



Hurricanes & Healthcare 2009

Exercises

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Agenda

- NIMS/Incident Command System
- 11 Steps to a Meaningful Exercise
- Plan an Exercise

Why Do We Need a National Incident System

- Emergencies occur every day somewhere in the United States. These emergencies are large and small and range from fires to hazardous materials incidents to natural and technological disasters.
- Each incident requires a response. Whether from different departments within the same jurisdiction, from mutual aid partners, or from State and Federal agencies, responders need to be able to work together, communicate with each other, and know they depend on each other.

What is NIMS?

- NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. The intent of NIMS is to:
 - Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
 - Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

Incident Command System

- **“Who’s In Charge Here?”**
- Most emergency events require establishing Command early, but...
- A common deficiency during unexpected emergencies is poor management (i.e. Command)!
- Early assumption of Command reduces chaos and aids in management.

Disaster Operating Environment

- New Players in Unfamiliar Roles
- Heavy Information Demands
- Politically Sensitive Issues
- Changing Requirements / Expectations
- **RAPID** Decisions
- Degraded Communications
- Unforeseen Consequences
- Public Affairs Priorities

Need *one* system for all responders

- Need one system so everyone is talking the same language. Inside and outside the facility.
- Standardization with local community
 - Fire department
 - Law Enforcement
 - State / County Emergency Management
 - Hospitals
 - Other Public Health Agencies
 - Federal Disaster Response Agencies

Incident Command System (ICS)

- Purpose of Scene Management
- Scene Management System
 - Provide workable system
 - Efficiently/effectively use resources
 - Minimize impacts of incident
- Organized system of roles, responsibilities & procedures to manage & direct All emergency operations

Goals of Any Good ICS

- Unity of command
 - One person is in charge of the emergency
- Common terminology
 - Liaison officers working with other departments and outside agencies
- Flexibility and Adaptability
 - Applicable to large or small events
 - Can be used for any situation where tighter controls or increased communication is needed

ICS Uses

- Severe Weather
- HAZMAT events
- Tornadoes
- Hurricanes
- Fire
- Mass Casualty
- Terrorism
- Flood
- Civil Disturbance
- Disease
Outbreak

Basic Structure of ICS



The Basic ICS Plan

- Can be set up any way you want to and all or just parts of the plan can be activated dependent on need.
- Refrain from thinking that each position represents a person and that each of these positions must be assumed as soon as possible.
- In conditions of minimum staffing, there are not enough personnel to begin to fill each position.
- The first assignments made should only be those immediately needed to manage the emergency until help arrives.

Priorities...

(Not Necessarily in the Following Order)

- Establish a Command Post Staff
- Assign responsibilities
- Make appropriate notifications to...?
- Determine what's happened
- Develop response strategy

Initial Assignments

- Some positions or roles will not be needed until hours or even days after the initial emergency arises. Some may not be needed at all.
- When you have more jobs than people;
 - Delegate more than one task to each person
 - Realize some things may not get done so re-prioritize your needs.
 - Revise day to day operations.
 - Revise the emergency plan.

In the Beginning

- An annual disaster exercise is required
- Additional fire drills may be required
- Comfort level if your staff knows what to do
- You can't be there 24 hours a day
- THINGS Happen!

Scenario

- Multi-Story Healthcare Facility in Pinellas County
- Skilled Nursing, ALF, Independent on separate floors
- Evacuate to nearby facility in a Level C evacuation.
- Use county buses and ambulances to evacuate

Scenario

- Skilled Nursing patients – 49
- ALF – 109
- Independent – 198
- Staff
 - Nursing section – 21 day shift
 - ALF – 14 day shift
 - Maintenance Support Staff - 6

Scenario

- You want to plan an exercise for the staff
- How do you start?
- We're going to go through the steps together

11 Steps

- 1. What are you going to exercise?
- 2. Type of exercise
- 3. Select Objectives
- 4. Decide on Scenario

11 Steps

- 5. Injects
- 6. Select Assistants
- 7. Select Staff to Exercise
- 8. Conduct Exercise
- 9. Hot Wash
- 10. After Action Report
- 11. Follow up and make corrections

Step 1

- What are you going to exercise?
 - Must be in your plan
 - Don't bite off too much
 - Pick one area to exercise
 - Fire
 - Evacuation
 - Hurricane Preparedness
 - Hurricane Recovery

Step 2

- What type of Exercise?
 - Full-Scale
 - Functional
 - Tabletop

Step 3

- Select Objectives
 - Consider these “test questions”
 - Several
 - Measurable

Step 4

- Scenario
 - A situation that will encompass the objectives from Step 3
 - Fire, Hurricane, power outage
 - Don't get too hung up on the scenario

Step 5

- Prepare injects for participants
 - Test your staff
 - Remove a key person
 - Stress the situation
 - Make them realistic
 - Don't overdo
 - Make them recoverable
 - Tie to objectives

Step 6

- Select Your Exercise Staff
 - People not exercising
 - Evaluators
 - Note takers
 - Brief them before the exercise

Step 7

- Select day and time of exercise
 - Night shift
 - Weekend shift
- Select staff that will play
 - Can't have everyone there
 - Select from all job positions that will be involved in scenario
 - Don't always select the same people

Step 8

- Conduct the Exercise
 - Set up what is necessary
 - Room
 - Note Board
 - Explain to staff
 - Scenario
 - What level of realism
 - Explain to residents if they are involved
 - Take GOOD NOTES – time, actions

Step 9

- Hot Wash
 - A meeting of all involved as soon as the exercise is over
 - Capture comments from participants
 - Discuss any problems with the exercise itself
 - Again – take GOOD NOTES

Step 10

- Write up the comments
 - From Evaluators and Participants
 - Look for things that worked well
 - Look for things that did not
 - Were problems with a person (better training) or a procedure (change)
 - Assign actions to individuals
 - Give deadlines for completing actions

Step 11

- FOLLOW UP ON THE CORRECTIVE ACTIONS
- Don't waste your exercise by not correcting problems and changing procedures.

Take Away

- ICS is a standardized system to assist in responding to a disaster of any size – Consider setting a system up that works for you.
- A planned ICS system will help to reduce the initial chaos in a disaster situation
- Exercises are important – plan them well
- Follow-up is the most important step in exercises

Thank You



EXERCISE, DID SOMEONE
SAY EXERCISE??