



**Why Does My Organization
Need a Disaster Plan?**



Presenter

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Objectives of a Disaster Plan/EM Program


- Protect the health and safety of people
- Stabilize an incident
- Support public emergency services
- Understand hazards and potential impacts of hazards
- Identify prevention and mitigation opportunities
- Prevent or minimize damage to property
- Prevent business interruption
- Prevent environmental contamination
- Protect market share
- Minimize financial loss
- Protect brand, image, and reputation
- Comply with regulatory requirements



Who requires emergency preparedness?

- OSHA Emergency Action Plans (29 CFR 1910.38)
- NFPA 1 Uniform Fire Code
- NFPA 99 Standard for Healthcare Facilities
- NFPA 101 Life Safety Code
- NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs



**Risk Assessment Process
Hazard Vulnerability Analysis (HVA)**


Hazard identification - Hazards
Probability
Prevention/Deterrence

Vulnerability Assessment – Assets at Risk
Vulnerability
Mitigation









Impact Analysis – Impacts





Hazard Vulnerability Analysis Tool

HAZARD AND VULNERABILITY ASSESSMENT TOOL NATURALLY OCCURRING EVENTS								HAZARD PERMANENT.
EVENT	PROBABILITY Likelihood the will occur	SEVERITY = (MAGNITUDE - MITIGATION)						RISK Relative threat*
		HUMAN IMPACT Possibility of death or injury	PROPERTY IMPACT Physical losses and damage	BUSINESS IMPACT Interruption of services	PREPARED- NESS Planning	INTERNAL RESPONSE Time effectiveness, resources	EXTERNAL RESPONSE Mutual Aid staff and support	
SCORE	1= Not 2= Low 3= Moderate 4= High	1= Not 2= Low 3= Moderate 4= High	1= Not 2= Low 3= Moderate 4= High	1= Not 2= Low 3= Moderate 4= High	1= Not 2= High 3= Moderate 4= Low or none	1= Not 2= High 3= Moderate 4= Low or none	1= Not 2= High 3= Moderate 4= Low or none	0 - 100%
Hurricane								0%
Tornado								0%
Severe Thunderstorms								0%



Potential Hazards & Vulnerabilities

               	Hurricane Tornado Severe Thunderstorm Snow Fall Blizzard Ice Storm Earthquake Tsunami Temperature Extremes Drought Flood, External Star Fire Landslide Dam Breakage Volcano Epidemic	Electrical Failure Generator Failure Transportation Failure Fuel Shortage Natural Gas Failure Water Failure Sewer Failure Steam Failure Fire Alarm Failure Communications Failure Medical Gas Failure Medical Vacuum Failure HVAC Failure Information System Failure Fire, Internal Food, Internal Hazard Exposure, Internal Supply Shortage Structural Damage	Mass Casualty Incident (Trauma) Mass Casualty Incident (Medical/Infectious) Terrorism, Biological VIP Situation Infant Abduction Hostage Situation Child Abuse Labor Action Forensic Admittance Bomb Threat	Mass Casualty Hazard Incident (From Insect events at your IAC with > 5 victims) Small Casualty Hazard Incident (From Insect events at your IAC with < 5 victims) Chemical Exposure, External Small/Medium Sized Internal Spill Large Internal Spill Terrorism, Chemical Radiation Exposure, Internal Radiation Exposure, External Telephone, Radiologic
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Mitigation activities

“Those activities designed to reduce the risk of and potential damage from an emergency”.

Preparedness activities

“Those activities an organization undertakes to build capacity and identify resources that may be used if an emergency occurs”.

Source: The Joint Commission, (2015). Comprehensive accreditation manual for hospitals: The official handbook, Oakbrook Terrace, IL, Joint Commission Resources.

Incident Command System (ICS)

- Assists in emergency management planning, response, and recovery capabilities for unplanned and planned events
- Consistent with ICS and the National Incident Management System (NIMS) principles:
 - ✓ Logical management structure
 - ✓ Defined responsibilities
 - ✓ Clear reporting channels
 - ✓ Common nomenclature

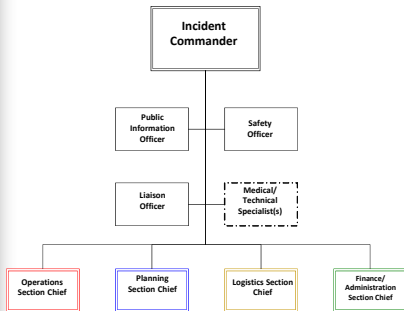


Incident Command System (ICS) Features

- Common command structure
- Common terminology/clear text
- Flexible and scalable with a modular organization
- Manageable span of control
- Resource management
- Management by objectives
- Incident Action Planning



Incident Management Team



Modular Organization:
Functional Sections Activated as Needed



Incident Management Team (IMT) Hierarchy

- The Incident Commander:
 - Is the only position always activated for every incident
 - Has overall responsibility to manage the incident
- Command Staff Positions:
 - Public Information Officer
 - Safety Officer
 - Liaison Officer
 - Medical/Technical Specialists



IMT Hierarchy

- General Staff:
 - Organizational Component: Section
 - Title: Section Chief
 - Role: Responsible for major functional areas of the incident
 - HIMT Positions:
 - ✓ Command (White)
 - ✓ Operations (Red)
 - ✓ Planning (Blue)
 - ✓ Logistics (Yellow)
 - ✓ Finance/Administration (Green)



Building the IMT

- Built according to the incident:
 - Scope and magnitude of the event
 - Actual or projected impact to the organization
 - Organization size
 - Available resources (including trained personnel)
 - Special response needs (i.e., HazMat, biological/infectious disease, evacuation, etc.)



