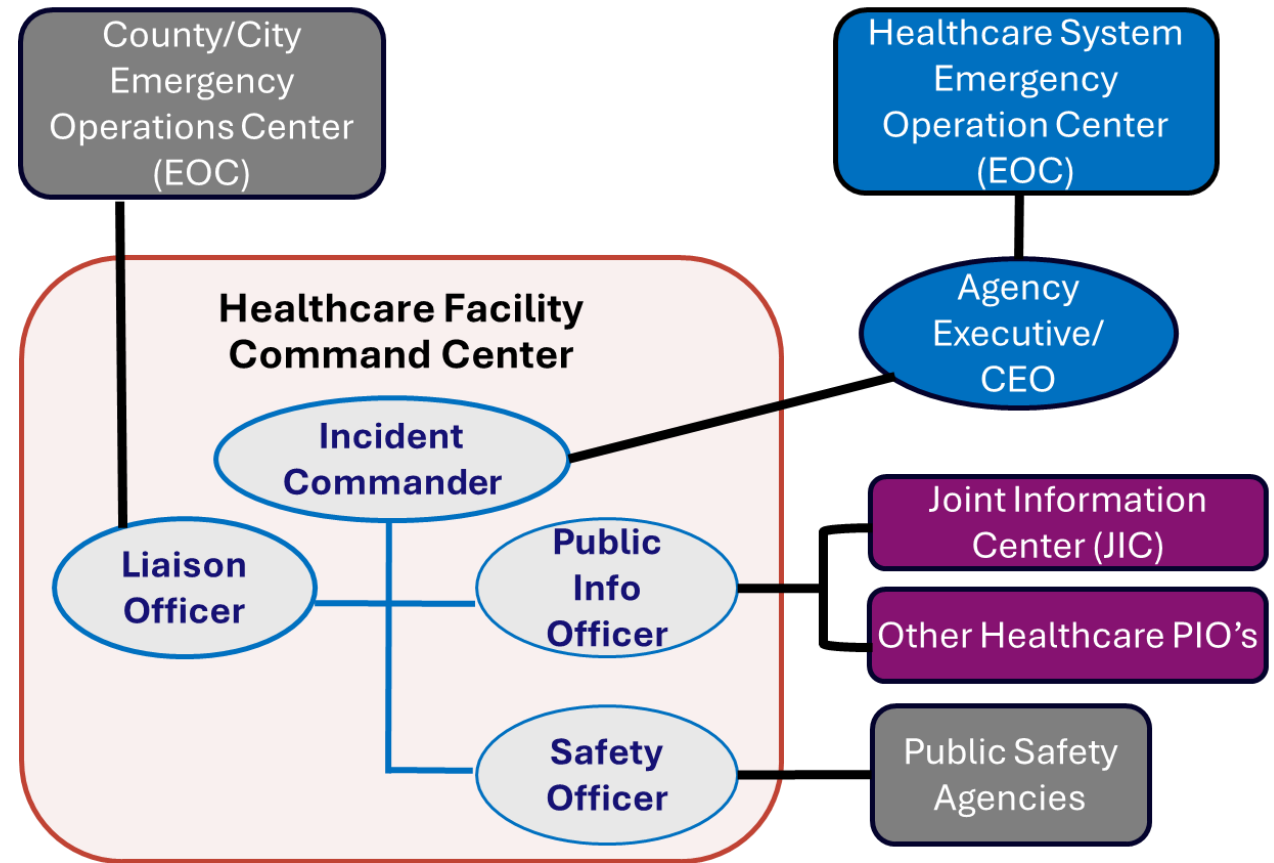- Planning with community partners & stakeholders

