

**Certified Hospital
Emergency Coordinator (CHEC)
Training Program**

The Emergency Operations Plan



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Objectives

Upon lesson completion, you should be able to:

- ◆ Understand the development of the EOP
- ◆ Review the key components of the Emergency Operations Plan (EOP)
- ◆ Name important EOP evaluation activities, including exercises and after action reporting
- ◆ Understand what an Emergency Operations Plan (EOP) is and recognize its benefits and importance

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Objectives, continued

- ◆ Understand the use of the Integrated Incident Management System (IIMS) tool
- ◆ Identify appropriate exercise types
- ◆ Identify components of IIMS
- ◆ Discuss the role of mutual aid agreements and memoranda of understanding

What is an Emergency Operations Plan? EOP Overview

- ◆ An EOP is the critical element of the Hospital Emergency Management Program (HEMP)
 - Based on a well-considered HVA
 - Is required by TJC, DNV and is now required under the recently revised CMS Conditions of Participation

EOP Overview, continued

- ◆ An EOP is a living document that:
 - Assigns responsibilities to departments and individuals for carrying out specific actions when an emergency exceeds the capability or routine responsibility of any one organization, facility, agency, or institution

EOP Overview, continued

- ◆ An EOP also:
 - Sets up lines of authority and organizational relationships
 - Shows how all actions will be coordinated
 - Describes how people and property will be protected in emergencies and disasters

EOP Overview, continued

- ◆ Additionally, an EOP...
 - Identifies personnel, equipment, facilities, supplies, and other resources available:
 - ◆ Within the hospital and
 - ◆ Among community partners

EOP Overview, continued

- ◆ An EOP also:
 - Identifies steps for mitigation during planning, response, and recovery activities
 - Cites its regulatory basis and institutional approval

Benefits of Having an EOP?

- ◆ An EOP supports organizational operations and continuation of care while protecting the organization's staff and facilities by:
 - Ensuring a set period of predictable behavior following an emergency
 - Providing specific guidelines
 - Establishing a team of people to manage the situation
 - Arranging for expert consultation and support

EOP Creation and Maintenance

- ◆ An EOP is developed with the involvement of the hospital's leaders and community partners
- ◆ The partners should serve on a Hospital Emergency Management Committee (HEMC) which develops the overarching Hospital Emergency Management Program (HEMP)

What's in an Emergency Operations Plan? EOP elements and prerequisites

The EOP should:

- ◆ Outline the organization's strategy for responding to, and recovering from, any hazard or incident
- ◆ Focus on providing overall direction, control, and coordination structure and processes to be used by the facility



EOP Elements

- ◆ An EOP must address all of the following:
 - Administration and Planning
 - Logistics and Finance
 - Business Operations
 - Equipment and Utilities Operations
 - Safety and Security Operations
 - Health and Medical Operations

The Basic Plan: Key Components/Sections

- Statement of Purpose
- Situations and Assumptions
- Organization and Assignment of Responsibilities
- Administration and Logistics
- Plan Development and Maintenance
- Authorities and References
- Definition of Terms
- Annexes and Appendices
- Conducting exercises
- Hazard Vulnerability Analysis (HVA)

Key Components/Sections: Statement of Purpose

- ◆ Describes the purpose simply and understandably to all readers
- ◆ It should convey that an EOP is meant to:
 - Provide for the effective and efficient management of disasters
 - Yield acceptable assistance and protection of life and property

Key Components/Sections: Situations and Assumptions

- ◆ Describes the types of disasters and emergency situations which may occur
- ◆ Based on the Hazard Vulnerability Analysis (HVA)

Key Components/Sections:
Organization & Assignment of Responsibilities

- ◆ Defines roles of officials in the emergency management structure
- ◆ Describes roles, relationships, and interactions and assignments of staff
- ◆ Creates lines of authority between various departments
- ◆ Allows for expansion of duties based on need
 - Alternate roles for staff during emergencies

To the extent possible, personnel should work with the supervisor and associates they work with regularly

Key Components/Sections:
Administration and Logistics

- ◆ Addresses resource management and support requirements:
 - Decontamination
 - Alternate sources of utilities
 - Backup methods of communication
 - Staff identification
 - Relocation, evacuation, and alternate care sites
 - Management of patient care activity
 - Notification of staff, patients, families, and external partners and authorities

