

Practicing Your Plan

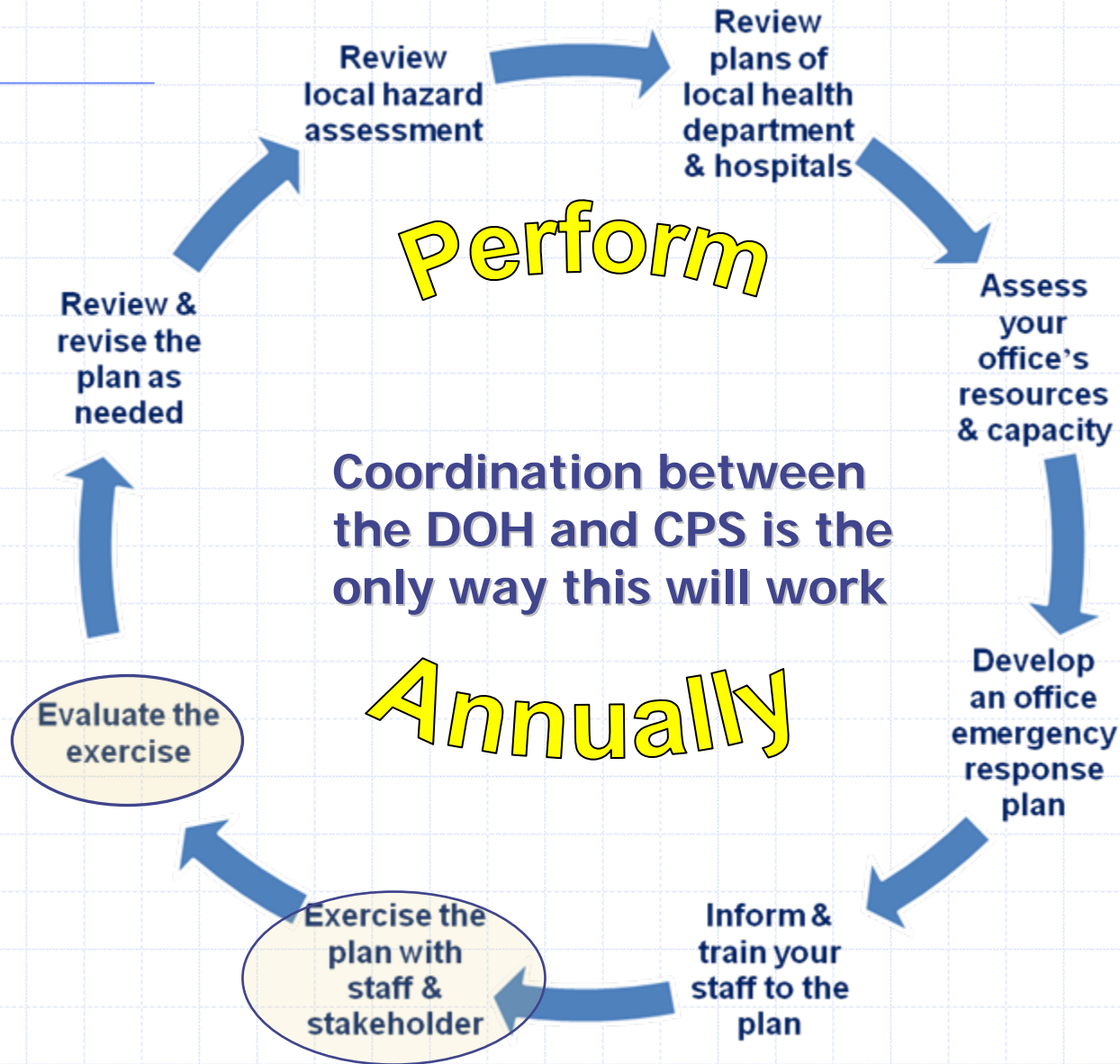
CHCANYS

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The Emergency Planning Cycle



It's a responsibility of leaders and managers to...

