

### Crisis! Disaster Preparation and Incident Command

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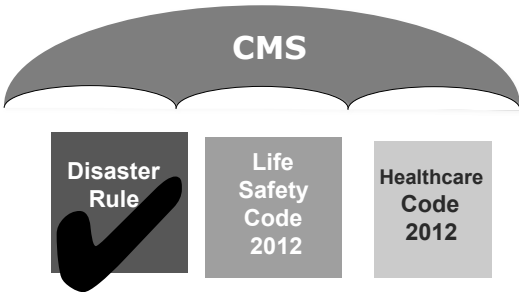
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### Long Term Care Challenge

- SNFs serve the medically fragile, who may be more severely impacted by disasters
- Outdated plans with no annual review of protocols and practices
- NH no typically included in community preparedness coalitions
- Sheltering-in-place concept not well understood
- Evacuations are based upon nature of threat, impact of threat, and acuity of residents
- Lacking systems to track residents, meds, belongings
- Limited security management plan in place

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### All –Hazards Defined....

- Homeland Security Presidential Directive defines....
  - all-hazards preparedness as “being ready for domestic terrorist attacks, major disasters, and other emergencies.”
- SNF’s plan addressing a wide variety of disasters through the implementation of a unified approach and Incident Command




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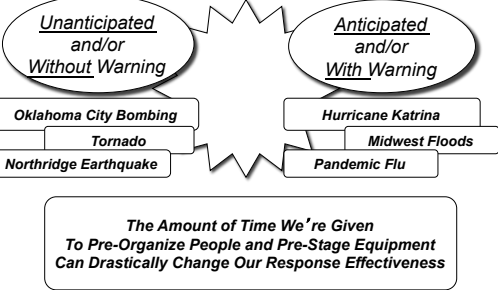
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### Emergencies Present In 2 Ways...




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### Highlights of CMS Disaster Rule

1. There are four core elements integral to a healthcare facility’s emergency preparedness program:
  - Risk assessment/planning
  - Policies and procedures
  - Communication plan
  - Training/testing
2. Use an "all-hazards" approach in their emergency preparedness. This means providers would have to adopt an approach that covers a "broad range of related emergencies."

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### Highlights

- 3. Determine alternate cites for evacuation
- 4. Maintenance food and water
  - Energy management
  - Sewage and waste management
  - Resident tracking throughout disaster
- 5. Communications
  - Identify names and contact information for all pertinent employees, physicians, others hospitals and volunteers.
  - Method for sharing information and medical data
- 6. Annual review of plan

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### Disaster Cycle

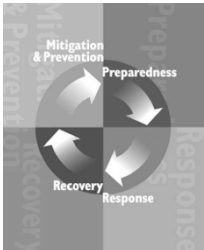
Mitigation - Minimizing the effects of disaster. Examples: building/LSC: risk/vulnerability analyses

Preparedness - Planning how to respond.

Examples: preparedness plans; emergency exercises/training; warning systems

Response - Efforts to minimize the hazards; Examples: search and rescue; emergency relief

Recovery - Returning the community to normal; providing care, rebuilding, return to normal or better




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### CMS: Development Emergency Plan

- Complete an internal review of the emergency plan on an annual basis to ensure the plan reflects the most accurate and up-to- date information. Review is necessary:
  - Regulatory changes
  - New hazards are identified or existing hazards change
  - After tests, drills, or exercises when problems have been identified
    - After actual disasters/emergency responses
  - Copies of any state and local emergency planning regulations or requirements
  - Facility personnel names and contact information
  - Contact information of local and state emergency managers
  - Building construction and Life Safety systems information

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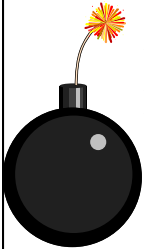
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### Hazard Threat Vulnerability Assessment (HTVA)



- The purpose is a prioritization process that will result in a risk assessment for “all hazards”
- HTVA examine ways to avoid, address and reduce
- Prioritize
- Develop a plan for all potential disasters
  - Climate
  - Topography
  - Relative location to various threats
  - Building Structure
  - Hazardous Materials
  - Life Safety Code