Bach Haven
Medical Center

Discussion:
Information Sharing for Regional Coordination
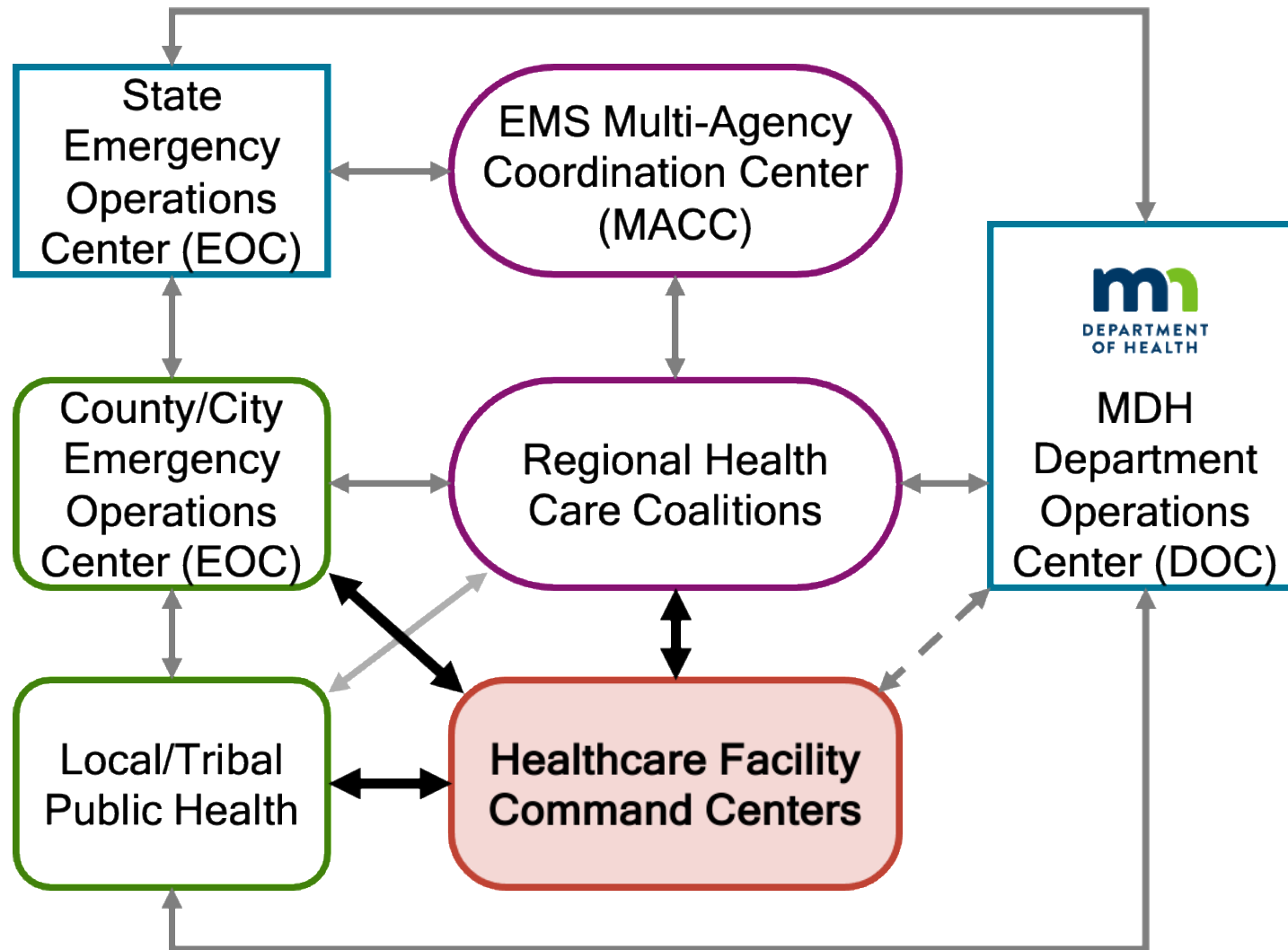
Discuss as a group:

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?

County/City Emergency Operations Center (EOC)

Healthcare System Emergency Operation Center (EOC)

Healthcare Facility Command Center

Agency Executive/ CEO

Incident Commander

Liaison Officer

Public Info Officer

Joint Information Center (JIC)

Other Healthcare PIO's

Safety Officer

Public Safety Agencies

Adapted from Hospital Incident Command System Guidebook, p. 83

Coordination with Regional Partners

Slide 63

Adapted from MDH All-Hazards Response and Recovery Plan

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

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…

This slide contains an interactive poll asking:

"What are some positive outcomes from planning with your community partners?"

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

Module 7

Complex Incidents

What's in Module 7?

