

A satellite image of Earth showing a large hurricane over the Atlantic Ocean. The hurricane has a distinct eye and is surrounded by dense, swirling clouds. The surrounding landmasses, including North and South America, are visible with green vegetation and blue oceans.

Taking the First Steps

Emergency Preparedness, Planning,
and Crisis Management for Long Term Care Facilities

Leading Age New Jersey

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Why Prepare?

- The first line of defense against a disaster is personal preparedness.
- It is important for all citizens to make their own emergency plans.
- During an emergency, the government and other agencies may not be able to meet your immediate needs.
- Your residents, staff and their families are depend on you.

- Even when faced with the certainty of an event – people still form specific responses to perceived threats that may result in negative consequences. Recent examples?
- Pandemic H1N1 – Vaccine risk perception vs. availability vs. case fatality rate (what if this was much higher?)
- Seminole, Oklahoma tornadoes (May 2010) – Despite a week of advance warning, many people disregarded tornado sirens – 5 dead.
- Hurricane Sandy – Some people refused to evacuate, placing first responders in harms way

Emergency Preparedness



HCANJ's Emergency Preparedness Mission
- Improve the ability of our members to
prepare for, respond to, and recover from
catastrophic health events

The Problems

- Complacency
- Risk Perception/Threat Denial
- Measuring degrees of preparedness
- Lack of familiarity with emergency plans
- Lack of creativity during planning phase
- Lack of “reward” (unless there is an event)
- Over dependence on outside agencies
- Cost



COMPLACENCY

APATHY COMES BEFORE CALAMITY. LOOK IT UP.

“Big Picture” Problems

LTC has a lack of familiarity with ICS/NIMS

Required drills are often not taken seriously by staff members and are generally too simplistic

Facilities lack expertise to conduct large scale exercises and these exercises are often time and cost prohibitive

MOUs-MOAs (i.e. – transportation) often with same regional providers as other facilities

Lack of inclusion and coordination with outside partners including OEM, EMS, Public Health, etc...

Internal and external communications limitations

No real internal plans to address resident tracking during catastrophic health events or preparation for surge.

A Novel Crisis!

“Novel” event resulting in lose of control, some bad outcomes regardless of chosen options, unusual bad outcomes, no well defined “end” of the event, potential for loss of life/assets, elevates to political/media involvement, potentially high impact financially, beyond threshold of existing capacity, high uncertainty

- Natural
 - Flood, hurricane, earthquake, volcano, winter storm, wildfire, pandemic
- Manmade
 - Fire, hazardous material spill, computer breach, violence in the workplace, terrorism
- Public relations
 - Generation of negative publicity
- Financial
 - Reduction of short term liquidity or cash flow

Examples?



Preparing for a Crisis

- Prepare a system that will allow you to respond to the emergency (have a plan)
- Develop policies (mission statement)
- Create a crisis management team
- Assemble and organize resources
- Distribute an emergency procedures guide

Crisis Management

- Removing/reducing risk/uncertainty to allow you more control over your own destiny!
- The ability to predict/plan for an “event” will allow an individual/business to better capitalize on that “opportunity” than the individual/business that fails to prepare.

Problem! - A proactive process – don't wait!

Crisis Management

- Identify the nature of the current crisis
- Take actions to minimize damage
- Recover from the crisis
- Work with public relations to prevent harm to company reputation (TEPCO offers \$12 dollar per person payout)



New Jersey is Not Immune



SOME PERSPECTIVE



Irene vs. Sandy

Impact on NJ Health Care Continuum

Irene

Power loss

- 11 Acute Care Hospitals
- 1 FQHC
- 2 Pediatric Day Care Facilities
- **58 Long Term Care Facilities!**

Evacuations (Full & Partial)

