



Georgia Department of Public Health

The Emergency Operations Plan

Presentation to:

***Advanced Healthcare Emergency
Management Course***



We Protect Lives.



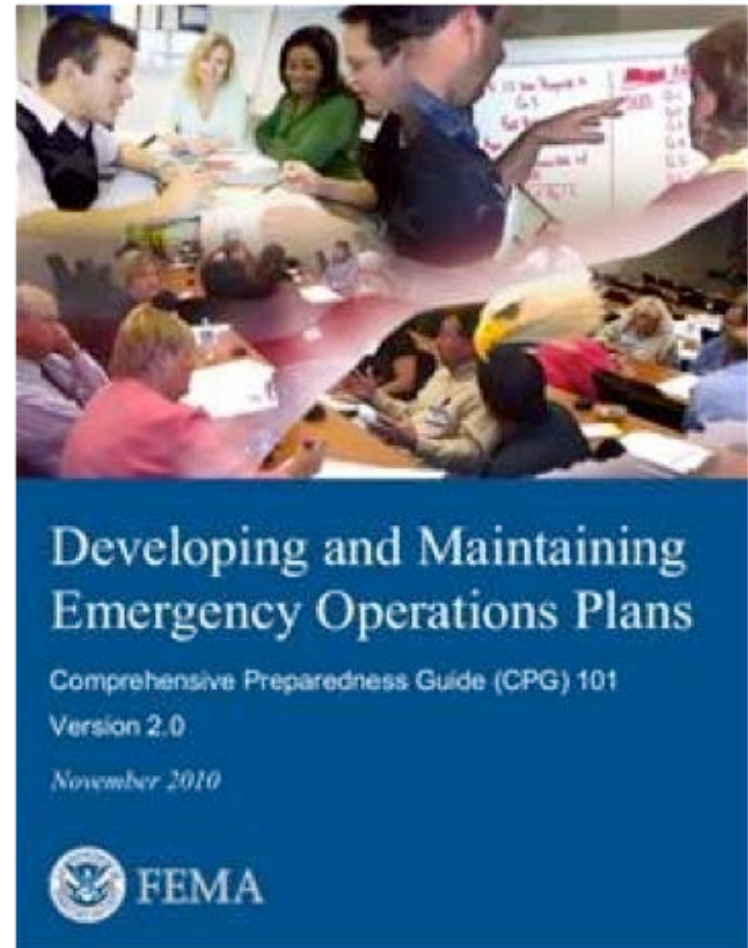
Objectives

Upon lesson completion, you should be able to:

- Review key components of the EOP
- Name important EOP evaluation activities, including exercises and after-action reporting
- Identify characteristics of quality EOPs
- Discuss the role of mutual aid agreements and memoranda of understanding

Purpose of Emergency Planning

- To maximally prepare a facility or organization to sustain operations while maintaining the safety of both the staff, patients, and facilities during an incident
- Comprehensive Planning Guide 101
<http://www.fema.gov/library/viewRecord.do?=&id=5697>

