ESTABLISHING AN EFFECTIVE EMERGENCY MANAGEMENT PROGRAM

LEARNING COLLABORATIVE FOR CBOS:

EMERGENCY MANAGEMENT AND PREPAREDNESS, SESSION 4: PROGRAM IMPROVEMENT

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INTRODUCTIONS

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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) & Improvement Plan (IP)**
  - **Program Corrective Action Plan (CAP)**

AFTER-ACTION REPORT & IMPROVEMENT PLAN

EM Program Improvement

PURPOSE OF AFTER-ACTION/IMPROVEMENT PLANNING (AAR/IP)?

- HSEEP has defined a standard format for After Action/Improvement Planning

- Assess capabilities needed to accomplish a mission, function, or objective

- Evaluation ties objectives to priorities, assess capability targets and critical tasks, and documents strengths and areas for improvement

- AAR document summarizes key information related to evaluation-analysis of core capabilities

- IP process for resolving corrective actions

EXERCISE CYCLE: IMPROVEMENT PLANNING

- **Evaluation Phase:** includes exercise evaluation, an integrated analysis, and an After-Action Report/Improvement Plan (AAR/IP)

- **Improvement Planning:** corrective actions identified in the evaluation phase Tracking and assigning corrective actions for resolution and improvement

STEPS TO DRAFT AN AAR/IP: HOTWASH

- Hotwash is a meeting that provides an opportunity to discuss exercise strengths and areas for improvement immediately following the conduct of an exercise
- Held as soon as possible following the exercise
- No fault environment-Focus should remain on the plans, processes, and protocols
- Typical process for hotwash is the three (3) up and three (3) down

FEMA IS-130 *How To Be an Exercise Evaluator* suggests the following questions for Exercise Hot Wash.

- ☐ What happened?
- ☐ What was supposed to happen?
- ☐ Why is there a difference?
- ☐ What is the effect of the difference?
- ☐ What should be learned from this?
- ☐ What improvements need to be implemented?
- ☐ Were the organizational roles and responsibilities clearly identified?

STEPS TO DRAFT AN AAR/IP: AFTER-ACTION CONFERENCE

- Who:
  - Your Emergency Management Team and/or Exercise Planning Team
  - May include external partners, but could be internal to your organization as well
- When:
  - Approximately one-week post-exercise is a best practice
  - AAR/IP should be completed within 6 weeks!
- Content:
  - Evaluate your exercise data: Objectives and Core Capabilities vs. Exercise Observations

STEPS TO DRAFT AN AAR/IP: AFTER-ACTION CONFERENCE, CONT.

	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

STEPS TO DRAFT AN AAR/IP: DRAFT IMPROVEMENT PLAN

Table A.1 *Improvement Plan Matrix*

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
[Capability 1: Capability Name]	1. Observation 1	1.1 Insert Recommendation 1	1.1.1 Insert Corrective Action 1	Planning	State X EMA	EMA Director	Dec 1, 2006	Sep 1, 2007
			1.1.2 Insert Corrective Action 2	Planning	State X EMS System	EMS System Director	Dec 1, 2006	Feb 1, 2007
		1.2 Insert Recommendation 2	1.2.1 Insert Corrective Action 1	Training	State X EMA	EMA Director	Dec 1, 2006	Jan 1, 2007
			1.2.2 Insert Corrective Action 2	Systems/ Equipment	State X EMA	EMA Director	Dec 1, 2006	Mar 15, 2007
	2. Observation 2	2.1 Insert Recommendation 1	2.1.1 Insert Corrective Action 1	Planning	State X EMS System	EMS System Director	Dec 1, 2006	Jan 15, 2007
			2.1.2 Insert Corrective Action 2	Systems/ Equipment	State X EMA	EMA Director	Dec 1, 2006	Jan 1, 2007

CORRECTIVE ACTION PLANNING (CAP)

EM Program Improvement

CORRECTIVE ACTION PLAN: TRACKING AND IMPLEMENTATION

- Corrective actions captured in the AAR/IP should be tracked and continually reported on until completion.

- Track corrective actions to completion

  - Justification

  - Validate Improvements

- Consistent Approach

- SMART Corrective Actions:

  - Specific, Measurable, Achievable, Relevant, & Time-bound
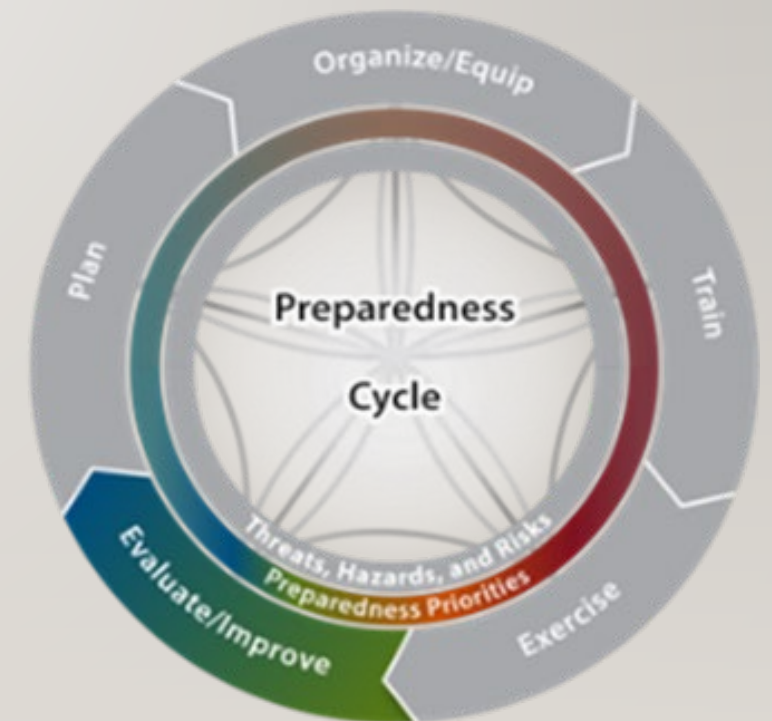
CORRECTIVE ACTION PLAN: TRACKING AND IMPLEMENTATION

- How do you do this now? What existing tools can you leverage?

- Various existing tools – some you may already have:

  - Excel, Word, other basic tools

  - Project management software (Microsoft, Asana, and more)

  - Quarterly/Annual Reports

ROUNDING OUT THE SERIES... NOW WHAT?

RESOURCES & CONCLUSIONS

- [FEMA's Exercise and Preparedness Tools Webpage](#)

- [FEMA Independent Study Courses (for Planning, ICS, and more)](#)

- [Learning Collaborative for CBOs: Emergency Management and Preparedness](#)

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Thank you!