



## **Practical Strategies for Emergency Preparedness and Response in Health Care Facilities**

### **Participant Guide**

March 2025



THIS PAGE IS INTENTIONALLY BLANK

# Table of Contents

Overview

2

Workshop Description

2

Target Audience

2

Learning Objectives

2

Agenda

3

Online Materials

3

Instructor Credentials

4

Module 1: Welcome & Introductions

5

Module 2: Emergency Preparedness (EP) as a Program

9

Module 3: Initiating Your Response

14

Module 4: Activating for Incident Response

17

Module 5: Effective Response through Integrated Planning

22

Module 6: Expanding Incidents

25

Module 7: Demobilizing and Ready for the Next One

30

Module 8: Taking It Home & Conclusion

33

References

36

Activity Instructions and Worksheets

37

Module 3 Activity: Initial Assessment

37

Module 4 Activity: Setting Incident Objectives

38

Module 5: Multi-year Planning Worksheet

39

All Modules: Your Take-Home Action Plan

40

# 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 health care 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 health care 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 health care emergency preparedness planning and response.

### Agenda

Module	Module Title	Duration	Timing
1	Welcome & Introductions	45 min	8:30 am - 9:15 am
2	Emergency Preparedness (EP) as a Program	60 min	9:15 am - 10:15 am
	<i>Break</i>	15 min	<i>10:15 am - 10:30 am</i>
3	Initiating Your Response	45 min	10:30 am - 11:15 am
4	Activating For Incident Response	45 min	11:15 am - 12:00 pm
	<i>Lunch</i>	45 min	<i>12:00 pm - 12:45 pm</i>
5	Effective Response through Integrated Planning	45 min	12:45 pm - 1:30 pm
6	Expanding Incidents	60 min	1:30 pm - 2:30 pm
	<i>Afternoon Break</i>	15 min	<i>2:30 pm - 2:45 pm</i>
7	Demobilizing and Ready for the Next One	45 min	2:45 pm - 3:30 pm
8	Taking It Home & Conclusion	60 min	3:30 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 May 2025.



# 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 health care capabilities for incidents such as the H1N1 pandemic, the 2013 Boston Marathon bombings, Ebola, blizzards, and health care facility operations interruptions. Additionally, Ms. Allen managed the Boston Health Care Preparedness Coalition through the COVID-19 pandemic, aligning strategic planning and Hazard Vulnerability Analyses (HVA) to mitigate emergency impacts on the health care 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.

## Sakhonh Kheuamun

Sakhonh Kheuamun has 19 years of experience in Security, Safety, Environment of Care & Emergency Management. Sakhonh has been instrumental in the implementation of emergency preparedness plans for his long-term care organization. He currently leads the emergency preparedness program at Hebrew SeniorLife (Hebrew Rehabilitation Center) in greater Boston, and provides training and capacity building for other long-term care facilities in the region. He serves on the steering committee for MASSMAP (Massachusetts Mutual Aid Plan for Long-Term Care), and also as an emergency responder, coordinating center lead and resource officer. He has led and supported multiple full-building evacuations in Long-Term Care.

Mr. Kheuamun holds a degree in Criminal Justice and attended Northeastern University. He currently oversees the Criminal Justice co-op education program between Northeastern University and Hebrew SeniorLife.

# Module 1: Welcome & Introductions

## Module 1

### Welcome & Introductions



## Facility & Safety Information

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



Slide 4

## Learning Objectives

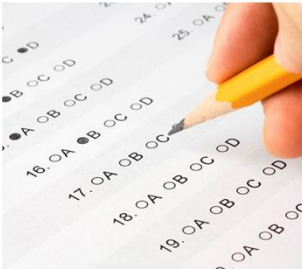
By the end of today's workshop, you'll be able to:

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 **local, regional, state, and national resources** that support health care emergency preparedness planning and response.