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### HVA – Natural Events

HAZARD AND VULNERABILITY ASSESSMENT TOOL  
NATURALLY OCCURRING EVENTS

EVENT	PROBABILITY <i>Estimated frequency and return period</i>	HUMAN IMPACT <i>Probability of death or injury</i>	SEVERITY – (MAGNITUDE, BRITANNIA)				INTERNAL RESPONSE <i>Preparedness, Planning, Effectiveness, Response</i>	EXTERNAL RESPONSE <i>Emergency Mutual Aid, Self Aid</i>	RISK <i>Relative Risk*</i>
			PROPERTY IMPACT <i>Physical damage and destruction</i>	ENVIRONMENTAL IMPACT <i>Disruption of services</i>	PREPAREDNESS <i>Planning</i>	INTERNAL RESPONSE <i>Effectiveness, Response</i>			
SCORE	<i>0-5</i>	<i>0-5</i>	<i>0-5</i>	<i>0-5</i>	<i>0-5</i>	<i>0-5</i>	<i>0-5</i>	<i>0-2500</i>	
Hurricane	0	0	0	0	3	3	3	800	
Tornado	1	1	1	1	2	2	3	1800	
Severe Storm	3	1	1	2	1	2	2	5600	
Thunderstorm	3	1	1	2	1	1	2	4400	
Snow Fall	1	1	1	2	2	2	3	2800	
Hazard	2	1	1	3	1	2	2	3200	
Ice Storm	3	1	2	3	1	1	1	5600	
Earthquake	0	0	0	0	3	3	3	800	
Tsunami	3	1	1	1	1	2	0	3200	
Extreme Cold	0	0	0	0	3	3	3	800	
Flood, External	3	1	2	3	1	1	2	5600	
Wild Fire	2	2	2	3	1	1	2	6800	
Landslide	2	1	1	2	1	1	1	2800	
Dam Foundation	1	1	1	1	2	2	2	1200	
Volcano	3	2	2	3	1	1	1	5600	
Epidemic	3	1	2	2	2	2	1	5600	
<b>AVERAGE SCORE</b>	<b>1.94</b>	<b>0.94</b>	<b>1.13</b>	<b>1.75</b>	<b>1.63</b>	<b>1.81</b>	<b>1.94</b>	<b>3300</b>	

\*Risk increases with percentage

RISK = PROBABILITY \* SEVERITY  
0.33    0.65    0.51

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- Shelter-in-Place Plan
- Collaboration
  - Local EMA
  - Healthcare Coalitions
- Evacuation Planning
- Transportation/  
Vendor Plans
- Resident Tracking
- Recovery




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### Conduct Staff Education and Exercises

- All staff must be trained on potential roles in competency-based emergency management.
- All should be familiar with EOP, location of procedures, activation processes, etc.)
- Those expected to perform NHICS functions must be trained in system



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The Incident Command System is the way community entities respond to an emergencies. Having an established NHICS structure will ensure that we not only integrate with first responders, but maintain our autonomy during an incident.



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### NHICS Functions

- Identified Command structure
- Management by objectives
  - Command (Leader)
  - Operations (Doers)
  - Planning (Planners)
  - Logistics (Getters)
  - Finance/Administration (Money)
- Common terminology
- Resource management
- Integrated communications



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### What is meant by an "incident" in the Incident Command System?

... an occurrence, either caused by human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.




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### What is an Incident Command System (NHICS)?

- Provides framework to:
  - Identify and assess the problem
  - Develop plan to deal with the problem
  - Implement the plan
  - Procure and pay for necessary resources
- A structured system for controlling:
  - Personnel
  - Facilities
  - Equipment
  - Communications




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### Nursing Home Incident Command System (NHICS) ...

- Common Terminology
- Modular Organization
- Management by Objectives
- Reliance on an Incident Action Plan (IAP)
- Chain of command & unity of command
- Unified Command
- Manageable span of control
- Pre-designated incident locations & facilities
- Resource Management
- Information & Intelligence Management
- Integrated Communications
- Transfer of Command
- Accountability
- Mobilization

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### IMS Feature: Common Terminology

- *Common terminology* must be used!
- Plain English (not codes)
- Ensures *efficient, clear communication*
- Position titles, not person (e.g.: operations chief, not 'nursing supervisor') – titles are a *common standard for all users*
- Resource typing – 'tanker'
- Facility terminology – ex. 'command post' 'command center'
- LIMIT what you say to essential info