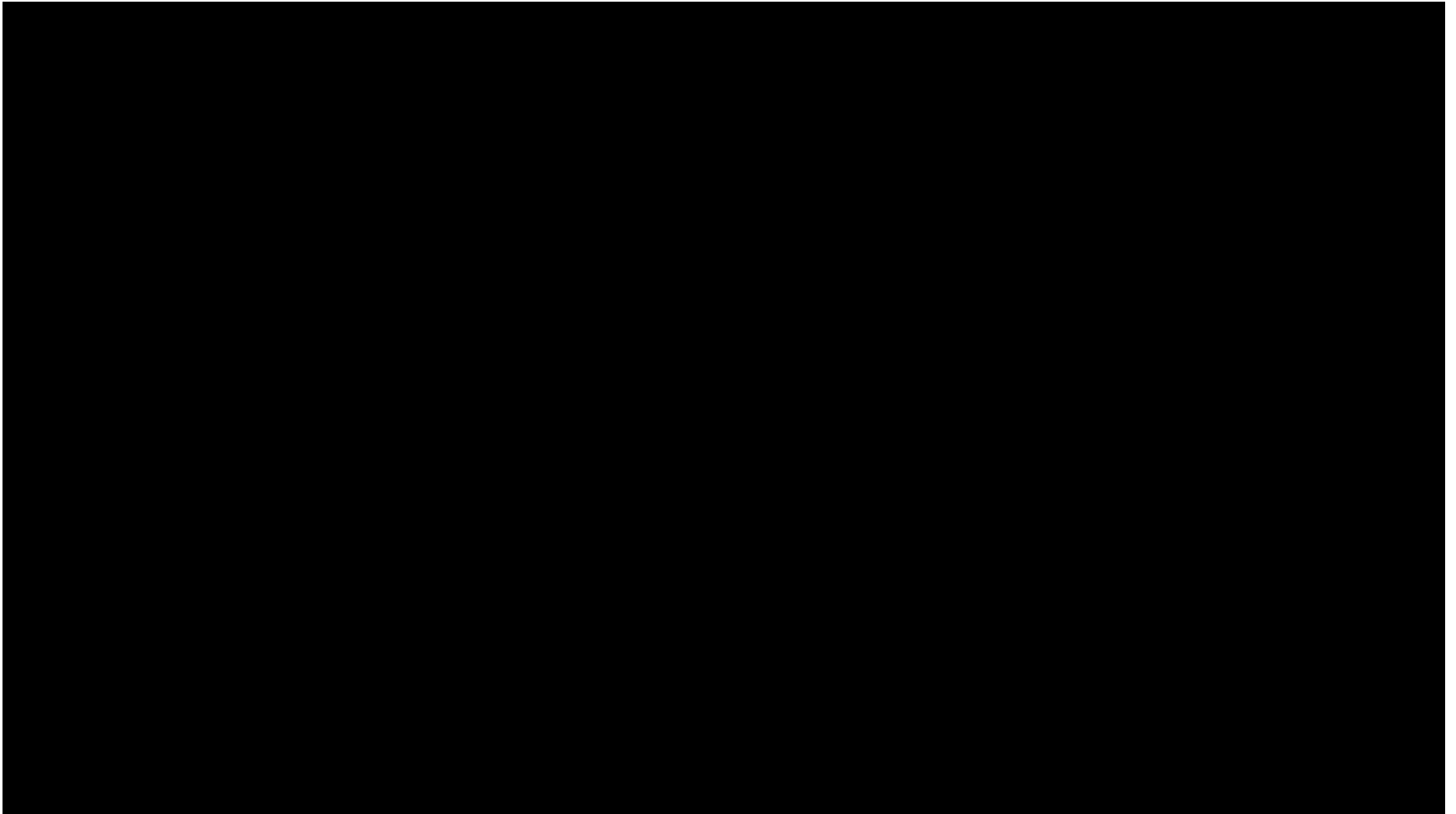


Planning is More than Just an EOP

The Planning Process:

- Step 1.....Identify the planning team (Emergency Coordinator plus Emergency Management Committee)
- Step 2.....Develop the overarching Emergency Management Program
- Step 3.....Conduct HVA
- Step 4.....Develop EOP
- Step 5.....Train, educate, and exercise staff
- Step 6.....Conduct on-going reviews and revisions

Who's On Your Team?



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 healthcare organizations

Key Components/Sections: Definition of Terms

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



Key Components/Sections: Annexes to the Basic Plan

- Describe operations for particular functions (i.e., Decon Annex)
- An Annex is action oriented
 - It is written for, and preferably by, the person responsible for controlling resources during disaster or emergency response

Key Components/Sections: Appendices

- Appendices contain details, methods, and technical information unique to specific hazards identified in the HVA (i.e., facility schematics, flood zone map, etc.)
 - Should be attached to functional annexes
 - Should have sections corresponding to those in the annex for which supplementary hazard-specific information is required

Key Components/Sections: Conducting Exercises and Training

- All staff must be trained on the contents of the EOP, when and for what it is used, and exercise which roles they will assume when the plan is activated
- After action reports and improvement plans (AAR/IPs) are essential to quality improvement of the EOP

Compliance with Standards

- HFR 290-9-43.11 Disaster Preparedness
 - Every hospice shall have a current disaster preparedness plan...
- Best Practices shows that every healthcare facility or organization needs to prepare since aid is not immediate and you may have to make due until help can arrive
- Joint Commission Standard EM.02.01.01
 - The organization develops and maintains an Emergency Operations Plan that:
 - Describes an all-hazards command structure
 - Establishes an incident command (IC) structure that is integrated into and consistent with the community's command structure
 - Identifies to whom staff report within the IC structure

