

Module 8

The Emergency Management Program

Module 8: Objectives

- Overview the elements of the Emergency Management Program
- Describe key roles and responsibilities
- Identify external partners to coordinate with on planning, training and exercising
- Describe the role of training and exercises in emergency preparedness

The Emergency Management Program (1)

- The Emergency Management Program (EMP) addresses the four phases of emergency management
 - Mitigation
 - Preparedness
 - Response
 - Recovery

The Emergency Management Program (2)

- The EMP provides the basic framework for
 - Planning
 - Training
 - Exercising
- The EMP assists hospitals
 - To be adequately prepared for incidents
 - To be compliant with pertinent
 - Regulations
 - Standards
 - Guidelines
- The EMP can include prevention-related activities, when appropriate

EMP Development

- Use existing resources
 - National Incident Management System (NIMS)/Incident Command System (ICS)
 - The National Response Plan (NRP)
 - Homeland Security Presidential Directive 5 (HSPD-5)
 - Federal Preparedness Circular 65 (FPC 65) on continuity of operations
 - Appropriate state, local, and nongovernmental regulatory standards
 - Current disaster research and best practices

Veteran's Health Administration Emergency Management Program for Healthcare Facilities

- Veteran's Health Administration (VHA) outlines an EMP's
 - Development
 - Maintenance
 - Evaluation
- The VHA's *Emergency Management Program Guidebook* outlines a nine step process

VHA EMP: Nine Step Process (1)

1. Designate an Emergency Program Manager
2. Establish the Emergency Management Committee
3. Develop the "all risk" Emergency Operations Plan (EOP)
4. Conduct a Hazards Vulnerability Analysis (HVA)
5. Develop incident specific guidance or "planning guides"

VHA EMP: Nine Step Process (2)

6. Coordinate with external entities
7. Train key staff
8. Exercise the EOP
9. Conduct program review and evaluation and plan for improvement

Emergency Program Manager (1)

- Role and Responsibilities
 - Provide overall support to the hospital's preparedness efforts
 - Develop needed procedures
 - Coordinate production or revision of the Emergency Operations Plan
 - Planning and executing training and exercises
 - Writing After Action Reports (AAR)
 - Represent the hospital at preparedness meetings at the local, regional, and state levels

Emergency Program Manager (2)

- Manager qualifications
 - Formal and informal training, education, and/or experience in
 - Emergency management
 - Incident command
 - Hospital operations
 - Local healthcare system design and emergency response procedures

The Emergency Management Committee (1)

- EMC should be comprised of
 - Multidisciplinary hospital representatives
 - Clinical
 - Non-clinical
- EMC should include external response partners
 - Law Enforcement
 - Fire and Emergency Medical Services (EMS)
 - Emergency Management
 - Public Health
 - Other key response partners

The Emergency Management Committee (2)

- Key focused activities include:
 - Developing and annually updating a comprehensive “all hazards” Emergency Management Program
 - Conducting an annual HVA
 - Developing an EOP and standard operating procedures for identified hazards

The Emergency Management Committee (3)

- Key focused activities include:
 - Developing hospital continuity of operations plans
 - Conducting training for all employees and medical staff in their roles and responsibilities during emergency response and recovery
 - In accordance with hospital requirements and regulatory guidelines

The Emergency Management Committee (4)

- Report committee progress, challenges and successes to
 - Hospital employees and medical staff
 - Hospital's Chief Executive Officer
 - Senior Administrators
 - Healthcare corporation officials

“All Hazards” Emergency Operations Plan (1)

- The EOP outlines the hospital’s strategy for
 - Response
 - Recovery
- The EOP provides overall direction and coordination of
 - The response structure
 - The processes and procedures used
 - Implementation of the Incident Command System
 - Communication and coordination

“All Hazards” Emergency Operations Plan (2)

- Critical EOP elements
 - Management and planning
 - Departmental/organizational roles and responsibilities before, during, and after emergencies
 - Health and medical operations
 - Communication (internal and external)
 - Logistics
 - Finance

“All Hazards” Emergency Operations Plan (3)

- Critical EOP elements
 - Equipment
 - Patient tracking
 - Fatality management
 - Decontamination
 - Plant, facility and utility operations
 - Safety and security
 - Coordination with external agencies

“All Hazards” Emergency Operations Plan (4)

- The EOP must
 - Be consistent with local, state, and regional Emergency Operations Plans
 - Adhere to the fundamental tenets found in the National Response Plan (NRP)
 - Include hazard- or incident-specific guidance documents
 - These articulate how the EOP is applied to a particular hazard or incident
 - The hazards of significance to the hospital are identified through the HVA

The Hazard Vulnerability Analysis (1)

- The HVA
 - Is a key element of the EOP
 - Drives incident specific/threat planning
 - Identifies, prioritizes and defines threats that may impact business operations
 - Guides specific steps to reduce the impact of threat occurrence
 - Ensures ongoing business functions

The Hazard Vulnerability Analysis (2)