Slide 5

### Pre-Assessment

- Please complete the pre-assessment questionnaire



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 - 10:15am
	<i>Break</i>	<i>10:15 am - 10:30 am</i>
3	Initiating Your Response	10:30 am - 11:15 am
4	Activating for Incident Response	11:15 am - 12:00 pm
	<i>Lunch Break</i>	<i>12:00 pm - 12:45 pm</i>
5	Effective Response through Integrated Planning	12:45 pm - 1:30 pm
6	Expanding Incidents	1:30 pm - 2:30 pm
	<i>Afternoon Break</i>	<i>2:30 pm - 2:45pm</i>
7	Demobilizing and Ready for the Next One	2:45 pm - 3:30 pm
8	Taking It Home & Conclusion	3:30 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 9

### 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

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

Slide 11

## Module 1 Conclusion

Our goals today are to:

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





Slide 12

# 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

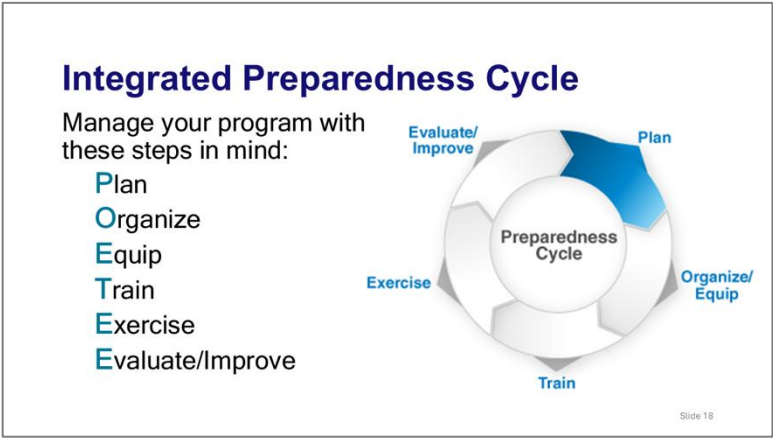


Slide 14

### Discussion: Importance of EP

Why is it important to prioritize emergency preparedness?

15



## 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!



Slide 20

## 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

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

### Risk Assessments / Hazard Vulnerability Analysis (HVA)

A systematic, multi-disciplinary process to:

- Identify hazards that may impact your facility (*facility-based*) and surrounding community (*community-based*)
- Prioritize planning activities based on an overall risk score for each hazard

✓ Guides your efforts to update emergency plans, policies & procedures, and training & exercises

✓ Include data from multiple disciplines and sources

✓ Pick a tool and use it consistently

★

### Discussion: Use of Risk Assessments

What benefits have you seen from conducting risk assessments?

Rank	Hazard	Probability	Effect	Preparedness
1	Tornado/Straight Line Winds	High	High	Moderate
2	Winter Storm	High	High	Moderate
3	Mass Casualty	Low	High	Moderate
4	Epidemic/Pandemic	Moderate	High	Moderate
5	IT Cyber Attack	Moderate	High	Moderate
6	Supply Chain (Supply Shortage)	High	High	Low

*Example Community-Based HVA*

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





# 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



Slide 28





## 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 37)
- 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

Set an agreement with Senior Leadership on initial notification including filling designated 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"><li>Incident Commander/ Response Lead appointed by your facility's leader</li><li>Ensures clear leadership and decision-making during an incident</li></ul>	<ul style="list-style-type: none"><li>Who is in charge if your CEO and other key leaders are not available?</li><li>Determined and documented prior to any emergency</li></ul>



Slide 33

### Tools to Operationalize Your Plans

- Incident Action Plan (IAP) Quick Start
- Incident Response Guides (IRGs)
- Job Action Sheets (JAS)
- Nursing Home Incident Command System (NHICS) 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