- 4 Acute Care Facilities
- 1 FQHC
- **27 Long Term Care Facilities**

Sandy

Power loss

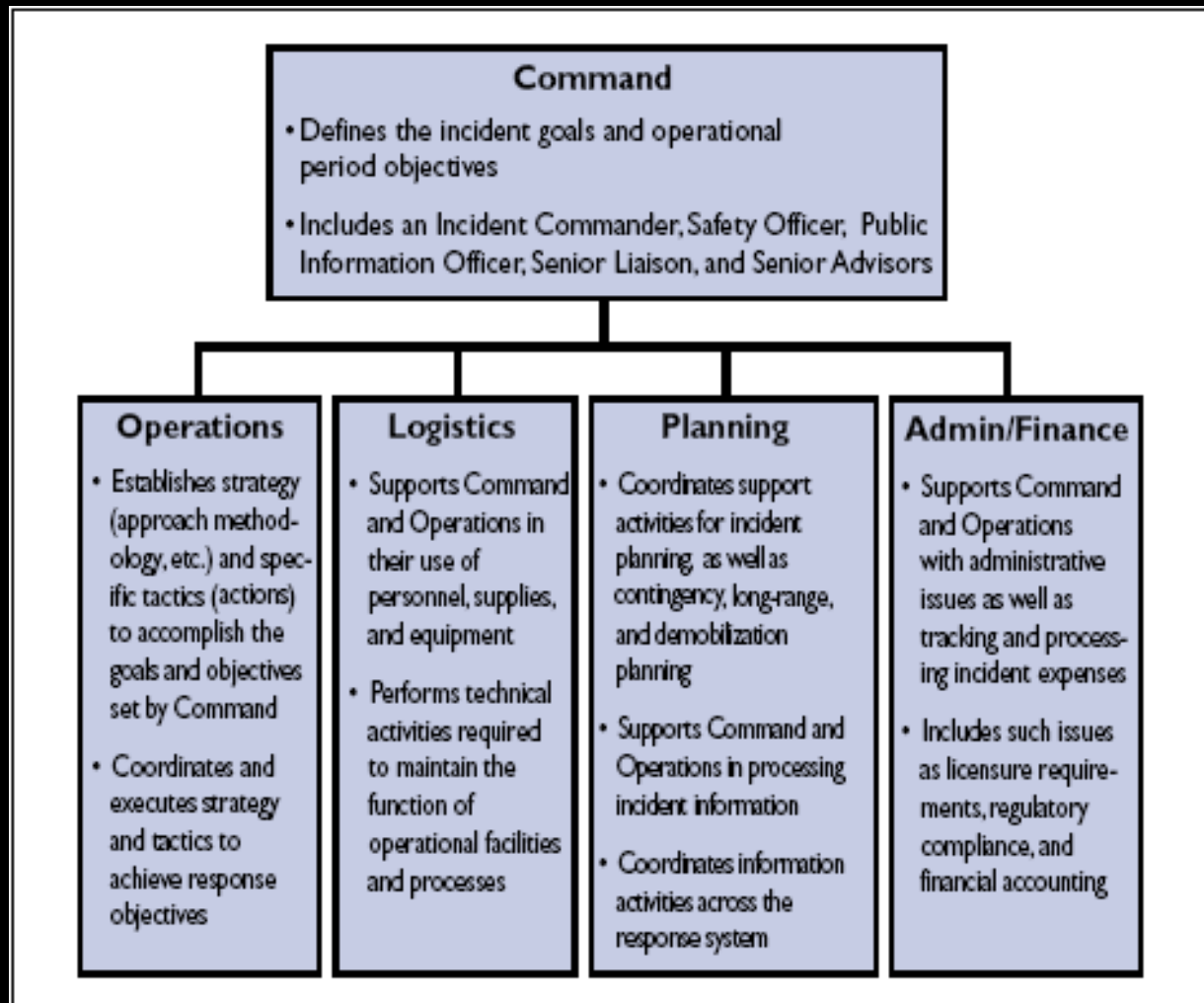
- 36 Acute Care Hospitals
- 1 Rehabilitation Hospital
- **200 Long Term Care Facilities!**
 - **137 SNF**
 - **63 AL**

Evacuations (Full & Partial)

- 2 Acute Care Facilities
- **15 Long Term Care Facilities**

How are Emergencies
Managed?