- ◆ IMPLEMENT the emergency response plan during drills or actual emergencies within chain of command.
- ◆ DESCRIBE your responsibilities for communicating with employees, patients & families, media, the general public or your own family, and DEMONSTRATE them during training, drills or actual emergencies.
- ◆ EVALUATE the effectiveness of the response in drills or actual emergencies, and IDENTIFY improvements needed.

**Adapted from: EP Response for Hospital Leaders*



Your main questions

- ◆ Has the plan anticipated all key needs?
 - Space
 - Communication equipment
 - Other supplies
 - Have all needed roles been anticipated?
 - Does your plan really match community expectations?
- ◆ Do the staff know what to do, or where to go for direction?

Building Blocks



Workshop or seminar

- ◆ Primarily learning, not testing
- ◆ Focus is individual learner
- ◆ Must be completed for
 - All new staff
 - Any changes in assignment
 - Any changes in plan
- ◆ Can be as short as 15 minutes or as long as a day

Drill

- ◆ Supervised activity to test a component of the plan
 - Transportation drill-moving people from one place to another
 - Communication drill-emergency call and response
- ◆ It's not all or nothing
 - One office
 - One floor
 - One work area
- ◆ Can last from 15 minutes to a full day

Table top exercise

- ◆ Paper and verbal scenarios for leaders or other groups
 - Often done among agency leaders
 - Common approach to teaching and practicing incident command
 - Excellent way to practice decision-making

Functional exercise

- ◆ All units involved with a specific function involved, with attention to coordination and response time
 - Events are delivered through scenario with updates to drive activity
 - Can be announced or unannounced to test participants reaction
 - How well can a given expected function be delivered?

Full-scale field exercise

- ◆ TOPOFF exercises are the biggest health examples
- ◆ Most communities do at least one mass casualty event annually
- ◆ Probably not for a community health center

Planning an exercise

- ◆ Define the Purpose of the Exercise
 - Identify Goals & Measurable Objectives
 - Define the Scope of the Exercise
- ◆ Define the Scale of the Exercise
 - Select the Exercise Scenario
 - Select the Exercise Format
- ◆ Define the Evaluation Method
- ◆ Develop the Exercise Work Plan and Schedule

Examples

- ◆ **Design** risk communication and methods to disseminate public education information on exposure hazards and effective public response.
- ◆ **Practice** clinician behavior associated with transition into emergency closure to all but patients triaged from near-by hospital
- ◆ **Test** a Point of Dispensing (POD) operational model to test your staff's ability to work within a command structure

Design risk communication

- ◆ Define the Purpose of the Exercise
 - Improve leadership comfort with designing new voicemail messages during an emergency
- ◆ Define the Scale of the Exercise
 - Tabletop for center leadership; 1 hour in length
 - Scenario: influenza pandemic scare; Local Health Department (LHD) wants people to stay home on self care & minimize travel
 - Challenge: what will you put on voicemail? How will you get this to most of your patients?
- ◆ Define the Evaluation Method
 - 1 observer with risk communication check list and org chart
 - Participant evaluation form
- ◆ Develop the Exercise Work Plan and Schedule
 - Scheduled event: add 1 hour onto monthly senior leader meeting
 - Handout material, initial presentation, evaluation forms ready day before

Practice clinician behavior

◆ Define the Purpose of the Exercise

- Allow physicians and nurses to develop skill in calling to reschedule patients, move people out of offices quickly

◆ Define the Scale of the Exercise

- One practice site or clinic within center
- Staff from another site to play role of patients
- 1 ½ hour at end of light clinic day; scenario requires each clinician to call 'patients' scheduled for next day appointments

◆ Define the Evaluation Method

- 2 observers to listen to phone calls
- Evaluation form for clinicians and 'patients'

Work Plan & Schedule

◆ Develop the Exercise Work Plan and Schedule

- Scenario with memo from CEO requiring cancellations by clinicians to assess patients and give care via phone if possible
- Realistic dummy schedule of appointments with brief bios for patients and drill phone number
- Space for 'patients' to take phone calls
- Decision about regular time/overtime

Example

◆ Test a POD operational model:

- Introduce staff to POD management and Job Action Sheet (JAS) responsibilities.
- Provide staff with an opportunity to practice the Incident Command System (ICS) & functional staff roles to expeditiously receive and dispense appropriate medications.