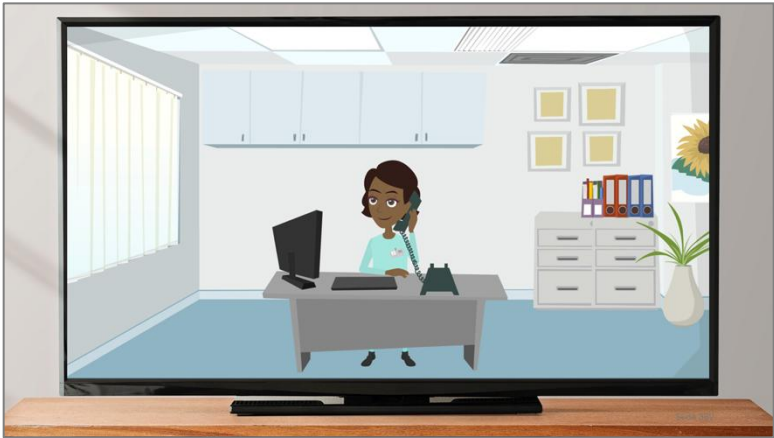


### What's in Module 4?

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



Slide 37



## 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

Slide 39

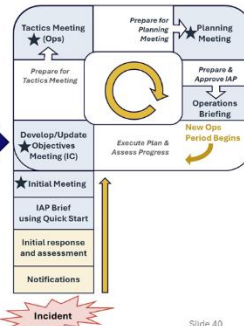
## Management by Objectives

What is the plan to respond?

- Establish initial incident objectives

Response priorities:

1. Life saving
2. Incident stabilization
3. Property preservation



Slide 40

## Activity: Setting Incident Objectives

Work with others in your group:

- Continue working on the IAP Quick Start (Participant Guide, page 38)
- 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.

## 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 NHICS Organization chart and make notifications
- What Next?
  - Relieved staff transitions to other duty or ends shift



Slide 43

## Communication Plan: Who Do We Need to Notify?

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

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	Communication Content
<ul style="list-style-type: none"><li>▪ Redundant</li><li>▪ Interoperable</li><li>▪ Secure</li><li>▪ Tested regularly</li><li>▪ Able to reach the intended audience</li></ul>	<ul style="list-style-type: none"><li>▪ Culturally competent</li><li>▪ Clear, concise, and accurate</li><li>▪ Consistent across channels</li></ul>

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

Slide 47





## Lunch Break

Find a new seat after lunch!



## Afternoon Kick-Off

Introductions at your new table:

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




Slide 49

# 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 53

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 54

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 55

### Activity: Multi-year Planning

Work with others at your table:

- View the **Multi-year Planning Worksheet** (Participant Guide, page 39)
- Read the scenario
- Use the POETE(E) framework to sketch out a plan for the planning priority described in the scenario.

Slide 56

### 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

Slide 57

## Module 6: Expanding Incidents

### Module 6

Expanding Incidents

#### What's in Module 6?

- Information sharing
- What makes an incident complex
- Regional coordination
- Emergency declarations
- Additional available resources
- Planning with community partners & stakeholders



Slide 59



## 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?

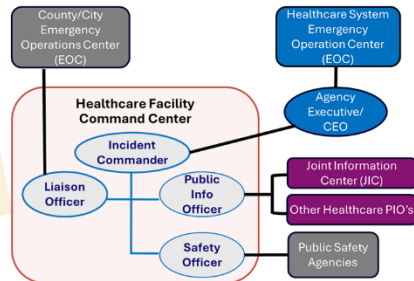
### Select one hazard:

- Tornado/Straight Line Winds
- Winter Storm
- Mass Casualty
- Epidemic/Pandemic
- IT Cyber Attack
- Supply Chain (Supply Shortage)

Slide 61

## Discussion Debrief: Information Sharing for Regional Coordination

- 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

## Essential Elements of Information for Regional Incidents

- Facility Status
- Resource Status
- Patient Movement\*
- Bed Availability\*



\* Hospitals report bed availability via MnTRAC; Long-Term Care may be asked report this information via their Health Care Coalition.

Refer to MDH's [Inter-Coalition Communications Guidance](#) for more information

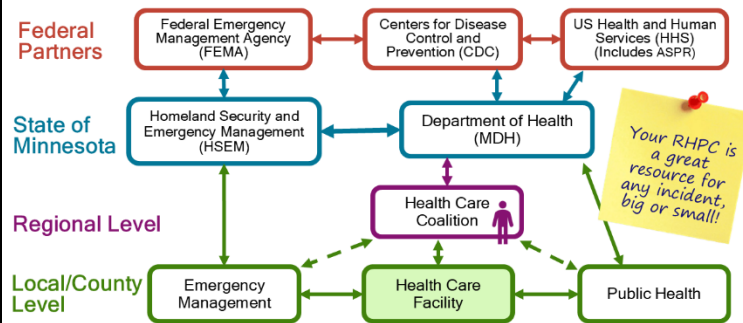
Slide 63

## What Makes an Incident “Complex”?



Slide 64

## Coordination Among Partners



Slide 65

## 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 66

Discussion: Examples of Staff, Space, Stuff

This slide contains an interactive poll asking:

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

Additional Resources: Staff, Space, Stuff

- Volunteers
  - Voluntary Organizations Active in Disasters (VOADs), including Minnesota Responds
- Deployable teams
  - National Disaster Medical System
  - National Guard
- Relief/Philanthropic organizations
- Mutual aid
  - From other states via Emergency Management Assistance Compact (EMAC)
  - From other regions through your HCC or via other facility
- Caches
  - Federal Strategic National Stockpile (SNS)
  - State/regional caches

This slide contains an interactive poll asking:

*"What community partners have you planned with?"*

## 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 health care facilities
- How can you engage with them?
  - Committee/planning meetings
  - Training & Exercises
  - More...



Slide 70

## Module 6 Summary & Your Next Steps

Key topics from this module:

- Information sharing
- What makes an incident complex
- Regional coordination
- Emergency declarations
- Additional available resources
- 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 71




## Afternoon Break

# Module 7: Demobilizing and Ready for the Next One

## Module 7


---

Demobilizing and Ready for the Next One



### What's in Module 7?

- Incident Demobilization and Recovery
- Hotwashes
- Evaluation and improvement



Slide 74





### What Is Demobilization?

An orderly, safe, and efficient process of releasing and returning resources from an incident or emergency response back to their original location and status.



Slide 76

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

Slide 77

### 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"> <li>Implement improvement plans from multiple incidents/exercises over time</li> <li>Evaluate and update improvement plans continuously</li> </ul>



Slide 78

## 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



Slide 79

## 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 80

## Module 7 Summary & Your Next Steps

Key topics from this module:

- Incident 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


Slide 81

# Module 8: Taking It Home & Conclusion

## Module 8


---

Taking It Home & Conclusion



### What's in Module 8

- Workshop Summary
- Reflection and Action Planning



Slide 63

### What We Covered Today

Initiating Your Response

EP as a Program

Activating for Incident Response

Effective Response Through Integrated Planning

Expanding Incidents

Demobilizing and Ready for the Next One

Taking it Home & Conclusion

Slide 64

### Activity: Reflection and Action Planning

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

Discuss as a table:

- 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 85

This slide contains an interactive poll asking:  
*"Share some key points as you discuss your action steps."*

### Resources to Learn More

Find more resources for Long Term Care (LTC) Emergency Preparedness in your Resource Guide and online:

- <https://www.health.state.mn.us/communities/ep/ltc>



Slide 87

## Post-Assessment and Evaluation

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

Questions?

Email [workshop@vitallearningstrategies.com](mailto:workshop@vitallearningstrategies.com)



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

Slide 87



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 Health Care Preparedness Coalition
- West Central Health Care System Preparedness Coalition



