

ESTABLISHING AN EFFECTIVE EMERGENCY MANAGEMENT PROGRAM

LEARNING COLLABORATIVE FOR CBOS:

EMERGENCY MANAGEMENT AND PREPAREDNESS, SESSION 3: PROGRAM EVALUATION

TUESDAY, MAY 24, 2022

INTRODUCTIONS

Jason Brown, Director
Healthcare Emergency Management @ PHMC



Pamela Drake, Deputy Director
Healthcare Emergency Management @ PHMC



Douglas Wo,
Southeast Regional Readiness Coordinator



PROGRAM OVERVIEW

- Section 1: EM Program Development
 - Regulatory Concerns (CMS EM Final Rule)
 - Comprehensive EM Program & Team
- Section 2: EM Program Management
 - Risk Assessment/Hazard Vulnerability Analysis (HVA)
 - Plan Development
 - Healthcare Incident Command System (HICS)
- **Section 3: EM Program Evaluation**
 - **Exercise Development**
 - **Objectives**
 - **Exercise Evaluation Guides (EEGs)**
- Section 4: EM Program Improvement
 - After Action Report (AAR)
 - Program Corrective Action Plan (CAP)

EXERCISE DEVELOPMENT

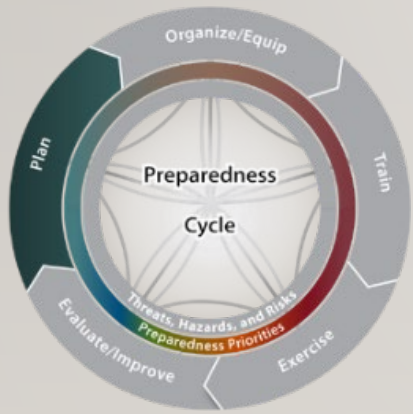
EM Program Evaluation

EXERCISE PLANNING

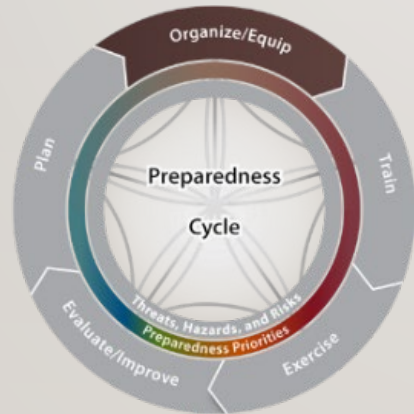


- The guiding principles for exercise and evaluation programs is called Homeland Security Exercise and Evaluation Program (HSEEP)
- Develop, execute, and evaluate exercises focused on risk, capability, and priorities.

