

Program Management

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/emshq

Lesson Objectives

- Describe the purpose and composition of an emergency management committee.
- Explain the role of the emergency program manager.
- Identify the components of a strategic administrative plan.
- Discuss various managerial strategies that are used in emergency management program development.

Emergency Management Committee Purpose

- Define the role of the organization in the community-wide emergency management program.
- Responsible for the emergency management program.
- Review, approve, staff, budget and track corrective actions.
- Ensure that all employees have received appropriate training.

Emergency Management Committee

- Sub-committee of the Environment of Care Committee.
- Chaired by an Associate Director.
- Membership to include all relevant key operating units/departments.
- Emergency Management/Preparedness Coordinator is the action officer.
- Task groups established to accomplish various work products.

EM Coordinator's Task

The EM program manager's task is to use a variety of resources, techniques and skills to create a team of entities who work through a process of steps that reduces the probability and impact of extreme events – and should a disaster occur, brings about a quick restoration of routines.

Dealing with Resistance

Apathy by the General Public

- Lack of awareness
- Under-estimation of risk
- Over-reliance on technology
- Fatalism/denial

Organizational Apathy

- Opposing special interest groups
- Lack of an organized constituency
- Defeatism
- “Higher priorities”
- Difficulty substantiating the benefits
- Over-estimation of capability
- Inter-governmental paradox
- Ambiguity of responsibility

Types of Planning in Emergency Management Programs

- **Strategic administrative planning**
- Mitigation planning
- Preparedness planning
 - Emergency Operations Planning
- Incident Action Planning (Response planning)
- Recovery planning

Strategic Admin. Planning

- Laws & authorities
- Policy & mission statement(s)
- Program Coordinator & Emergency Management Committee responsibilities
- Goals, objectives, strategies & budget

*The “strategic plan” for the EM Program,
developed by the EM Committee and
approved by the CEO*

Why are Goals Important?

- Disasters don't happen everyday!
- Establish direction
- Help to maintain long-run involvement of resource providers
- Enhance performance

Objectives & Strategies

- Objectives:
 - Break the goal into its parts
 - Clarify what is being sought
 - Allow measurement of progress
- Strategies are the means to accomplish the desired results

***Developing and sharing task strategies
is a critical part of organizational,
program and professional development***

Characteristics of Effective EM Programs

- Roles of officials defined.
- Areas of responsibility and lines of command are clear.
- Good interpersonal relationships.
- Planning is conducted on an on-going basis.
- All hazard approach.
- Motivation provided for involvement.

Strategies for Success

- Meet and greet operating unit managers.
- Research the facility and community.
- Establish personal credibility and commitment.
- Use past experience.
- Engage in consensus-building activities.
- Seek to coordinate, not control.

Building Support with the Committee

- Conduct regular, brief and informative updates.
- Create opportunities for external linkage.
- Ability to show benefits of participation and investments.
- Have more disasters?

Discussion Question:

- *What are some strategies you have used to secure funding for priorities in the emergency management program?*

Questions?