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### Position Cross Walk

NHICS POSITION	NH POSITION
Incident Commander	Administrator
Medical/Tech Specialist	Medical Director
Public Information Officer	Media relations/Administrator
Liaison Officer	Director of Nursing
Safety Officer	Maintenance
Operations Section Chief	Director of Nursing
Staging Area Manager	Director of Dietary Services
Medical Care Branch Director	Director of Staff Development
Infrastructure Branch Director	Maintenance
Documentation Unit Leader	Director Medical Records

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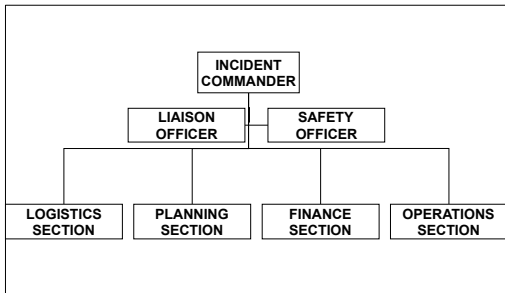
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### Basic NHICS Structure




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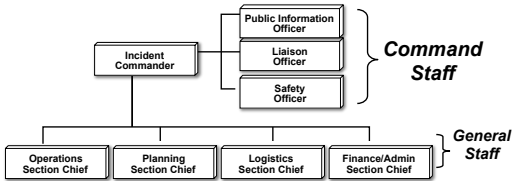
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### Incident Commander

- The Incident Commander performs all major NHICS command and staff responsibilities unless delegated and assigned.




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### Incident Commander

- **Only position always staffed**
- **Ensures safe work practices**
- Provides overall leadership for incident response
- Initial IC holds post *until they delegate the post to another qualified/more qualified person*
- Demonstrates initiative by taking action
  - Motivates responders
  - Communicates by providing specific instructions and asking for feedback
  - Supervises the scene of the action
  - Delegates authority to others
- Understands and accepts the need to be flexible, modify plans
- Approves Incident Action Plan and evaluates its effectiveness

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### Delegation of Authority

- An Incident Commander's scope of authority is derived:

- From existing responsibilities or agreements
- *Through a delegation of authority from the agency administrator*
- Grants authority to carry out specific functions and provides overall objectives / guidance
- *Allows the Incident Commander to assume command.*
- Does NOT relieve the granting authority of the ultimate responsibility for the incident.
- Delegation of authority comes from the governing board of your agency



NH Administrator



Incident Commander

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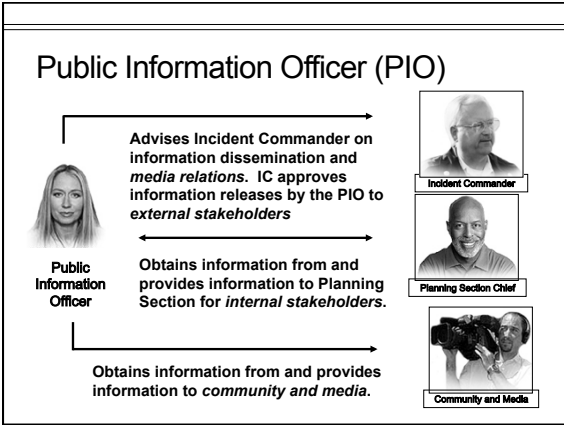
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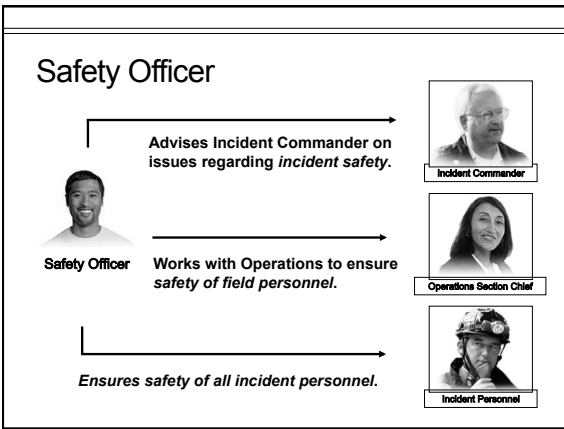
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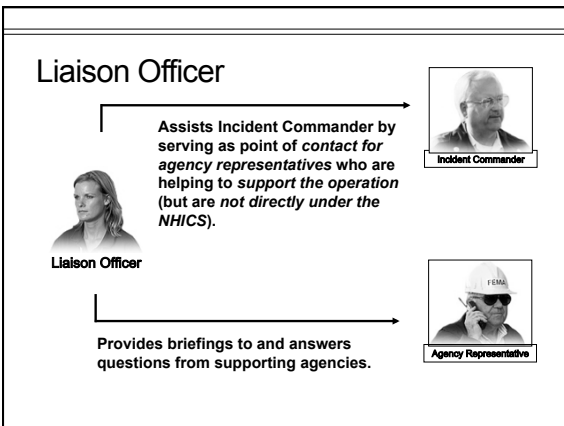
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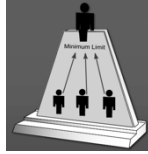
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### Incident Command System *Span of Control*