Incident Command System



LTC Business Risk ID & Analysis

- Are you at risk of having a crisis?
- How vulnerable are you to crisis?
- How likely is a crisis to happen?
- What is the probability?
- What is the impact?
- What is the severity?
- How much damage?
- At what cost?

Risk (Crisis) Management Process

- Identify the hazards
- Assess the risks
- Analyze potential control measures
- Make control decisions
- Implement risk controls
- Review and improve

- What are we doing here? We are modifying a process in order to increase our chances of success when a crisis event occurs.

Hazard Vulnerability Analysis (HVA)

A method of hazard identification, risk assessment and analysis of risk control measures.

What is the probability of occurring and what is the impact to my operation?

Probability Issues – How likely is an event to occur?

- Known risk (Coal miner)
- Historical data (Japan's earthquake – 1,000 year event)
- Manufacturer/vendor statistics (BP Gulf Oil Spill Blow Out Preventer failure)

$$P(a) = \frac{\sum_{i=0}^{a-1} \left(\frac{1-p}{p} \right)^i}{\sum_{i=0}^{a+b-1} \left(\frac{1-p}{p} \right)^i}$$

Note: It's really NOT that difficult!

HAZARD AND VULNERABILITY ASSESSMENT TOOL NATURALLY OCCURRING EVENTS



EVENT	PROBABILITY <i>Likelihood this will occur</i>	SEVERITY = (MAGNITUDE - MITIGATION)						RISK <i>Relative threat*</i>
		HUMAN IMPACT <i>Possibility of death or injury</i>	PROPERTY IMPACT <i>Physical losses and damages</i>	BUSINESS IMPACT <i>Interruption of services</i>	PREPARED-NESS <i>Preplanning</i>	INTERNAL RESPONSE <i>Time, effectiveness, resources</i>	EXTERNAL RESPONSE <i>Community/ Mutual Aid staff and supplies</i>	
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 - 100%
Hurricane								0%
Tornado								0%
Severe Thunderstorm								0%
Snow Fall								0%
Blizzard								0%
Ice Storm								0%
Earthquake								0%
Tidal Wave								0%
Temperature Extremes								0%
Drought								0%
Flood, External								0%
Wild Fire								0%
Landslide								0%
Dam Inundation								0%
Volcano								0%
Epidemic								0%
AVERAGE SCORE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

*Threat increases with percentage.

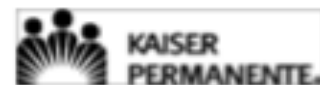
RISK = PROBABILITY * SEVERITY		
0.00	0.00	0.00

Human Impact

- Potential for staff death or injury
- Potential for customer, client, patient injury



HAZARD AND VULNERABILITY ASSESSMENT TOOL TECHNOLOGIC EVENTS



EVENT	PROBABILITY <i>Likelihood this will occur</i>	SEVERITY = (MAGNITUDE - MITIGATION)						RISK <i>Relative threat*</i>
		HUMAN IMPACT <i>Possibility of death or injury</i>	PROPERTY IMPACT <i>Physical losses and damages</i>	BUSINESS IMPACT <i>Interruption of services</i>	PREPARED-NESS <i>Preplanning</i>	INTERNAL RESPONSE <i>Time, effectiveness, resources</i>	EXTERNAL RESPONSE <i>Community/ Mutual Aid staff and supplies</i>	
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Electrical Failure								0%
Generator Failure								0%
Transportation Failure								0%
Fuel Shortage								0%
Natural Gas Failure								0%
Water Failure								0%
Sewer Failure								0%
Steam Failure								0%
Fire Alarm Failure								0%
Communications Failure								0%
Medical Gas Failure								0%
Medical Vacuum Failure								0%
HVAC Failure								0%
Information Systems Failure								0%
Fire, Internal								0%
Flood, Internal								0%
Hazmat Exposure, Internal								0%
Supply Shortage								0%
Structural Damage								0%
AVERAGE SCORE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

*Threat increases with percentage.

