

## ALL-HAZARDS PREPAREDNESS IN A NETWORK OF MEDICAL CLINICS SERVING THE URBAN POOR

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## Session Objectives

- Appreciate the importance of an All-Hazards Plan for Federally Qualified Health Centers (FQHC)
- Learn the basic components of an All-Hazards Plan for FQHC's, specifically the example of Primary Care Health Services, Inc. of Pittsburgh, PA
- Understand the important elements of a basic On-Line Training Module for an All-Hazards Plan
- Learn how to construct and analyze a Shelter-In-Place Tabletop Exercise for Federally Qualified Health Centers
- Appreciate the advantages of a partnership between a clinic system and an academic institution

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## Federally Qualified Health Centers

- Health centers deliver critical services to underserved populations
- Funded under the Health Center Program authorized in Section 330 of the Public Health Service Act (42 USCS § 254b)
- Health Center Program Expectations (PIN 98-23)
  - (1996) Mission Strategy, Clinical Program, Governance, Management and Finance
  - Amended 2007 to include Emergency Management

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## FQHC Emergency Management Program Expectations

- Emergency Management Planning
- Linkages and Collaborations
- Communications & Information Sharing
- Maintaining Financial & Operational Stability

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## Primary Care Health Services, Inc.

- Private non-profit community-based corporation in Pittsburgh, PA
- 13 centers and several special initiatives
  - Health Care for the Homeless, Preparing for Childbirth, Supportive Housing, Senior Care Program, Family Support, Domestic Violence Shelters
- Services include:
  - Adult medicine
  - Women's health
  - Dental
  - Laboratory, pharmacy, and social services
  - Pediatrics
  - Podiatry
  - Mental Health

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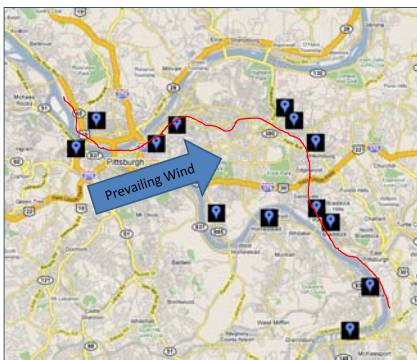
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## PCHS Clinic Sites



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## Major Components to Fulfill Funding Expectations

- Development of All-Hazards Preparedness Plan
- On-Line Training Module
- “Shelter-In-Place” Tabletop Exercise
  - Example: Train derailment and chemical spill
- After-Action Report

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## All-Hazards Preparedness Plan

- PCHS responsible for bulk of All-Hazards Plan
- CPHP provided guidance and advice
- Applied to all PCHS sites
- Designed to address response to emergency situations that have an adverse impact on the daily operation of the health care facility

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## All-Hazards Plan: Content

- Program Description
- Training, Drills, Exercises
- Maintaining Emergency Preparedness
- Emergency Classification
- Position Specific Checklists



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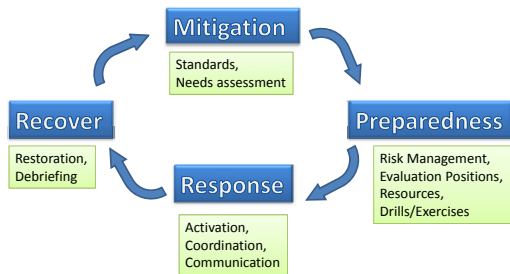
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## All-Hazards Plan: Key Concepts



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## PCHS All-Hazards Plan: Mitigation

- Maintenance of emergency preparedness program
- Hazard and vulnerability analysis
  - Natural, human, and technological events
    - Examples: Tornado, severe thunderstorm, blizzard, ice storm, temperature extremes, chemical exposure (external spill), civil disturbance, electrical failure, water failure
- Identification of unmet needs

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## PCHS All-Hazards Plan: Preparedness

- Organizational structure consistent with NIMS
- Dedicated emergency equipment
- Points of contact & communication
- Training, Drills, and exercises