- The hazard analysis includes:
 - Probability
 - The likelihood of an event occurrence
 - Calculated by retrospective assessment of event frequency
 - Predicted by estimation of risk factors
 - Impact
 - The severity or damage caused by a threat and the effect on
 - Human lives
 - Business operations and infrastructure
 - Environmental conditions

The Hazard Vulnerability Analysis (3)

- The hazard analysis includes:
 - Risk
 - The calculated score of the interactions between probability and impact for each threat
 - Can be reduced by threat-mitigation activities

The Hazard Vulnerability Analysis (4)

- Review and update the HVA
 - Annually
 - When a new threat emerges
- Revise the EOP to reflect the changing or emerging threat

The Hazard Vulnerability Analysis (5)

- Develop the hospital HVA in conjunction with community responders
 - Improves preparedness and response activities
 - Enhances multidisciplinary and agency coordination
 - Maximizes use and effectiveness of limited resources
- Hospital encouraged to participate on the Local Emergency Planning Committee (LEPC)

Incident Planning Guides (1)

- Incident Planning Guides (IPG) assist hospitals to
 - Assist hospitals to plan for potential disaster-related incidents
 - Evaluate existing EOPs
 - Develop needed plans and procedures
- HICS provides scenario-based IPGs
 - External scenarios based on the National Planning Scenarios – 14 IPGs
 - Internal hospital scenarios – 13 IPGs

Incident Planning Guides (2)

- IPGs include planning considerations for operational periods and response phases
 - Immediate: 0 to 2 hours
 - Intermediate: 2-12 hours
 - Extended: Greater than 12 hours
 - Demobilization/System Recovery
- IPGs promote planning and standardization

External Coordination and Integration (1)

- Effective emergency preparedness and response requires consistent and effective integration and exercising with the other members of the response community
 - Law Enforcement
 - Fire and Emergency Medical Services
 - Public Health
 - Emergency Management and local EOC
 - Behavioral Health
 - Medical Examiner/Coroner
 - Media
 - Governmental and tribal entities
 - Other public and private agencies

External Coordination and Integration (2)

- Plan and exercise with community healthcare providers
 - Hospitals
 - Healthcare facilities
 - Long term care facilities
 - Psychiatric facilities
 - Primary care clinics
 - MD offices and private providers

External Coordination and Integration (3)

- Community coordination and planning efforts should consider specialized care centers including:
 - Off-site facilities (alternate care sites)
 - Acute Care Centers or Neighborhood Emergency Health Clinics
 - Screening Facility Family Assistance Centers
 - Points of Distribution/Mass Prophylaxis Centers
 - Federal Medical Stations
 - Regional Hospital Coordination Centers (RHCC)

External Coordination and Integration (4)

- Planning should consider state and federal resources
 - State Emergency Operations Center
 - State response teams
 - Emergency Management Assistance Compact
 - Federal response teams
 - Disaster Medical Assistance Teams
 - Disaster Mortuary Teams
 - National Medical Burn Teams
 - National Pharmacy and Nurse Response Teams
 - American Red Cross and other non-governmental organizations

Education, Training and Exercises

(1)

- Fundamental Requirements to implement HICS
 - Administrative support is imperative
 - The Chief Executive Officer
 - Key senior level administrators
 - An individual with authority and respect within the hospital must be assigned the implementation
 - Implementation of HICS must be viewed as a high priority
 - The importance and value of implementation realized by all staff

Education, Training and Exercises

(2)

- Fundamental requirements to implement HICS
 - Emphasize the importance of emergency planning and exercising to all employees
 - During new employee orientation
 - Annual/recurring training
 - Educate employees on their roles in emergency response and recovery and self/family preparedness

Education, Training and Exercises

(3)

- Fundamental Requirements to implement HICS
 - Training should
 - Meet established national standards
 - Promote the hospital's integration into a community-based response
 - HICS training
 - Will require a cadre of qualified instructors
 - Should be creative
 - Use multiple presentation formats and methods of instruction to maximize interest and participation
 - Provide continuing education units as incentives

Education, Training and Exercises

(4)

- Other emergency management training resources
 - Emergency Management Institute
 - Independent Study Courses
 - ICS 100: Introduction to ICS
 - ICS 200: Basic Incident Command
 - ICS 200 HC: Basic Incident Command for Healthcare Personnel
 - IS 700: NIMS
 - IS 800: NRP
 - Community, state and federal trainings
 - Classroom training
 - Web-based training
 - Independent study

Review: Module 8

Key Points (1)

- A comprehensive and effective Emergency Management Program addresses the four phases of emergency management
 - Mitigation
 - Preparedness
 - Response
 - Recovery

Review: Module 8

Key Points ⁽²⁾

- Key planning elements for the EMP
 - Appointing an Emergency Program Manager
 - Establishing an Emergency Management Committee
 - Conducting a Hazard Vulnerability Analysis
 - Developing an “all-hazards” Emergency Operations Plan and supporting policies and procedures
 - Collaborating and coordinating planning and preparedness with community response partners

Review: Module 8

Key Points ⁽³⁾

- Key planning elements for the EMP
 - Educating administration and employees on the EMP and EOP
 - Conducting trainings and exercises
 - Internal drills, tabletops and seminars for all employees
 - External exercises with community response partners