Compliance with Standards

- Describes processes for initiating and terminating response and recovery phases, including:
 - Who has the authority to activate the phases
 - How the phases are to be activated
- Identifies the organization's capabilities and establishes response efforts when it cannot be supported by the local community for at least 96 hours
- Identifies alternative sites for care, treatment, or services that meet the needs of patients during emergencies

Compliance with Standards

Areas of Emergency Response

- Communication
- Resources and Assets
- Safety and Security
- Staff Responsibilities
- Utilities Management
- Patient Clinical and Support Activities

Compliance with Standards

- The accreditation guidelines can act as best practices to assist emergency coordinators and their teams in developing plans which will mitigate any adverse impact on patient safety and the facility's staff's ability to provide care, treatment, and services for an extended length of time.

NIMS Alert, updated May 14, 2008

All hospitals and healthcare systems receiving Federal preparedness and response grants, contracts or cooperative agreements (e.g., HPP, Homeland Security grants) must work towards NIMS compliance.

NIMS Implementation Objectives for Healthcare Organizations

Adoption

- Adoption of NIMS
- Federal Preparedness Awards

Preparedness Planning

- Revise and Update Plans
- Mutual-Aid Agreements

Preparedness Training and Exercises

- IS-700 (NIMS), ICS-100 and -200
- IS -800B (National Response Framework)
- Training and Exercises

NIMS Implementation Objectives for Healthcare Organizations

Communication and Information Management

- Interoperability incorporated into acquisition programs
- Standard and consistent terminology
- Collect and distribute information

Command and Management

- Incident Command System (ICS)
- Include incident action planning and common communication plans
- Adopt public information principles
- Public information can be gathered, verified, coordinated and disseminated

Unit 9 Practical Activity

Plan Development, Part I: The Basics



Annexes

- The word “annex” is defined as an added stipulation or statement
- In the context of emergency management, annexes are added to EOPs to describe operations for a particular function
- Annexes are action oriented

Annexes

Annexes assign specific areas of responsibility during a response. These are detailed in three types of Annexes:

- Emergency Support Function Annexes
- Support Annexes
- Incident Annexes

Annexes

Georgia State EOP

- Emergency Support Function (ESF) Annexes
 - ESF 1.....Transportation
 - ESF 2.....Communication
 - ESF 3.....Public Works and Engineering
 - ESF 4.....Firefighting
 - ESF 5.....Emergency Management
 - ESF 6.....Mass Care, Housing & Human Services
 - ESF 7.....Logistics
 - ESF 8.....Health & Medical Services

Annexes

- ESF 9Search and Rescue
- ESF 10Oil and Hazardous Material
- ESF 11 Agriculture and Natural Resources
- ESF 12 Energy
- ESF 13 Public Safety and Security
- ESF 14 Long Term Community Recovery
- ESF 15 External Affairs

EMERGENCY SUPPORT FUNCTIONS

1-Transportation — DOT, DPS	9-Search and Rescue — GEMA
2-Communications — GEMA	10-Oil and Hazardous Materials Response — DNR, GEMA
3-Public Works and Engineering — DNR, DOT	11-Agriculture and Natural Resources — GDA, DNR
4-Firefighting — GFC	12-Energy — GDA, PSC
5-Emergency Management — GEMA	13-Public Safety and Security — DPS, GBI, OCA
6-Mass Care, Housing and Human Services — DHS, ARC (DPH has support role)	14-Long Term Community Recovery — GEMA
7-Logistics Management and Resource Support — DOAS	15-External Affairs — GEMA, office of the Governor
8-Public Health and Medical Services — DPH	

Emergency Operations Plan

Support Annexes

(standard operating procedures & guidelines)

- Ex: Alert and Notification
- Ex: Mortuary Support
- Ex: Mental Health

Incident Annexes

- Ex: Protocol Manual for Chem/Bio Agents
- Ex: Pandemic Influenza Plan
- Ex: Airport Incident Standard Operating Procedures

Appendices

- An “appendix” is defined as supplementary material at the end of a document, usually of an explanatory, statistical, or bibliographic nature.
- Appendices provide additional general and supporting information, including terms, definitions, acronyms, maps, etc.