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## PCHS All-Hazards Plan: Response

- Put plans into action to mobilize the necessary services to save lives and/or prevent further damage, and to maintain continuity of patient care
- Recognize & declare an emergency
  - Limited emergency
  - Full emergency
- Activation of EOC and the Incident Command System



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## PCHS All-Hazards Plan: Recovery

- Assessment of facility damage to include
  - Inventories
  - Structural integrity
  - Decontamination
  - Restoration of utility services and occupancy permitted by the local authorities
- Mental health needs of workers and patients
- Debriefing & After-Action Report

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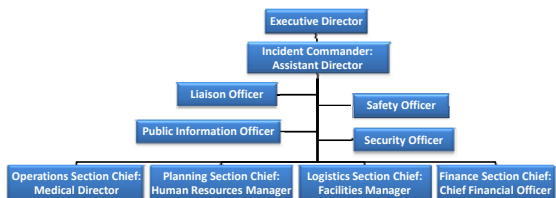
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## PCHS All-Hazards Plan Incident Command System (ICS)



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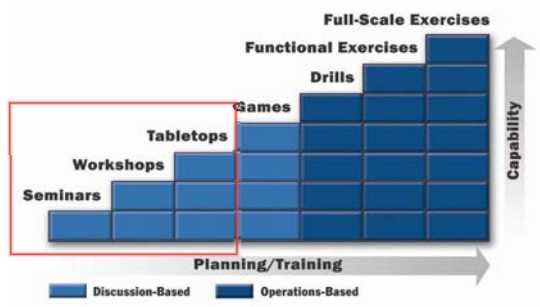
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## Building Block Approach to Training




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## On-Line Training Module

- Based on PCHS response plan and developed in conjunction with key PCHS personnel
- Initial orientation for any PCHS employees
  - Administrative, medical and others
- Provides CME, and general CE credits
- Approximately 30 minutes
- PowerPoint presentation with voice over
  - See handout of presentation
  - Can be viewed on-line
    - University of Pittsburgh Health Sciences eLearning Environment: Internet-based Studies in Education and Research (<https://cme.hs.pitt.edu>)

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## On-Line Module Learning Objectives

1. Explain the purpose of the All-Hazards Plan
2. Describe under what circumstances an all-hazards plan could be activated for PCHS and how it can help in the response
3. Understand the organizational structure of the Incident Command System
4. Define the function of specific roles within the Incident Command System for PCHS
5. Know the organizations and agencies who play important roles in emergency and disaster response in the region
6. Describe actions included in a personal preparedness plan

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## On-Line Module Content

- Description of PCHS
- Addressing major point #1:
  - “Why are we doing this? Don’t we have enough requirements already?”

### Why have a plan?

- A working plan is required by funding agencies
- The planning process allows the organization to grapple with issues that may have been set aside for “another day”
- Orientation to the plan provides employees with important safety information
- An effective plan helps protect employees, patients, and facilities

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## On-Line Module Content

- Addressing major point #2
  - “What is an All-Hazards Plan anyway?”

### Purpose of an All-Hazards Plan

The All-Hazards Plan serves to:

- Safeguard human resources
  - Protect clinic staff and patients
- Protect physical resources
  - Keep the building safe and secure
- Ensure business continuity
  - Safeguard the ability of the clinic to deliver health care



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## On-Line Module Content

- Basics of Emergency Response
- Cooperating Local Organizations
  - Regional Terrorism Task Force, County Health Department, City of Pittsburgh
- Introductory ICS
- Concept of the Emergency Operations Center
- Applicability of Plan
- Description of Content & Key Concepts

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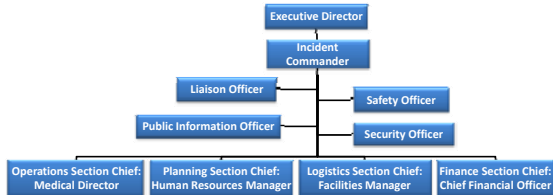
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## On-Line Module Content

- Schematic of PCHS ICS and details of position responsibilities



- Also Legal Council, Mental Health Coordinator, and Communications Coordinator

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## On-Line Module Content

- Personal Preparedness
  - Including shelter-in-place, evacuation, and communication plans
- Additional Training in Emergency Response
- Volunteer Opportunities

So far, two in-person training sessions using the on-line module have been conducted with 20 medical doctors and approximately 14 nurses from each of the PCHS clinics.