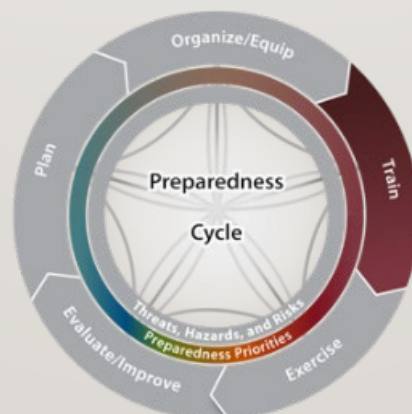
PREPAREDNESS CYCLE



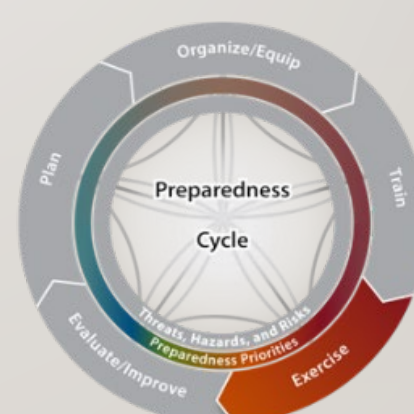
Plan



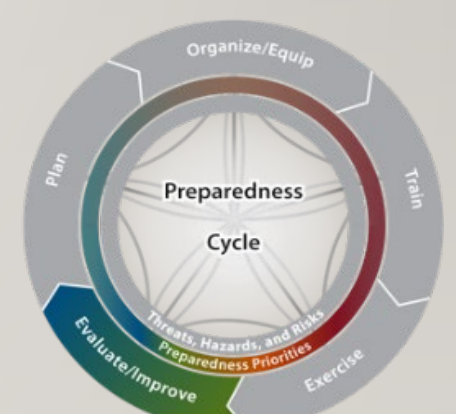
Organize/Equip



Train



Exercise



Evaluate/Improve

EXERCISE CYCLE



EXERCISE TYPES

DISCUSSION-BASED

- Seminar
- Workshop
- Game
- Tabletop Exercise

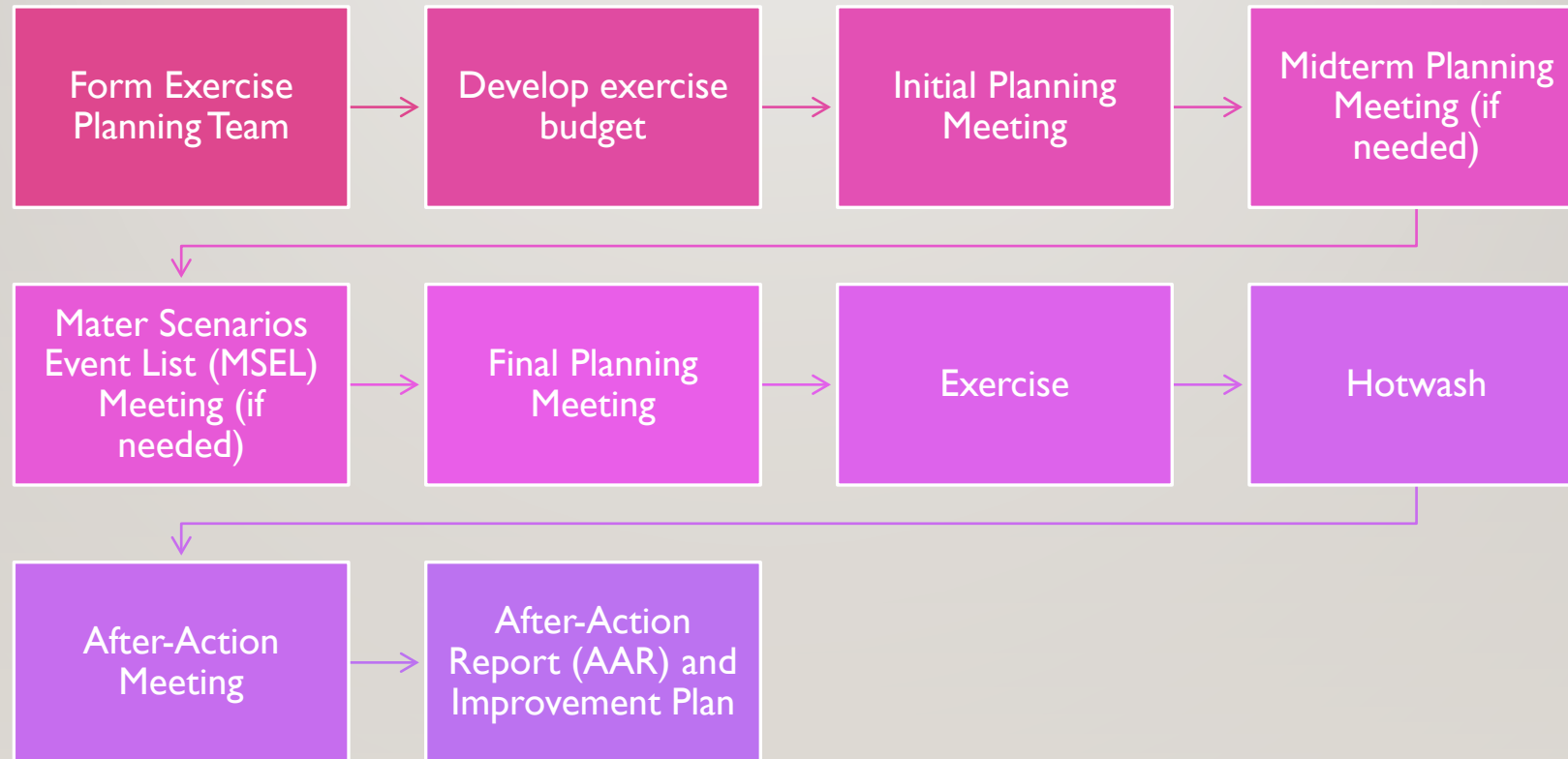
OPERATIONS-BASED

- Drill
- Functional Exercise
- Full-Scale Exercise

BUILDING BLOCK APPROACH



EXERCISE TIMELINE



EXERCISE FUNDAMENTALS (IPM)

Scope

Mission Areas

Capabilities

Objectives

Threat/
Hazard/
Risk

Scenario

Plan/ Policy/
Procedures

Past AAR/IP

Participation
Level

Assumptions
and
Artificialities

SCOPE

- Type of Exercise
 - Seminar/Workshop/Game/Tabletop/Drill/Functional/Full-Scale
- Duration
 - Exercise Time
- Location
- Parameters
 - What's in play? What's out of play?

MISSION AREAS

- Prevention
- Protection
- Mitigation
- Response
- Recovery
- Or any combination of the above...

CORE CAPABILITIES

- Distinct critical element(s) necessary to achieve the selected mission area(s)



OBJECTIVES

- Create S.M.A.R.T. objective(s)
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-Bound



SMART OBJECTIVE EXAMPLES

- “Let someone know.”
- “Notify local EMA as soon as possible.”
- “Notify local EMA and provide an incident briefing no later than 30 minutes after the event.”

