

Planning for Resiliency

Primary Reference

- *Emergency Management Principles and Practices for Healthcare Systems*, The Institute for Crisis, Disaster and Risk Management (ICDRM) at the George Washington University (GWU) for the Veterans Health Administration, Department of Veterans Affairs (VA), Washington, DC, June, 2006. Available at www.va.gov/emshg

Lesson Objectives

- Explain the relationship between the HVA and organizational resiliency.
- Describe mitigation planning as it applies to health care facilities.
- Provide several examples of preparedness planning that supports resiliency.

Overall Priorities and Goals

- Priorities:
 - #1: Life Saving
 - #2: Incident Stabilization
 - #3: Property Preservation
- Goals:
 - Continuity of patient care operations
 - Safety of patients, visitors and staff
 - Support to the community and the Nation
 - Preservation of the environment, and
 - Protection of vital records and property.

Medical Services that Need to be Maintained

- Inpatient and outpatient dialysis.
- Urgent and emergent cardiac evaluations.
- Inpatient care for the severely infected.
- Trauma resuscitation and care.
- Clinic and office visits as follow-up to recent hospital discharge.
- Access to and/or distribution of pharmaceuticals.

Efforts to Achieve Resiliency

- Analysis of critical operations.
- Hazards Vulnerability Analysis (HVA).
- Mitigation programs.
- Continuity planning.
- Recovery planning.
- Resource management.
- Personal and family preparedness.

Hazards Vulnerability Analysis

- Is focused on the hazards and their impacts.
- Serves as the needs assessment for the CEM program, providing direction for mitigation, preparedness, response and recovery planning.
- An educational process for the emergency management committee.
- Focuses on hazard impact on the health care facility, as well as patients and staff in the community.

Mitigation

- Mitigation activities to those that reduce or eliminate the impacts from hazards.
- Beyond the scope of most hazard surveillance activities required by occupational safety and health regulations.
- Two types:
 - Structural – efforts to retrofit or reinforce structures
 - Non-structural – efforts to safeguard the contents of structures

Mitigation Planning

- Also based on the analysis of critical operations and the HVA, identify gaps in current safety or maintenance programs.
- Identifies interim and long-term goals and lists various strategies for structural and nonstructural mitigation to eliminate or reduce the threat(s) or their impacts.

Key Term 1

- ***Continuity Planning*** – an internal effort within an organization to assure that mission-critical business and service functions are resistant to disruption from the broad range of natural, technological, and intentional (including terrorism) hazards.

Key Term 2

- ***Continuity of Operations (COOP) Planning*** – the collective activities of individual departments and agencies and their sub-components to ensure that their essential functions are performed. In terms of FPC 65, “COOP” refers primarily to continuity of government services and is differentiated here from “continuity planning” which may be more comprehensive.

Key Term 3

- ***Business Continuity Program*** – an on-going process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity of services through personnel training, plan testing and maintenance.

Recovery Planning

- Based on the analysis of critical operations, the Hazards Vulnerability Analysis (HVA), and the gaps identified in current safety or maintenance programs.
- Develop priorities, processes and timeframes for restoration of critical systems.
- Identify alternative sources of critical resources.

Resource Management

- The recovery planning process includes the identification of critical operations, resources and restoration priorities.
- Those restoration priorities drive resource management strategies – where can you get what you need to restore service 24/7?
- What can't you reliably borrow and/or improvise with?

Cooperative Planning

- JCAHO requires health care organizations in a community to share information about resources and assets that could potentially be shared during an emergency.
- Historically, local and State emergency management agencies have devoted a lot of attention to resource identification and inventories.

Inventory Critical Resources & Develop Agreements

***Who can help
and respond ?***

**Resource Types:
HUMAN
PHYSICAL
INFORMATIONAL**

Networks

Private Sector

City

Federal Agencies

Volunteer

The key to rapid recovery.

Agreements should clarify:
“Meet and Greet”
Know Your Neighbors
Train With Them
Terms for Use/Maintenance
Create an Inventory System
How To Request

Personal/Family Preparedness

- Get informed: learning about hazards and personal family vulnerabilities.
- Make a plan: a set of actions and supporting information for emergency situations, plus guidance for practicing the plan.
- Assemble a kit: develop a cache of emergency supplies for the home, vehicle and other family sites.
- Maintain your plan and kit.

Discussion Question:

- *What steps does your organization take in ensuring continuity of patient care operations?*

Questions?