Key Components/Sections:
Plan Development and Maintenance

- ◆ Establishes provisions for review, modification, acceptance, and approval of the plan
- ◆ Processes for implementation
- ◆ Community emergency planning, working with external partners
- ◆ Continual reassessment and incorporation of lessons learned

**Key Components/Sections:
Authorities and References**

- ◆ Cites the authorities and references providing the basis for the EOP, including:
 - Statutes, executive orders, regulations, and formal agreements
 - General planning guidance/source materials, such as plans from other agencies and hospitals

**Key Components/Sections:
Definition of Terms**

- ◆ Defines lesser used or poorly understood terms as well as all acronyms used in the plan

Class exercise: List some terms and acronyms which should be included in this section of the plan. Be mindful of the alphabet soup with which emergency managers communicate. If the people who make and serve the chicken soup can't understand those terms, they must be defined!

**Key Components/Sections:
Annexes to the Basic Plan**

- ◆ Describe operations for particular functions
- ◆ An Annex is action oriented
 - It is written for, and preferably by, the person responsible for controlling resources during disaster or emergency response

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Key Components/Sections:

Procedures and Other Attachments

- ◆ Procedures and operational information to support and provide direction to disaster response personnel
- ◆ Attachments may include:
 - Checklists, charts, and maps
 - Standard operating procedures
 - Catalogues of resources
 - Call up lists
 - Contact lists

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Key Components/Sections:

Conducting Exercises and Training

- ◆ All staff must be educated on the contents of the EOP, when and for what it is used, and what roles they will play when the plan is deployed
- ◆ Exercises of the plan are required, as is staff participation
 - TJC standards dictate the number of exercises required annually (with stipulations)
 - After action reports (AARs) are essential to quality improvement of the EOP

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Homeland Security Exercise Evaluation Program (HSEEP) Exercises

	Types	Conduct
Discussion-Based Exercise	<ul style="list-style-type: none"> ◆ Seminars ◆ Workshops ◆ Tabletop ◆ Games 	<ul style="list-style-type: none"> ◆ Setup ◆ Presentation ◆ Facilitated discussion ◆ Moderated discussion ◆ Wrap-up activities
Operations-Based Exercise	<ul style="list-style-type: none"> ◆ Drills ◆ Functional ◆ Full-Scale 	<ul style="list-style-type: none"> ◆ Setup ◆ Exercise participants ◆ Briefings ◆ Exercise play ◆ Wrap-up activities

Types of Exercises: Discussion Based

- ◆ Can be used to familiarize participants with current plans, policies, agreements, and procedures; for example:
 - **Seminars-** are informal discussions, designed to orient participants to new/updated plans, policies, or procedures
 - **Workshops-** resemble seminars, but are employed to **build specific products**, such as a draft

Types of Exercises: Discussion Based

- **Tabletops-** involve key personnel discussing **simulated scenarios** in an informal setting
- **Games-** are simulations of operations that often involve 2 or more teams, usually in a competition, using rules, data, and procedures designed to represent an actual situation

Types of Exercises: Operations Based

- ◆ Can be used to validate plans, policies, agreements, and procedures, to clarify roles and responsibilities and to identify resource gaps in an operational environment; for example:
 - **Drills-** are coordinated, supervised activities usually employed to **test a single, specific operation or function** within a single entity

Types of Exercises: Operations Based

- **Functional-** examines and/or validates the coordination, command, and control between various multi-agency coordination centers (e.g., EOC). A functional exercise **does not** involve "deployment of assets"
- **Full-Scale-** a multi-agency, multi-jurisdictional, multi-discipline exercise involving functional and actual "deployment of assets" response

After Action Reports (AARs)

- ◆ AARs are reports of information gathered during (and critiques made after) drills, exercises, and actual responses
- ◆ AARs are the basis of lessons learned and should be used to revise plans as a method of continuous quality improvement



After Action Report Production

- ◆ A 4 step process to prepare the AAR is as follows:
 - 1) Compile the results, and sort the information
 - 2) Review and analyze the information
 - 3) Prepare AAR drafts, and distribute for review and approval
 - 4) Compile final after action report, and forward

Improvement Plan (IP)

- ◆ IPs should be developed after completion of the AAR and should reflect lessons learned
- ◆ For each of the principal recommendations, the IP should include:
 - A plan of action for implementing improvements
 - Associated costs and budgetary requirements or restrictions
 - Timetable for completion
 - Follow-up responsibility