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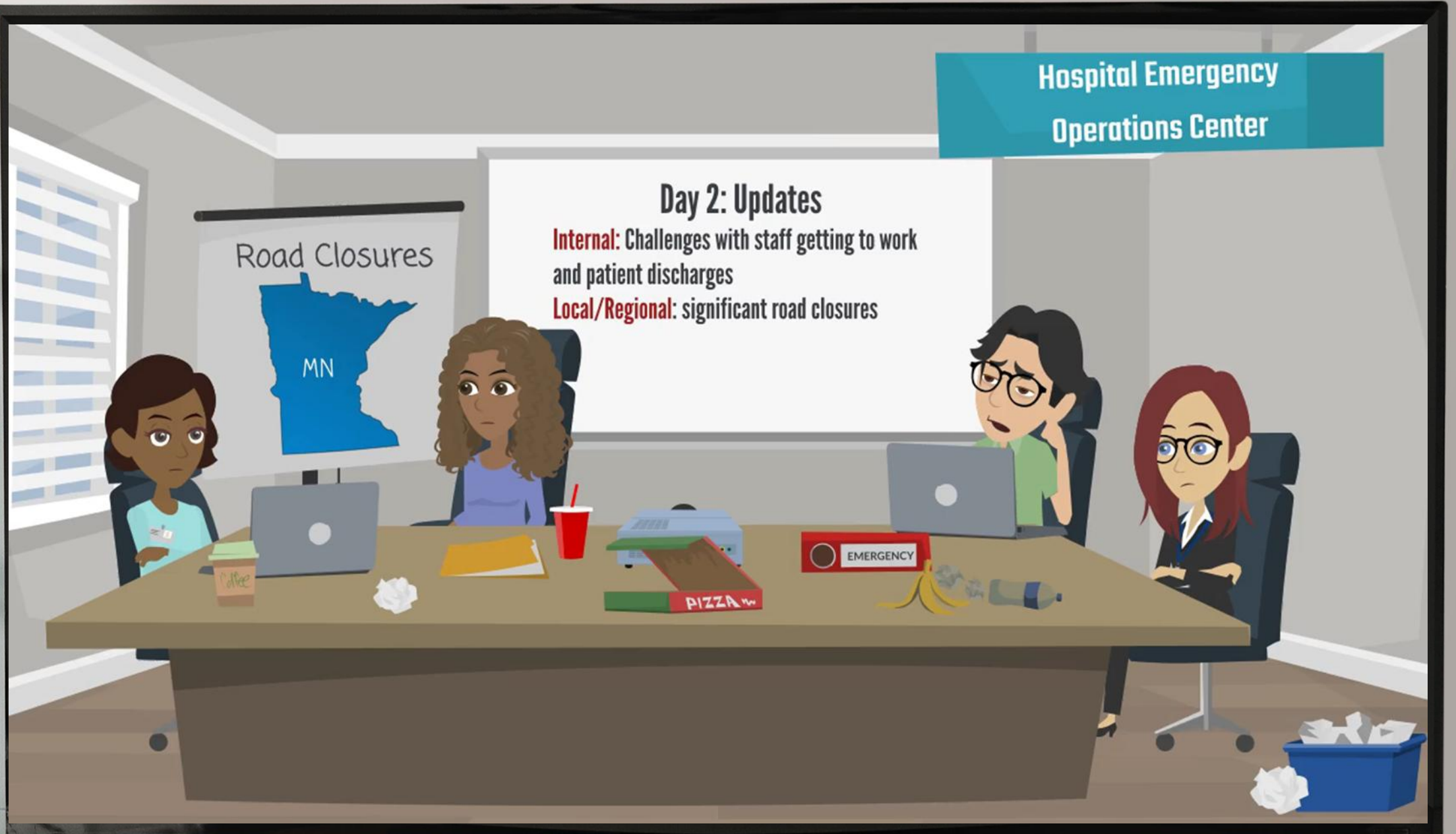- Additional available resources
- Real-world incidents

What Makes an Incident "Complex"?