Building the IMT

- Starts with the Incident Commander:
 - Daytime vs. nighttime/weekends/holidays
- Section Chiefs appoint necessary positions
- IMT position titles are standardized:
 - Describes position's role and mission
 - Position filled by the most qualified, not by seniority
 - Facilitates requests for outside qualified personnel



Building the IMT

- The IMT reflects a reasonable Span of Control:
 - Ratio of 3-7 reporting elements per 1 supervisor
- The IMT structure does NOT exactly mirror the daily administrative structure:
 - This is purposeful
 - Reduces role and title confusion during the response
 - Success requires forethought, training and exercising



Command

- Incident Commander:
 - Give overall strategic direction
 - Appoints other command personnel as needed/available
 - Sets operational period & approves incident action plan
- Public Information Officer
 - Communicate with internal and external stakeholders
 - Collaborate with local community officials (Joint Information Center) for consistent content



Crisis Management

Defining a Crisis:

- “an event or series of events that threatens an entity’s brand, image, or reputation, or significantly and negatively impacts employees, customers, critical suppliers, or investors”

Source:
Fire Protection Handbook, 20th Edition, Volume I, National Fire Protection Association (NFPA), 2008
1.8 Emergency Management and Business Continuity pg 1-149



Crisis Management

- Early Warning Signs
- Organization
 - Crisis Management Team
 - Support Team
 - Procedures
 - Notification and Escalation
 - Information Collection and Distribution
- Crisis Communications
 - Understanding your audiences
 - Communications and Briefing Center



Command

- Liaison Officer:
 - Command Center contact for supporting agencies and organizations
 - Make facility needs and requests for assistance and resources
- Safety Officer:
 - Ensure safety of staff and visitors
 - Monitor and have authority over the safety of rescue operations and hazardous conditions
 - Determine safety risks



Supporting Agencies and Partners





Medical/Technical Specialists

- Subject matter experts that advise the Incident Commander and/or assigned section
- May be assigned as technical advisor in the Command Center
 - Biological
 - Infectious Disease
 - Chemical
 - Radiological



Operations

- Section Mission:
 - Develop & direct tactical operations
 - Direct tactical resources
 - Carry out the mission and Incident Action Plan
- Lead by Section Chief
- Largest section of resources to marshal and coordinate



Planning

- Section Mission:
 - Collect, evaluate, and disseminate incident action information and intelligence to Incident Commander
 - Prepare status report and display various information
 - Archive all critical information and generated paperwork
 - Coordinate development of Incident Action Plan (IAP)



Logistics

- Provides service and support to other sections
- Acquires resources from internal and external sources
 - Activate existing Memorandum(s) of Understanding (MOUs), contracts and vendor agreements
 - Employs standard and emergency procurement and contracting procedures
- With Liaison Officer, links to local Emergency Operations Center (EOC) for resource requests



Finance

- Section Mission:
 - Account for costs and losses incurred from the outset of response
 - Account for expenses from multiple cost centers
 - Monitor, track and report personnel, time, repair, purchase, and replacement expenses and lost revenue
 - Modify or expand daily (usual) accounting practices to meet needs of the incident and outlined in Emergency Operations Plan



Emergency Operations Plan (EOP)

- Leadership participation
- All Hazards Approach
- Recovery strategies and actions
- Process to initiate and terminate Response and Recovery
- Who has authority to initiate and terminate





EOP Implementations & Evaluations

- EOP activate twice a year for all sites included in plan
- One exercise/year includes community involvement
- Exercises are realistic and HVA-related
- A qualified person(s) is solely responsible for observations
- A multi-disciplinary process is used to evaluate exercises
- Exercise strengths and weaknesses are communicated to the EC multi-disciplinary improvement team
- The EOP is modified based upon evaluations
- Exercises evaluate the effectiveness of EOP modifications from previous evaluations



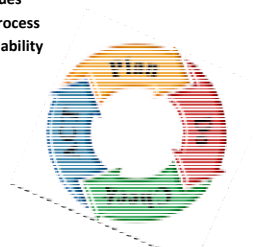
Training, Drills, and Exercises

- Drill: coordinated, supervised activity employed to test a single task, procedure, or operation.
 - Fire drills
 - Can occupants find a 2nd exit if needed
- Exercises:
 - Tabletop (hypothetical incident topic)
 - Functional Exercises (test & evaluate individual capabilities within a function)
 - Full-scale Exercises (involves multiple agencies and tests many facets of emergency response)



Program Evaluation & Maintenance

- Goals and Objectives
- Reviews, Testing, Audits, and Evaluations
- Critiques of Drills and Exercises (After Action Reports)
- Post-Incident Critiques
- Corrective Action Process
- Leadership Accountability





Questions?

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