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## Shelter-In-Place Exercise

- Tabletop Exercise
- Situation Manual (SitMan)
  - Template provided by Homeland Security Exercise and Evaluation Program (HSEEP)
  - HSEEP is “a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning” for the entire nation. ([https://hseep.dhs.gov/pages/1001\\_HSEEP7.asp](https://hseep.dhs.gov/pages/1001_HSEEP7.asp))
- Scenario
  - Train derailment with chemical spill in the neighborhood
  - Must shelter-in-place
  - Other issues specific to the mission of PCHS



Blended Approach of the 4 Components of HSEEP

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## Exercise Flow Chart

- 2 weeks prior
  - Participants identified
- 5 days prior (minimum)
  - Participants receive assigned ICS roles, Job Action Sheets, and a copy of the All-Hazards Plan
- Day of exercise
  - Carry out tabletop exercise
  - Debrief with facilitators & evaluators
- 1 week after (minimum)
  - Hotwash with PCHS key personnel
- 1 month after
  - Complete after-action report presented to PCHS key personnel

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## Shelter-In-Place Exercise

- Purpose
  - “to provide participants an opportunity to evaluate current response concepts, plans, and capabilities” in a shelter-in-place scenario
- Scope
  - “emphasizes the role of assets from within the Primary Care Health Services system in response to the potential consequences of a train derailment involving a chemical spill”

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## Exercise Objectives

- *Emergency Operations Center (EOC) & Incident Command*
  - Learn when and how to activate the PCHS EOC
  - Determine who will staff the EOC
  - Identify major personnel in the PCHS Incident Command System (ICS)
  - Determine what the personnel’s major responsibilities are
  - Determine who decides when a shelter-in-place situation is needed versus evacuation

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## Exercise Objectives

- *Communications*
  - Identify the various methods of communication within the clinic
  - Determine the procedure for communicating with outside parties, including families of patients at the clinic, patients with later appointments, emergency management agencies outside the clinic
  - Determine what secondary measures are available to maintain continuity of communications

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## Exercise Objectives

- *Patient Care*
  - Determine what steps to take in the event of a medical emergency within the clinic while sheltering-in-place
  - Decide how to handle incoming patients
  - Identify procedures and equipment for decontamination and triage

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## Exercise Participants

- *Players*
  - PCHS employees; respond to the situation presented
- *Observers/Evaluators*
  - Professionals; analyzes responses and records observations
- *Facilitators*
  - Provide situation updates and moderate discussions

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## Exercise Structure

- Multimedia, facilitated tabletop exercise
- Tabletop exercise will ask questions that fall into the following general topic areas in order to address the goals and objectives
  - Knowledge of Basic Emergency Preparedness
  - Knowledge of PCHS All-Hazards Plan

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## Exercise Guidelines & Assumptions

- Open, low-stress, no-fault environment
- Respond based on knowledge or current plans and capabilities
- Decisions may not reflect PCHS's final position on a given issue
- Assume scenario is plausible, there are no trick questions, and all players receive information at the same time

Taken directly from HSEEP SitMan template

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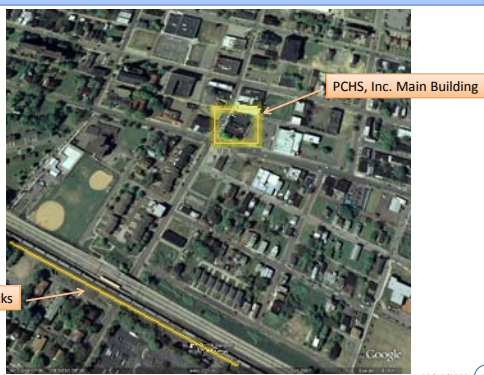
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## Approximately 0.16 miles apart