Class Exercise

- ◆ Discuss template AAR forms that you use or would like to use
- ◆ Discuss any commercially available products that integrate AAR and IP documentation

Bottom Line: Characteristics of a Quality EOP

- ◆ Includes course of action to be taken during emergency response to ensure the health and safety of staff and patients throughout
- ◆ Based on valid facts or reasonable assumptions
- ◆ Coordinates with necessary agencies and external partners

**Bottom Line:
Characteristics of a Quality EOP**

- ◆ Defines a clear organizational structure, including relationships, roles, and responsibilities
- ◆ Is written in simple language
- ◆ Contains elements that coordinate and fit well together
- ◆ Provides a mechanism for continuous evaluation and improvement

**Integrated Incident Management System
(IIMS)**

- ◆ Following the events of September 11, 2001, the Department of Justice (DOJ), National Institute of Justice (NIJ)/Office of Science and Technology (OS&T) conducted an evaluation of what is now known industry-wide as...

**Integrated Incident Management System
or
IIMS**

Criteria for IIMS

- ◆ Affordable
- ◆ User-friendly
- ◆ Easy to maintain
- ◆ adaptable to conditions and policies agencies
- ◆ Allow for remote access
- ◆ Comply with the provisions and standards for ICS
- ◆ Comply with the provisions of ESFs

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Criteria for IIMS, continued

- ◆ Integrate with other systems (mapping, other IIMS, and telephonic alert notification systems)
- ◆ Integrate public health into emergency management
- ◆ Operate within a variety of network configurations
- ◆ Have a wide range of features
- ◆ Offer help desk support 24/7

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Discussion

Who has used one of these systems in either an emergency or an exercise?

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We're all in this together...

- ◆ ...When you can't do it alone:
 - Mutual Aid Agreements
 - Memoranda of Understanding

Mutual Aid Agreements

- ◆ Mutual aid is an agreement among emergency responders to lend assistance across jurisdictional boundaries, by furnishing personnel and equipment
 - This may occur due to an emergency that exceeds local resources, such as a disaster or a multiple-alarm fire, it may be ad hoc, requested only when such an emergency occurs
 - It may also be a formal standing agreement for cooperative emergency management on a continuing basis
- ◆ May also be verbal
- ◆ Are typically legally binding, but it depends on the nature of the agreement

Mutual Aid Agreements, continued

- ◆ FEMA, through the Stafford Act, reimburses mutual aid agreement costs associated with emergency assistance provided all of the following are met:
 - 1. The assistance requested by the applicant is directly related to the disaster and is eligible for FEMA assistance.
 - 2. The mutual aid agreement is in written form and signed by authorized officials of the agreeing parties prior to the disaster.

Mutual Aid Agreements, continued

- 3. The agreement applies uniformly in emergency situations. The agreement must not be contingent upon a declaration of a major disaster or emergency by the Federal government or on receiving Federal funds.
- 4. The providing entity may not request or receive grant funds directly. Only the eligible applicant receiving the aid may request grant assistance.
- 5. Upon request, the applicant must be able to provide FEMA with documentation that the services were requested.

Mutual Aid Agreements, continued

- 6. Criterion 4 indicates that hospitals that have incurred costs through assisting other hospitals can retrieve those costs through obtaining monies disbursed to the hospital receiving the aid
- 7. More information on the perspective of FEMA toward mutual aid agreements is located at the FEMA website: www.fema.gov

Memoranda of Understanding (MOU)

◆ Definition:

- Document that expresses mutual accord on an issue between two or more parties, indicating an intended common line of action, rather than a legal commitment.
 - ◆ MOUs are generally recognized as binding, even if no legal claim could be based on the rights and obligations laid down in them

MOU, continued

- ◆ To be legally operative, a MOU must:
 - identify the contracting parties,
 - spell out the subject matter of the agreement and its objectives,
 - summarize the essential terms of the agreement, and,
 - must be signed by the contracting parties

Consider Your EOP

- ❑ What changes need to be made to your EOP?
- ❑ What kind of training and exercise need to be done at your facility?
- ❑ How can you improve on your current plan?
- ❑ Do you have sufficient mutual aid partners and MOUs?



The Emergency Operations Plan

Questions?