RISK = PROBABILITY * SEVERITY		
0.00	0.00	0.00

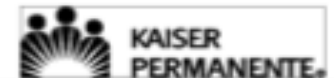
Property impact

- Cost to replace
- Cost to set up temporary replacement
- Cost to repair
- Time to recover



HAZARD AND VULNERABILITY ASSESSMENT TOOL

HUMAN RELATED EVENTS



EVENT	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPARED-NESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
	<i>Likelihood this will occur</i>	<i>Possibility of death or injury</i>	<i>Physical losses and damages</i>	<i>Interruption of services</i>	<i>Preplanning</i>	<i>Time, effectiveness, resources</i>	<i>Community/ Mutual Aid staff and supplies</i>	<i>Relative threat*</i>
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Mass Casualty Incident (trauma)								0%
Mass Casualty Incident (medical/infectious)								0%
Terrorism, Biological								0%
VIP Situation								0%
Infant Abduction								0%
Hostage Situation								0%
Civil Disturbance								0%
Labor Action								0%
Forensic Admission								0%
Bomb Threat								0%
AVERAGE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

*Threat increases with percentage.

RISK = PROBABILITY * SEVERITY		
0.00	0.00	0.00

Business impact

- Business interruption
- Employees unable to report to work
- Customers unable to reach facility
- Company in violation of contracts
- Imposition of fines, penalties or legal costs
- Interruption of critical supplies
- Interruption of product distribution
- Reputation
- Financial impact/burden

HAZARD AND VULNERABILITY ASSESSMENT TOOL

EVENTS INVOLVING HAZARDOUS MATERIALS



EVENT	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPARED-NESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
	<i>Likelihood this will occur</i>	<i>Possibility of death or injury</i>	<i>Physical losses and damages</i>	<i>Interruption of services</i>	<i>Preplanning</i>	<i>Time, effectiveness, resources</i>	<i>Community/ Mutual Aid staff and supplies</i>	<i>Relative threat*</i>
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Mass Casualty Hazmat Incident (<i>From historic events at your MC with >= 5 victims</i>)								0%
Small Casualty Hazmat Incident (<i>From historic events at your MC with < 5 victims</i>)								0%
Chemical Exposure, External								0%
Small-Medium Sized Internal Spill								0%
Large Internal Spill								0%
Terrorism, Chemical								0%
Radiologic Exposure, Internal								0%
Radiologic Exposure, External								0%
Terrorism, Radiologic								0%
AVERAGE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

*Threat increases with percentage.

RISK = PROBABILITY * SEVERITY		
0.00	0.00	0.00

Preparedness

- Have we done anything to ‘prepare’ for the crisis? (Preplanning)
- What is our time structure?
- What else could we do to prepare?

HAZARD AND VULNERABILITY ASSESSMENT TOOL

EVENTS INVOLVING HAZARDOUS MATERIALS



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Terrorism, Radiologic								0%
AVERAGE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%

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0.00	0.00	0.00

Response issues

- Time to establish an on-scene response
- Scope of response capability
- Historical evaluation of response success (or failure)?



Assess Internal & External Response Resources

- Do we (internally) have the resources and capabilities (training) to respond to the crisis?
- Will external resources be able to respond to our business during this crisis OR will they have other priority areas to address?

What can you do to mitigate?

- Develop your emergency procedures
- Conduct additional training
- Acquire additional equipment
- Establish mutual aid agreements
- Practice, exercise, drill

Risk=Probability X Severity

(The lower the score-the better!)