- *Relates to the supervisory structure of the organization and pertains to the number of individuals or resources one incident supervisor can effectively manage*
- *1-5 is the recommended ratio*
- *Organizing resources into Sections, Branches, Groups, Divisions, Units or Teams when the supervisory ratio will exceed 7 or demobilizing when the supervisory ratio falls below 3.*



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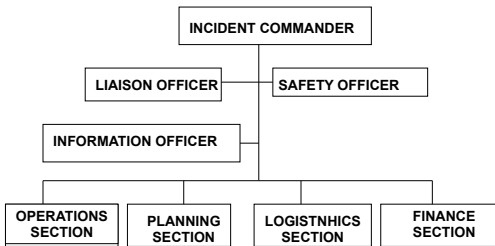
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### Basic NHICS Structure Organization



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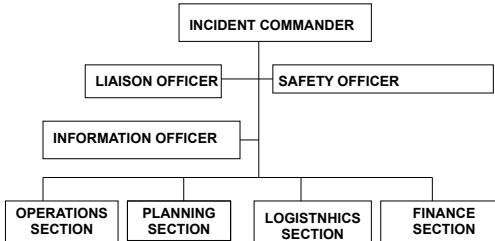
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### Basic NHICS Structure – Modular Organization



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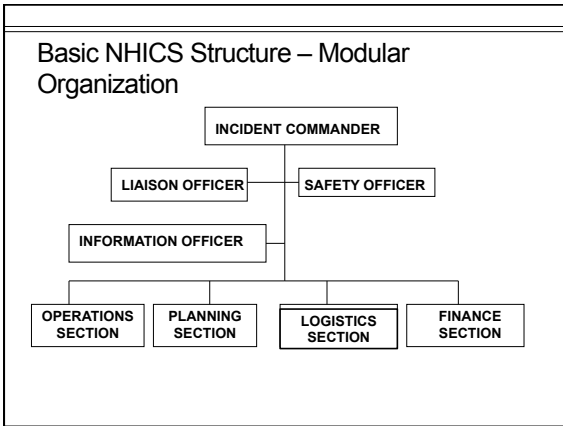
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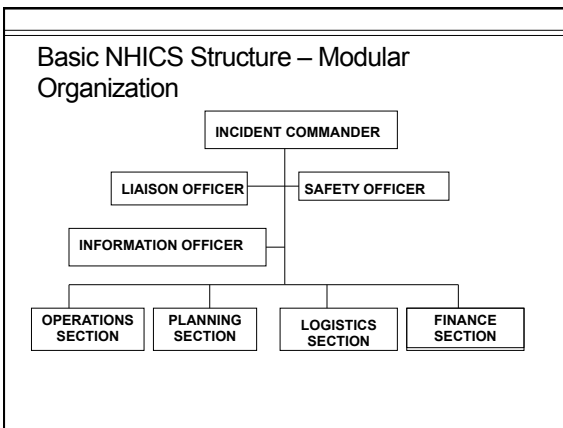
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IMS Feature:  
Incident Action Planning (IAP)

- Reflects the *overall strategy for managing an incident* within a prescribed timeframe – the **operational period** (e.g.: 7am-7pm)
- IAP is primary source of *objectives for action*
- IAP often includes list of resources and assignments
- IAP may initially be verbal, but should become written soon in the process
- Monitors response to adjust for next period
- Documents results

