



Why Prepare?

- Personal preparedness.
- Make your own emergency plans.
- Why? The government may not be able to meet your needs.

Example? Katrina

- Even when faced with the certainty of an event – people still form specific responses to perceived threats that may result in negative consequences.
 - 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.

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 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

- AL 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.

Crisis

(Any event or situation that has the ability to disrupt your business)

- 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

What is a Crisis?



Preparing for a Crisis

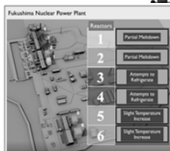
- Prepare a system that will allow you to respond to the emergency (have a plan)
- Develop policies (mission statement)
- Create a crisis management team
- Assemble and organize resources
- Distribute an emergency procedures guide

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

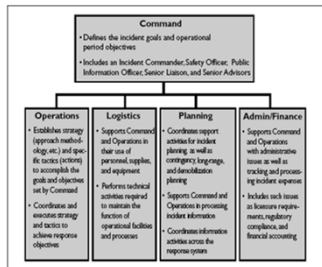
- Identify the nature of the current crisis
- Take actions to minimize damage
- Recover from the crisis
- Work with public relations to prevent harm to company reputation (TEPCO offers \$12 dollar per person payout)



The Good, the Bad, the UGLY



Incident Command System



<http://www.training.fema.gov/is/crslist.asp>

AL 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!

HVA Tool

- Naturally Occurring Events
- Technological Events
- Human Related Events
- Internal Hazardous Materials Events
- External Hazardous Materials Events

Kaiser Permanente HVA Model

HAZARD AND VULNERABILITY ASSESSMENT TOOL NATURALLY OCCURRING EVENTS								
EVENT	PROBABILITY <small>LIKELIHOOD OF HAPPENING</small>	HUMAN IMPACT <small>POTENTIAL FOR DEATH OR INJURY</small>	PROPERTY IMPACT <small>POTENTIAL FOR AND DAMAGES</small>	BUSINESS IMPACT <small>INTERUPTION OF SERVICES</small>	PREPARED- NESS <small>PREPAREDNESS</small>	INTERNAL RESPONSE <small>TYPE EFFECTIVENESS OF RESPONSE</small>	EXTERNAL RESPONSE <small>COMMUNITY AWARENESS AND SUPPORT</small>	RISK <small>Relative threat</small>
SCORE	0 = low 1 = low 2 = medium 3 = high	0 = low 1 = low 2 = medium 3 = high	0 = low 1 = low 2 = medium 3 = high	0 = low 1 = low 2 = medium 3 = high	0 = low 1 = high 2 = medium 3 = low or none	0 = low 1 = high 2 = medium 3 = low or none	0 = low 1 = high 2 = medium 3 = low or none	0 - 100%
HURRICANE								0%
TORNADO								0%
SEVERE THUNDERSTORM								0%
SNOW FALL								0%
BLIZZARD								0%
ICE STORM								0%
SEISMOLOGICAL								0%
TOTAL WIND TEMPERATURE SURFICIAL DROUGHT								0%
FOOD SHORTAGE								0%
WILD FIRE								0%
LANDSLIDE								0%
DAM INFILTRATION								0%
VOICED SPEAKING								0%
AVERAGE SCORE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
RISK = PROBABILITY * SEVERITY 0.00 0.00 0.00								

Human Impact

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



Property impact

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



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

Preparedness

- Have we done anything to 'prepare' for the crisis?
- What is our time structure?
- What else could we do to prepare?

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 and Improvement Plans

- 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!

Preparedness solutions

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



Disasters will Continue



New Jersey is Not Immune



What can HCANJ'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 "Culture of Preparedness"

Preemptive vs. Reactive

Contrasting "Cultures" of Preparedness



Contrasting “Cultures” of Preparedness



Become Involved (HCANJ – EPC)

- Elevate and promote emergency preparedness
- Identify training/educational needs
- Develop educational programs
- Develop and deliver HSEEP compliant exercises
- Improved adoption of Incident Command System (ICS) and National Incident Management System (NIMS)
- Improve professional relationships and communications with our healthcare continuum, public health, OHSP, and OEM partners.
- Establish “emergency preparedness/management best practices”
- Analyze and evaluate post crisis event response by HCANJ and develop “lessons learned”

I will leave you with these

“By failing to prepare – you are preparing to fail”

---Ben Franklin

“In business or in football, it takes a lot of unspectacular preparation to produce spectacular results”

----Roger Staubach, Hall of Fame Football Player

“In preparing for battle, I have always found that plans are useless, but planning is indispensable.”

----Dwight D. Eisenhower

Thank You

J. David Weidner, MPH, REHS
Director, Emergency Preparedness
Health Care Association of New Jersey
4 AAA Drive – Suite 203
Hamilton, New Jersey 08691
609-890-8700
Dave@hcanj.org

Resources

- American Medical Association, National Disaster Life Support Foundation (2004), *Advanced disaster life support provider manual*, ISBN 978-1-57947-879-7
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