THREAT, HAZARD, AND RISK

- Define the threat, hazard, or risk that will be addressed with the exercise
- Reference your risk assessment or hazard vulnerability analysis (HVA)

SCENARIO

- Brief overview of the exercise scenario
- Keep it grounded
- Consider similar real-life events



PLAN/POLICY/PROCEDURE...

- Identify the plan/policy/procedure you are testing
- Identify and review any past After-Action Reports or Improvement Plans if available

PARTICIPATION LEVEL

List Players	Individuals active in discussing or performing their regular roles and responsibilities during the exercise.
List Controllers	Individuals to manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing.
List Evaluators	Evaluators observe and document performance against established capability targets and critical tasks.
List Actors	Actors simulate specific roles during exercise play, typically victims or other bystanders.
List Observers	Observers visit or view selected segments of the exercise but do not play any other role in the exercise.
List Media Personnel	Some media personnel may be present as observers, pending approval by the sponsor organization and the Exercise Planning Team.

ASSUMPTIONS AND ARTIFICIALITIES

Summarize the assumptions and artificialities that may be necessary to complete play in the time allotted and/or account for logistical limitations



EXERCISE EVALUATION GUIDES (EEGS)

Section 3 EM Program Evaluation

DEVELOPING EEG

- Exercise Evaluation Guides (EEGs) provide a consistent tool to guide exercise observation and data collection.
- EEGs should be developed to specific to the applicable policies, plans, procedures, and protocols that should be followed during the exercise.
- EEGs should contain four elements.
 - Exercise Objectives
 - Capabilities associated with the Objectives
 - Capability Target
 - Critical Tasks / Impact / Timeframe

Response

Exercise Objective: Dexar County EMS to provide one Basic Life Support Ambulance and care within 20 minutes of request and up to 8 hours at the Alternative Care Site for a Long-Term Care Facility evacuation.

Core Capability: Mass Care Services

Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Organizational Capability Target 1: Res.C3a 1.1 Develop plans, policies, and procedures for activation and mobilization of mass care staff.

Critical Task 1: Dexar County EMA requested Dexar County EMS to support Suncoast Manor Alternative Care site per Dexar County EOP.

Critical Task 2: Dexar County EMS responded within 20 minutes with one Basic Life Support Ambulance.

Critical Task 3: Dexar County EMS maintained medical staff and provided care for up to 8 hours as requested.

Critical Task 4: Dexar County EMS provided situational awareness reports every 60 minutes to Dexar County EMA.

Source(s): Dexar County EOP and HCC Alternative Care Site MOU

Final Core Capability Rating:

**** SAMPLE ** SAMPLE ** SAMPLE ****

	Associated Critical Tasks	Observation Notes and Explanation of Rating	Target Rating
1. Develop plans, policies, and procedures for activation and mobilization of mass care staff.	Dexar County EMA should request Dexar County EMS to support Suncoast Manor Alternative Care site within 10 minutes of dispatch per Dexar County EOP.	Dexar County EMA required prompt from SimCell to request EMS support at Alternative Care Site.	S
	Dexar County EMS responded within 20 minutes with one Basic Life Support Ambulance.	Dexar County EMS responded within 2 minutes of request. Note: EMS was aware of evacuation by EMS Branch Director at Fire Command.	P
	Dexar County EMS maintained medical staff and provided care for up to 8 hours as requested.	Dexar County EMS was able to maintain BLS ambulance at Alternative Care Site for the simulated duration of 8 hours.	P
	Dexar County EMS provided situational awareness reports every 60 minutes to EMS Branch Director.	Dexar County EMS did not provide situational awareness reports every 60 minutes. Staff stated they were unaware of the report requirement. When prompted by Controller, Dexar County EMS noted the portable radios failed to have adequate signal strength to get out of the Alternative Care Site building. The crew utilized their personal cell phones for hourly updates but lacked portable cell phone chargers. Both crew member's phones failed due to battery discharge. One crew member would leave the posted assignment to exit the ACS and provide a brief radio update.	M

RATING DEFINITIONS

Performed without Challenges (P)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
Performed with Some Challenges (S)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
Performed with Major Challenges (M)	The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
Unable to be Performed (U)	The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

NEXT IN THE SERIES...

- Session IV: EM Program Improvement
 - After-Action Report (AAR)
 - Program Corrective Action Plan (CAP)

RESOURCES & CONCLUSIONS

- [FEMA's Exercise and Preparedness Tools Webpage](#)
- [Public Health and Healthcare Emergencies ESK Page](#)
- [Learning Collaborative for CBOs: Emergency Management and Preparedness](#)
- Jason Brown
jason.brown@phmc.org
- Pamela Drake
pdrake@phmc.org
- Douglas Wo
dwo@phmc.org

Thank you!