- Identified risk
- Unidentified risk
- Total risk (identified & unidentified)
- Acceptable risk (pt. of diminished return has been reached)
- Unacceptable risk (No tolerance =must be eliminated)
- Residual risk (acceptable & unidentified)

Develop the Crisis/Emergency Management Plan

- Establish authority to create, edit and revise the plan
- HCANJ has Emergency Management plan templates available online!



Create a Mission Statement

- What is the goal of establishing the plan to address the future crisis?



Establish a Budget

- How much are you willing to spend to mitigate a future crisis?



Form the Team

- Who are the decision makers and who are the critical players involved in your organization?



Training

- Are your employees trained and educated?
- Do they know what their responsibilities are during an emergency?
- Job action sheets



Practice

- Test, exercise and drill
- Who does what, under what conditions, and to what standard?



Develop After Action Report and Improvement Plan

- Typically, this is one area that often gets neglected. Example – (Recently published Justice Department Preparedness Report)

Why?

- Time, money, personnel, expertise & resources

Evaluate & Modify

- Crisis planning involves organizational change.
- Organizational change is best conducted BEFORE a crisis, but most often occurs AFTER a crisis!
- Resist the dangers of complacency

PREPARE!

Your Plan?

“The best battle plan is good until the first bullet is fired.”

Preparedness solutions


- Leadership
- Personal commitment
- Profession commitment
- Relationship building
- Enhanced communications
- Training/education
- Exercises/Drills
- Planning
- Creativity
- Passion
- Sustained funding

Crisis Media Relations

- “What the hell did we do to deserve this?”
- “The Gulf of Mexico is a very big ocean. The amount of volume of oil and dispersant we are putting into it is tiny in relation to the total water volume.”
- “The environmental impact of this disaster is likely to be very, very modest.”
- “There’s no one who wants this over more than I do. I would like my life back.”
- “There aren’t any plumes.”
- “Food poisoning is clearly a big issue.”

A green highway sign with white text and an arrow pointing up and to the right. The sign is mounted on a metal structure against a clear blue sky. The text on the sign reads "The Future" in a large, bold, sans-serif font. Below it, in a smaller font, is "NEXT EXIT" followed by a white arrow pointing diagonally upwards and to the right. The sign is supported by several metal brackets along its bottom edge.

The Future

NEXT EXIT 

What can HCANJ/LANJ's Emergency Preparedness Program Offer?

- Emergency plan development
- Discussion and operational based exercise planning, development, and evaluation
- Emergency communications
- Disaster response support
- Equipment
- Training

Adopt a LTC “Culture of Preparedness”

Preemptive vs. Reactive

- Elevate and promote emergency preparedness
- Identify emergency preparedness training/educational needs
- Become involved in Healthcare/Public Health Coalitions
- Develop and deliver HSEEP compliant exercises
- Adopt Incident Command System (ICS) and National Incident Management System (NIMS)
- Establish “emergency preparedness/management best practices” that may be implemented within LTC
- Analyze and evaluate post crisis event response by HCANJ and develop “lessons learned” to improve upon response to future events

Thank You!

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Resources

- American Medical Association, National Disaster Life Support Foundation (2004), *Advanced disaster life support provider manual*, ISBN 978-1-57947-879-7
- Drabek, T. (2001). Understanding employee responses to disaster. *Australian Journal of Emergency Management*, 15-21.
- Fink, S. (1986). *Risk management: planning for the inevitable*. Lincoln, NE: iUniverse, Inc.
- Kaiser Foundation Health Plan, Inc., *Kaiser Permanente HVA-Hazard Vulnerability Analysis Tool*, (2001), accessed online 5/1/10, <http://www.njha.com/ep/pdf/627200834041PM.pdf>
- Office of Homeland Security, FEMA. (1993). *Emergency management guide for business & industry* (FEMA 141). Washington, DC, accessed online 1/15/10, <http://www.fema.gov/business/guide/index.shtm>