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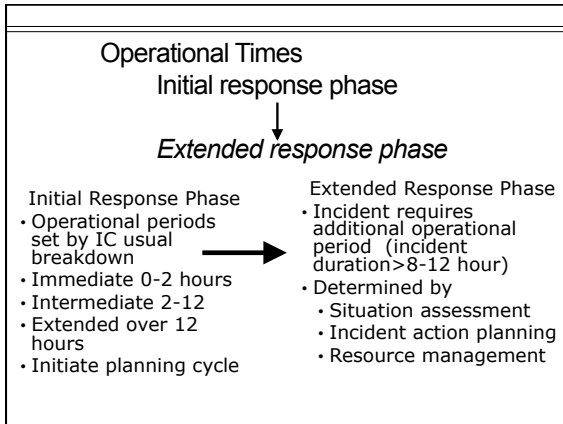
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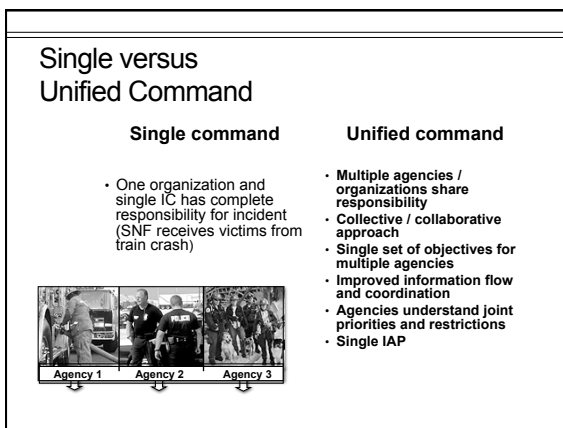
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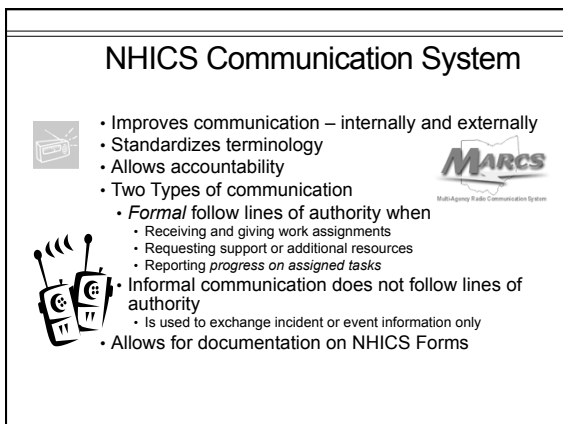
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### NHICS IAP Forms

- 20 forms developed but only use the forms you need
- Consistent with forms used by healthcare, fire/EMS/law and emergency management
- Used throughout the activation, mitigation, response and recovery
  - Clear documentation of times, actions, responsibilities aids in after action learning, quality improvement, financial recovery

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### Job Action Sheets (JAS)



1. Title
2. Purpose
3. To whom they report
4. Critical action considerations
5. Forms required by the job
6. Broken into operational periods
  - Immediate 0-2 hours
  - Intermediate, 2-12 hours
  - Extended, >12h

JAS "prompts" the team member to take needed actions related to their roles and responsibilities

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### What's Your Plan?



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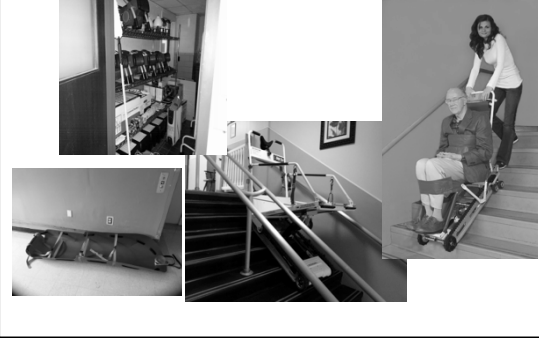
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### What Equipment Do You Have?



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### Train and Prepare

- Start now!!
- Be realistic about your preparations
- Write it down
- Ensure everyone knows it
- Communication is key



**NHICS Forms and manual**  
**OHCA Website under disaster preparedness**



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### All Hazards means ALL Hazards!



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