Test POD model

- ◆ Define the Purpose of the Exercise
 - Engage all site staff in following POD plan to identify potential challenges
- ◆ Define the Scale of the Exercise
 - Weekend or evening block of 3 hours
 - Scenario will require prophylaxis to staff families and public
 - LHD should provide standard materials
- ◆ Define the Evaluation Method
 - Multiple observers
 - Checklists for all participants
- ◆ Develop the Exercise Work Plan and Schedule
 - Should be developed in tandem with LHD
 - Administration decisions on pay
 - Recruit family and friends to be patients
 - ◆ Provide orientation, space to wait, refreshments
 - All POD equipment should be on hand (not a procurement drill)

Ways to evaluate

	External evaluator	Participant
Objective	Checklist with stated objectives	Post-event checklist
Subjective	Narrative of observations	'Hot wash' comments

Emergency Preparedness Toolkit for Community Health Centers

Intended to help Center Leadership:

- Assess vulnerability.
- Create an emergency plan.
- Train & drill staff.
- Connect with affiliate hospital or local health department.



**Emergency Preparedness Toolkit for
Community Health Centers
& Community Practice Sites**



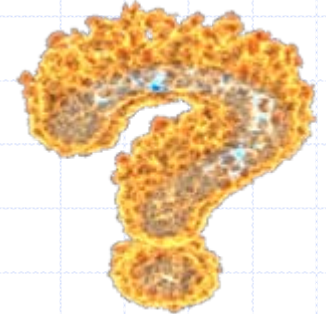
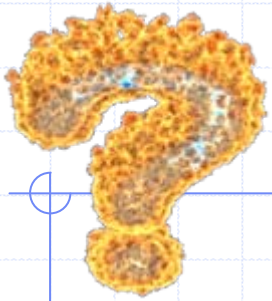
**CENTER FOR
HEALTH POLICY
COLUMBIA UNIVERSITY
SCHOOL OF NURSING**

**A How-To Guide for:
Connecting with the Local Health Department or Hospital
Creating an Emergency Response Plan
Training Your Staff
Exercising with Local Partners**

July 2007

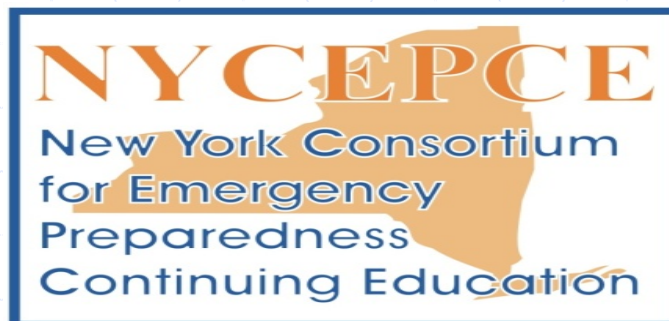
Evaluating Where You Are, Where You Need to Be

- ❑ Review local hazard assessment.
- ❑ Partner with LHDs, hospitals, Offices of Emergency Management (OEM).
- ❑ Review their emergency plans.
- ❑ Assess your resources.
- ❑ Decide what role your Community Practice Sites will take during an emergency.
 - ❑ Train all staff (use JAS)
 - ❑ Practice/exercise
 - ❑ Evaluate (After Action Report)
 - ❑ Revise
 - ❑ Train all staff...



Thank You!

Check out our online courses at
www.nycepce.org



Emergency Preparedness for Community
Health Center Leaders