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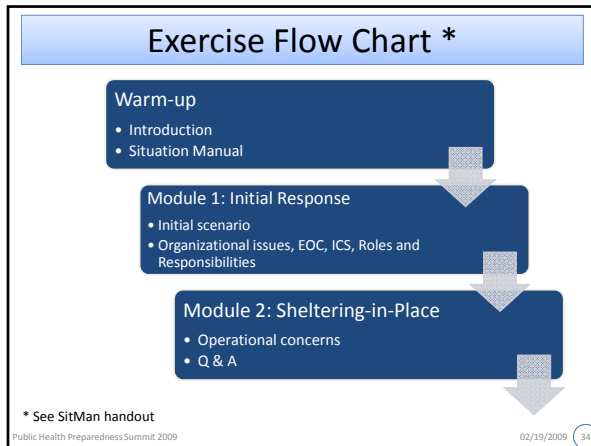
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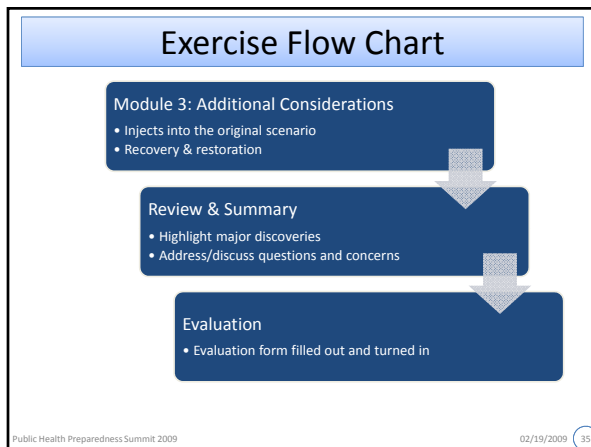
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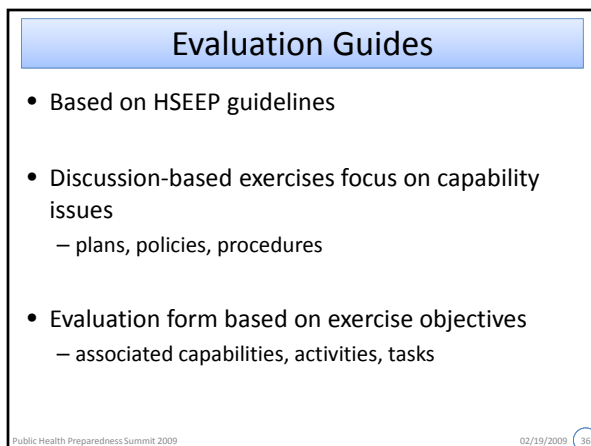
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## Evaluation Forms

- Observations summary
  - Record general chronological narrative of player actions
- Evaluator observations
  - Record and analyze specific strengths & areas for improvement
- Player feedback form
  - PCHS participant feedback on TXX exercise



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## Sample data collected

- What plans, policies, and procedures would players implement respond from the incident?
- Are roles and responsibilities clearly defined?
- How are various decisions made?
- Which issues are unresolved?

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## After-Action Report/ Improvement Plan

- After-Action Report
  - Based on the observations
  - Makes recommendations for post-exercise improvements
- Improvement Plan
  - Identifies specific corrective actions
  - Assigns actions to responsible parties

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## Summary

- Academic institutions are an important resource for FQHCs to meet their funding requirements for emergency planning and training
- The development of an All-Hazards Plan and training for FQHCs is a multi-step, prolonged process
- Online training modules are a convenient and efficient resource for familiarizing and introducing personnel to the All-Hazards Plan and personal preparedness
- A basic shelter-in-place exercise is an excellent scenario to test the fundamental knowledge of the plan, policies, procedures, and responsibilities
- HSEEP is an online, free resource to aid in exercise development and evaluation procedures

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