## References

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

- ASPR TRACIE. (2019). *Technical assistance request: Hospital emergency preparedness coordinator job descriptions*. U.S. Department of Health and Human Services. <https://files.asprtracie.hhs.gov/documents/aspr-tracie-ta---hospital-ep-coordinator-job-descriptions---8-14-19.doc.pdf><https://asprtracie.hhs.gov/technical-resources/3/hazard-vulnerability-risk-assessment/1>
- Bureau of Primary Health Care. (2024). *Health Center Program*. U.S. Department of Health and Human Services. <https://bphc.hrsa.gov/about-health-center-program>
- California Emergency Medical Services Authority. (2014). *Hospital incident command system (HICS) guidebook*. [https://emsa.ca.gov/wp-content/uploads/sites/71/2017/09/HICS\\_Guidebook\\_2014\\_11.pdf](https://emsa.ca.gov/wp-content/uploads/sites/71/2017/09/HICS_Guidebook_2014_11.pdf)
- Centers for Medicare & Medicaid Services. (2021). Appendix Z: Emergency preparedness for all provider and certified supplier types. U.S. Department of Health and Human Services. Retrieved from <https://www.cms.gov/files/document/qso-21-15-all.pdf>
- Federal Emergency Management Agency. (2010). *Comprehensive Preparedness Guide 101: Developing and maintaining emergency operations plans* (Version 2.0). U.S. Department of Homeland Security. [https://www.fema.gov/sites/default/files/2020-05/CPG\\_101\\_V2\\_30NOV2010\\_FINAL\\_508.pdf](https://www.fema.gov/sites/default/files/2020-05/CPG_101_V2_30NOV2010_FINAL_508.pdf)
- Federal Emergency Management Agency. (n.d.). *IS-200.C: Basic incident command system for initial response, ICS 200*. U.S. Department of Homeland Security. [https://emilms.fema.gov/is\\_0200c/groups/65.html](https://emilms.fema.gov/is_0200c/groups/65.html)<https://training.fema.gov/emiweb/is/icsresource/assets/tranfer%20of%20command.pdf>
- Federal Emergency Management Agency. (2024). *How a disaster gets declared*. <https://www.fema.gov/disaster/how-declared>
- Federal Emergency Management Agency. (2011). *Disaster declaration process*. [https://www.fema.gov/pdf/media/factsheets/dad\\_disaster\\_declaration.pdf](https://www.fema.gov/pdf/media/factsheets/dad_disaster_declaration.pdf)
- Federal Emergency Management Agency. (2021). *NIMS incident complexity guide: Planning, preparedness, and training*. U.S. Department of Homeland Security. <https://www.fema.gov/sites/default/files/documents/nims-incident-complexity-guide.pdf>
- Foley & Lardner LLP. (2020, August). *COVID-19 and FEMA public assistance funding*. <https://www.foley.com/insights/publications/2020/08/covid-19-fema-public-assistance-funding/>
- Mercy Hospital. (n.d.). *History of the Joplin Tornado*. <https://www.mercy.net/about/history/joplin/joplin-tornado/>
- Minnesota Department of Health. (2018). *Emergency preparedness statutes*. <https://www.health.state.mn.us/communities/ep/legal/epstatutes.pdf>
- Minnesota Department of Health. (2019). *All-Hazards Response and Recovery Plan*. <https://www.health.state.mn.us/communities/ep/plans/allhazardsbase.pdf>
- Minnesota Department of Health. (2022). *Inter-Coalition Communications Guidance*. <https://www.health.state.mn.us/communities/ep/coalitions/communications.pdf>
- Minnesota Department of Health. (2024). *Health Alert Network (HAN) fact sheet*. <https://www.health.state.mn.us/communities/ep/han/hanfs.pdf>
- Office of the Administration for Strategic Preparedness and Response. (n.d.). *Home*. U.S. Department of Health and Human Services. <https://aspr.hhs.gov/Pages/Home.aspx>
- Ressel, J. (2015, February 13). Mercy Health to receive \$23 million FEMA grant. *Southeast Missourian*. <https://new.semissourian.com/news/mercy-health-to-receive-23-million-fema-grant-2074578/>
- U.S. Department of Homeland Security, FEMA Region VII. (2012). *Mercy Hospital Joplin: After action report*. <https://umem.org/files/uploads/ems/mercyhospitaljoplin.pdf>

# 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 Nursing Home Incident Command System (NHICS) IAP Quick Start form below.
2. Review the “Assess the Situation” the page 9 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.

NHICS 200 | INCIDENT ACTION PLAN QUICK START

COMBINES NHICS FORMS 201+202+203+204+215A



1. INCIDENT NAME		2. OPERATIONAL PERIOD		
		DATE:	FROM:	TO:
		TIME:	FROM:	TO:
3. SITUATION SUMMARY				-- NHICS 201 --

### 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.

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

NHICS 200 | INCIDENT ACTION PLAN QUICK START

COMBINES NHICS FORMS 201+202+203+204+215A

6. INCIDENT OBJECTIVES -- NHICS 202, 204--			
6a. OBJECTIVES	6b. STRATEGIES/ TACTICS	6c. RESOURCES REQUIRED	6d. ASSIGNED TO
7. 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) -- NHICS 202, 215A-- TO PROTECT RESPONDERS FROM THOSE HAZARDS			
1.			
2.			
3.			
4.			



## 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/residents 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/residents, 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			