Effects

- Difficult to stabilize
- Significant effects on surrounding community
- Long duration (days, weeks, or months)
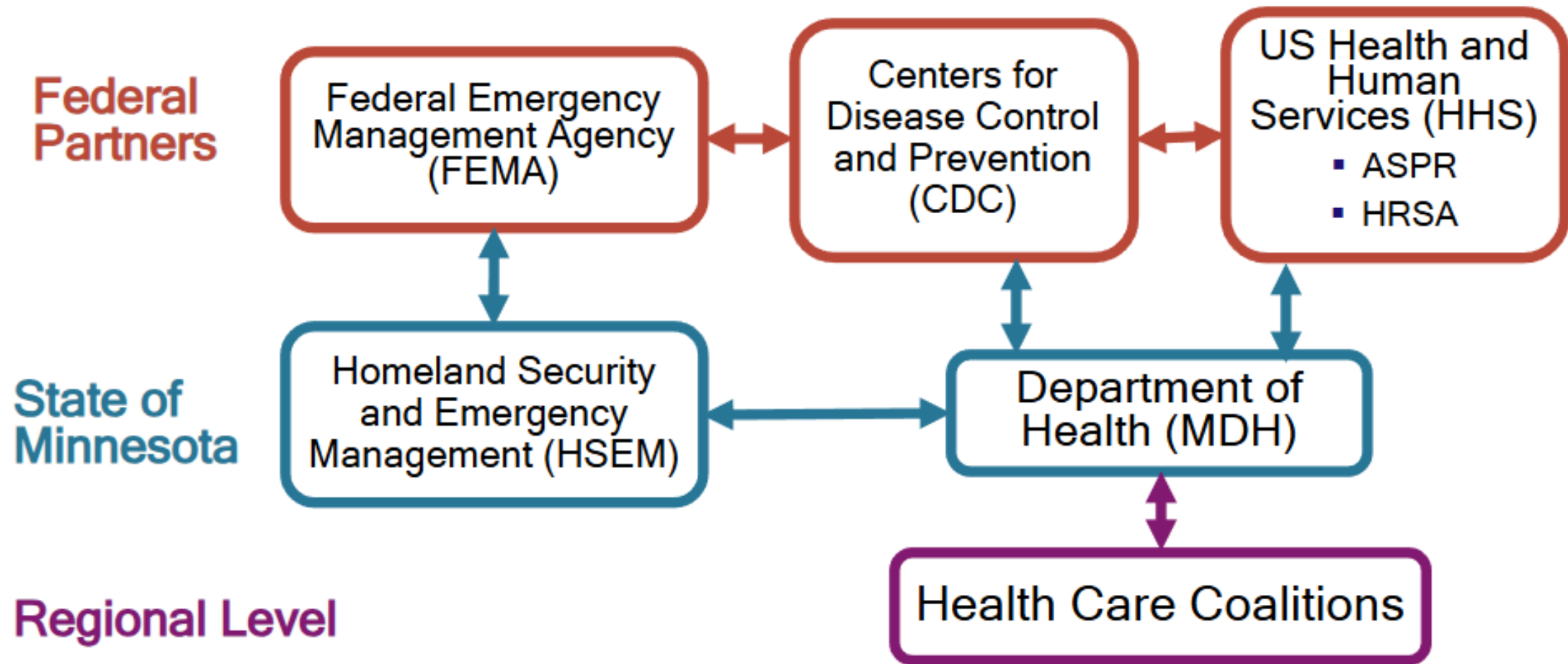- High probability of cascading effects

Resources

Delays accessing required resources

Coordination

Extensive coordination with multiple agencies and elected officials

Role of State and Federal Partners

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

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)

Image from Freepik.com

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?"

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

Afternoon Break

Module 8

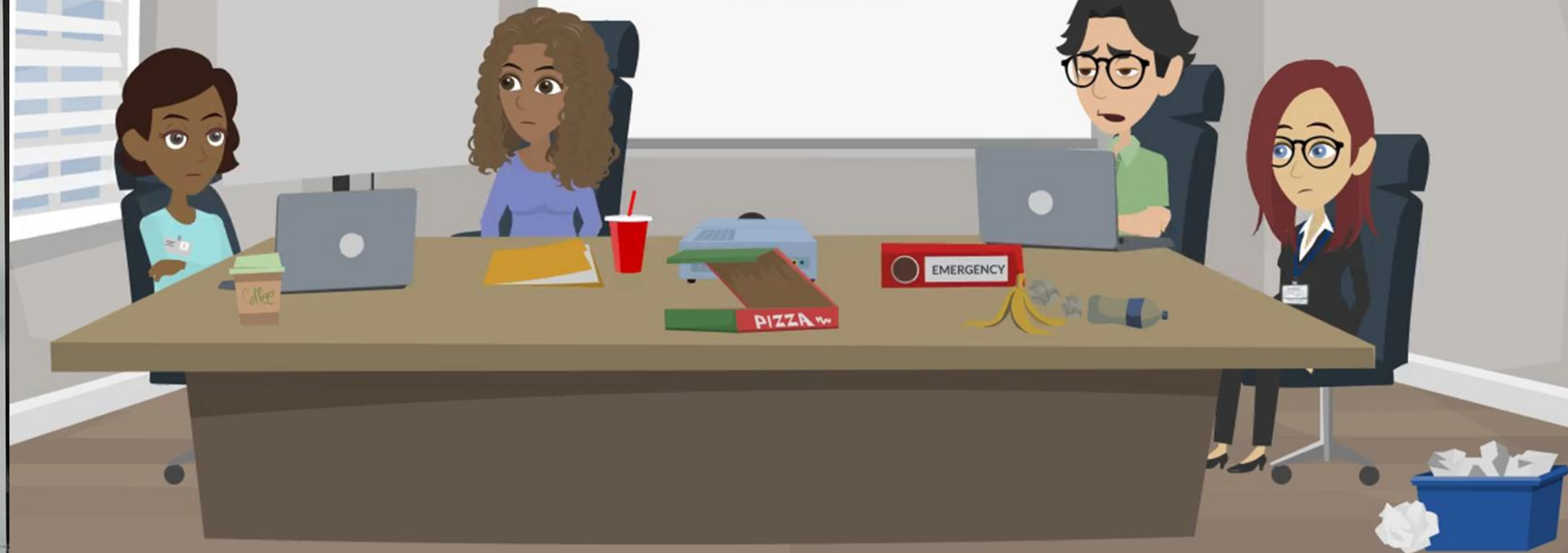Demobilizing and Ready for the Next One

What's in Module 8?