Appendices

- Appendices may also be attached to functional Annexes and should have sections corresponding to those in the Annex for which supplementary hazard-specific information is required.
 - “an appendix to an annex”

Annexes and Appendices

- Are often-overlooked tools in EOP development
- Allow for endless augmentation of the base plan
- Provide quicker, easier reference for specific hazards

Unit 9 Practical Activity

Plan Development, Part II:
Annex and Appendix(ces)



How to Critically Evaluate an EOP

Plan should be evaluated for:

- Comprehensiveness
- Usability
- Ability to meet the needs of the facility from an all-hazards approach

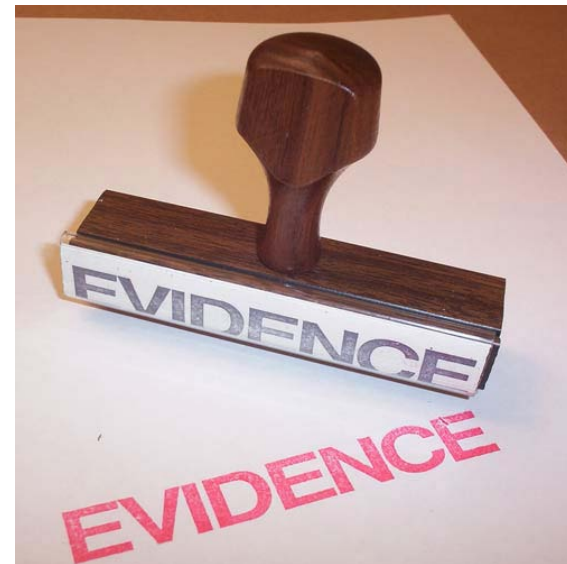
How to Critically Evaluate an EOP

Basic questions to consider:

- Can the plan be carried out?
- Is the plan written in language that everyone can understand?

How to Critically Evaluate an EOP

- Based on valid facts
 - Evidence of “valid facts and reasonable assumptions” included and cited at the appropriate locations in the EOP
- Reasonable assumptions
 - as determined by an evidence-based HVA



How to Critically Evaluate an EOP

Other questions to consider when reviewing an EOP:

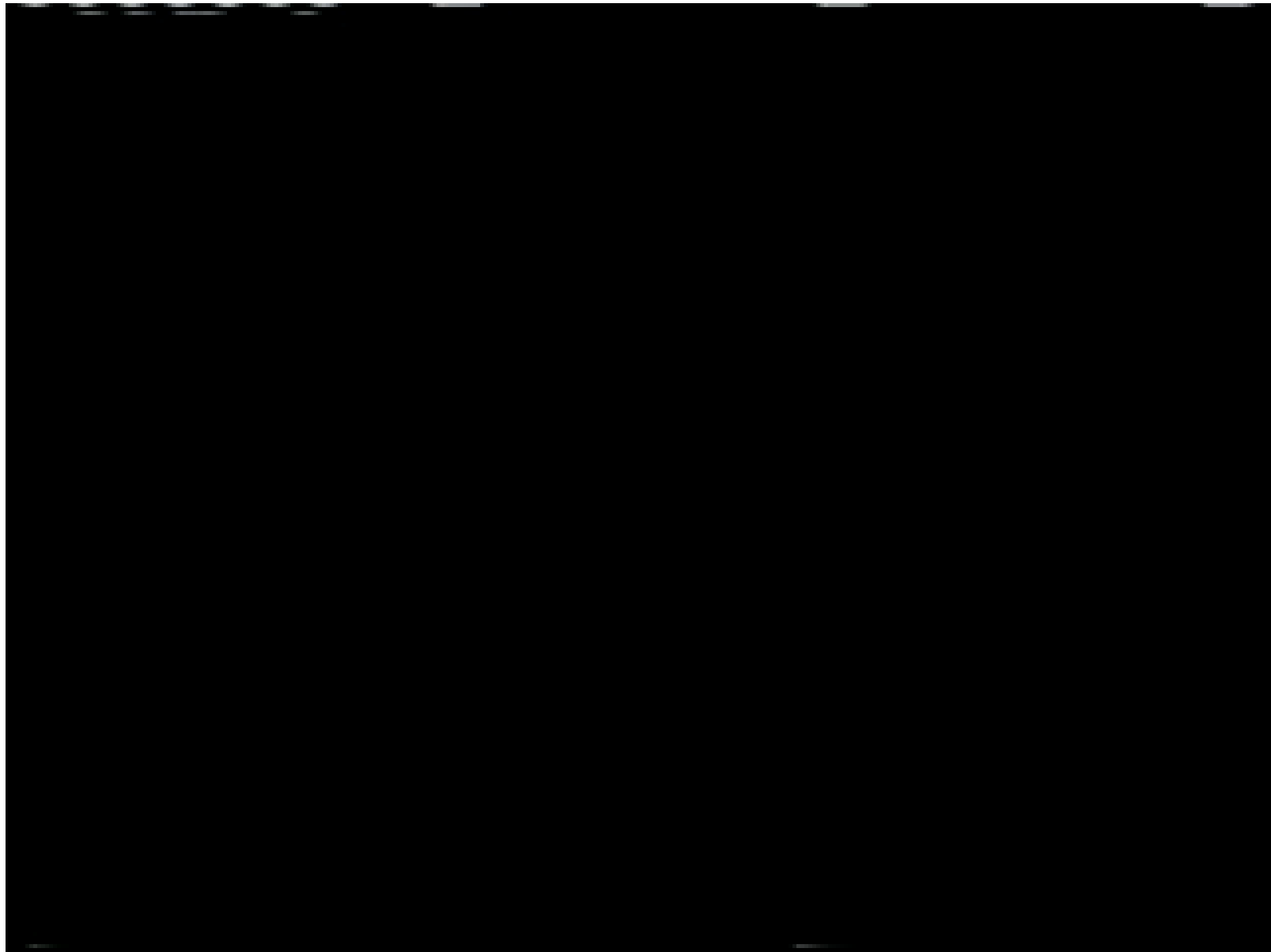
- Does the plan meet the needs of the facility?
- Is the training program sufficient and robust?
- Does the plan provide a course of action to manage consequences of emergencies or disasters?
- Is there a clear command structure outlined?
- Within the organizational structure, are relationships, roles, and responsibilities clearly outlined?

How to Critically Evaluate an EOP

- Do the plan elements coordinate and fit well together?
- Is interagency coordination addressed?
- Does the plan provide for continuity of operations?
- Is the plan NIMS compliant?
- Does the plan adhere to HFR Requirements?
- Does it meet accreditation standards (if applicable)?
- Are there well-described mechanisms for review and revision (if appropriate)?

How to Critically Evaluate an Emergency Management Program

- Does the Committee contain the proper members, and is it effective?
- Has everyone who will be using the plan been made aware of it and been trained in their roles?
- Is there a mechanism to ensure knowledge of the plan by all partners?
- Are proper exercises performed at the required intervals?



We Protect Lives.

Bottom Line

Does the Emergency Management Program and the EOP provide for:



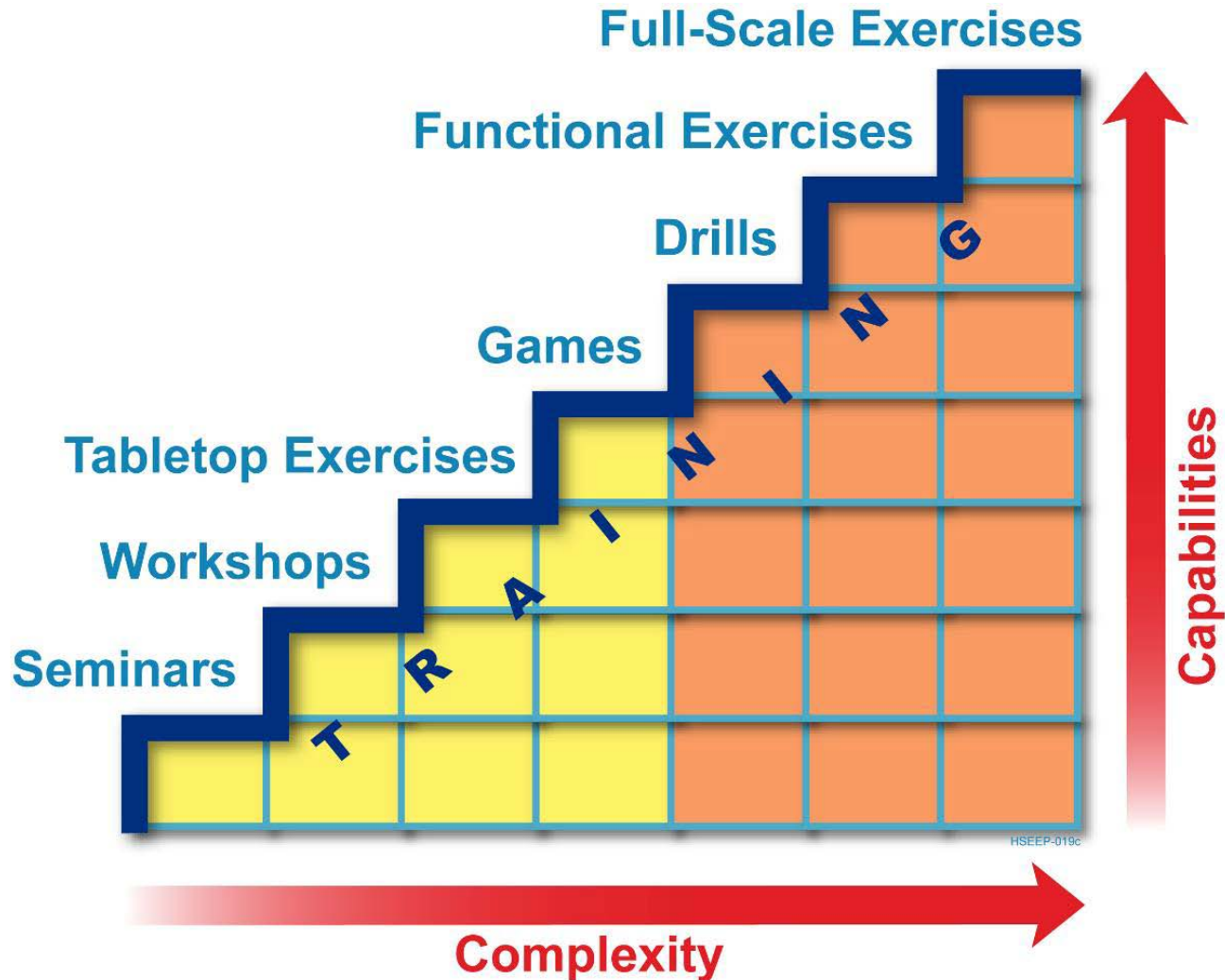
- the protection of staff and patients?
- the continuation of care?
- the mitigation of damage to the facility during an emergency or disaster?

Unit 9 Practical Activity

Plan Development, Part III:
Evaluating Plans for Quality



Design: Building Block Approach



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 four-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



Bottom Line: Characteristics of a Quality EOP

- Includes course of action to be undertaken during emergency response, which allows for the maintenance of the health and safety of staff and patients throughout
- Based on facts or valid 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

We're all in this together...

**...When you
can't do it
alone:**

Mutual Aid Agreement
Memoranda of
Understanding
Memoranda of
Agreement



Mutual Aid Agreements (MAA)

- Mutual aid is an agreement 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.

Mutual Aid Agreements (MAA)

FEMA, through the Stafford Act, reimburses mutual aid agreement costs associated with emergency assistance provided all of the following are met:

1. Assistance requested by the applicant is directly related to the disaster and is eligible for FEMA assistance.
2. Written form and signed by authorized officials of the agreeing parties prior to the disaster



Mutual Aid Agreements (MAA)

3. Agreement applies uniformly in emergency situations and must not be contingent upon a declaration of a major disaster or emergency by the federal government or on receiving federal funds.
4. 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.

Memoranda of Understanding (MOU)

- 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*



Memoranda of Understanding (MOU)

To be legally operative, an MOU must:

- identify the contracting parties
- spell out the subject matter of the agreement and its objectives
- summarize the essential terms of the agreement
- must be signed by the contracting parties



Memorandum of Agreement (MOA)

- MOA is a document written between parties to cooperatively work together on an agreed upon project or an objective
- Purpose is to have a written understanding of the agreement between parties
- Can be a legal document that is binding and hold the parties responsible to their commitment or just a partnership agreement

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?



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Questions?



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