- Demobilization and recovery
- Hotwashes
- Evaluation and improvement

This slide contains an interactive poll asking:

"What is most critical when demobilizing your response?"

Evaluating and Improving Your EP Program

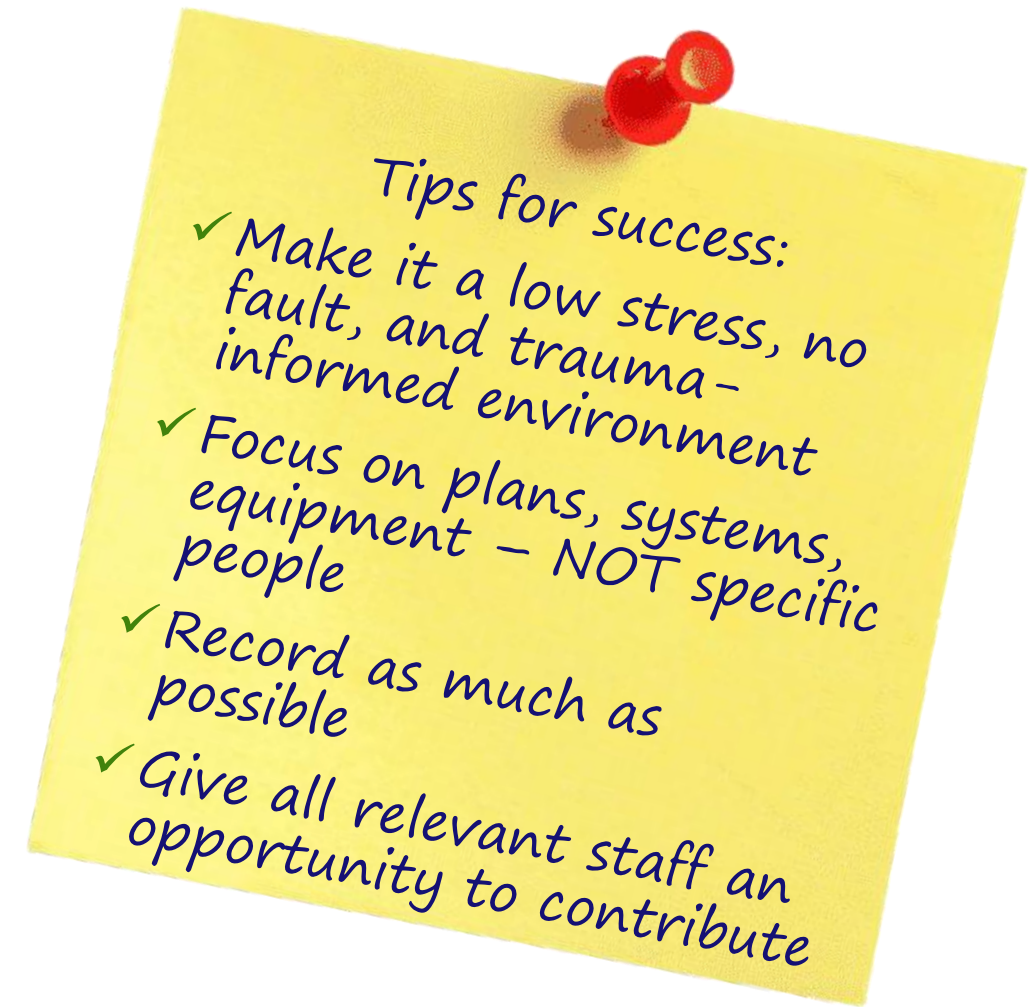| Timeline	Output	Action/Purpose
Immediate	Hotwash	Capture feedback while still fresh
	Data Collection	Gather information, data and facts from the incident
Short-Term	After Action Participant Review Session	1) What was supposed to happen? 2) What occurred? 3) What went well? 4) What can the facility 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	• Implement improvement plans from multiple incidents/exercises over time • Evaluate 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

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

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

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?

This slide contains an interactive poll asking:

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

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

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

Thank You!

Acknowledgements

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- 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