

HSEEP for Hospitals and Healthcare Facilities

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Introductions

History of HSEEP

First off, decode the acronym

Homeland Security Exercise and Evaluation Program

What is HSEEP

Designed in 2002, developed from the National Exercise Program

Capability vs. Capacity

We're from the government and we are here to help you

National Preparedness System

- Goal – “To achieve and sustain capabilities that enable the Nation to collaborate in successfully preventing terrorist attacks on the homeland, and rapidly and effectively responding to and recovering from any terrorist attack, major disaster, or other emergency that does occur to minimize the impact on lives, property, and the economy. This state of national preparedness will be achieved by reaching risk-based target levels of capability and sustained by measuring readiness and directing resources to areas of greatest risk and need.”

National Preparedness System

National Planning Scenarios

15 scenarios

Illustrate potential scope, magnitude and complexity

Universal Task List

Over 3,000 tasks identified

Target Capabilities List

37 capabilities

National Response Plan

National Incident Management System (NIMS)

Capabilities Based Planning

Links resource allocation to the capabilities that are most urgently needed to perform a wide range of tasks

Think all hazards approach

Provides a standardized methodology and consistent terminology for designing, developing, conducting, and evaluating all exercise

Capabilities based planning

Capabilities-based planning focuses on uncertainty. Since a hospital cannot be completely certain of what threats and hazards will occur, it is important to build capabilities that can be applied to a wide variety of incidents

All Hazards approach

Capabilities based planning

- Identifying priorities
- Priorities are selected by pulling information from
 - Capabilities assessment
 - Baseline
 - Identifies gaps, excesses and deficiencies
 - Emphasizes training and exercise on specific capabilities
 - Improvement plans
- Used to write multi-year training and exercise plan

**This is a self sustaining
exercise program**

Current Exercise Programs

TJC

HFAP

CMS

Others

Building Block approach To Exercise Scheduling

Seminars

Workshops

Tabletop Exercises

Games

Drills

Functional Exercises

Full-Scale Exercises

Preparedness Improvement Cycle:

Planning → Exercise → Training →

Improvement Cycle →

REPEAT → →

Your Tools to Get Started:

Hazard and Vulnerability Assessment (HVA)

After-Action-Reports & Improvement Plans (AAR, IP)

New Equipment or New “Events” (H1N1)

Brief Review

HVA:

How likely is an event to happen? 1 – 3

1 is unlikely, 3 is very likely

How bad or big will the impact be if it happens? 1 – 3

1 is not bad, 3 is very bad

How prepared are we right now for that event? 1 – 5 (oppo)

1 is very prepared, 5 is not prepared at all

Multiply the 3 numbers $2 \times 2 \times 4 = 16$

Arrange event numbers from highest to lowest

>> Address the highest numbers **FIRST!**

Preparation:

HSEEP Tools:

National Planning Scenarios:

Capabilities for U.S. (like an HVA for the U.Ss)

Target Capabilities List (TCL)

Universal Task List (UTL)

Complete, Specific and *Exhaustive*.....

ALSO:

National Incident Management System (NIMS)

National Response Plan (NRP)

Exercise Planning Team- HICS!!!

(IC, Logistics, Planning, Finance, subject matter experts –SME)

HSEEP Capabilities

5 Capability Categories or Preparedness MISSIONS:

<u>Mission</u>	<u>Capabilities</u>	<u>Activities</u>	<u>Tasks (approx)</u>
Common	4		280
Prevention	5		60
Protection	4		625
Respond	21		2700
Recover	3		500

37 “CAPABILITIES”, with many “ACTIVITIES” for each
and approximately 3000 - 4,000 specific TASKS

Each Task has Performance Measures: an action, time, number done

All of these are on the EEGs: Exercise Evaluation Guides

Definitions and Examples

Mission: Common

Capability: “Communications”

Activity: Conduct alert and dispatch notification

Tasks: *Dispatch first responders
 *Request external resources using EMAC &
 other mutual aid/assistance processes

Definitions

Mission: Respond

Capability: “Medical Surge”

Activity: Direct & coordinate medical surge operations

Tasks:

- *Assess the situation & forecast response needs for victims & response/recovery workers
- *Identify & coordinate deployment of MDs, RNs, techs & other medical personnel to disaster areas

Definitions

Mission: Protection

Capability:

“Public Health Laboratory Testing:

Activity:

Develop plans, policies, procedures, & systems for public health laboratory testing

Tasks:

- *Establish public health laboratory networks
- *Develop notification & information exchange systems for disease reporting (*huge for hospitals*)

Definitions

Mission: Recovery

Capability: “Structural Damage & Mitigation Assessment”

Activity: Direct restoration of lifeline operations

Tasks:

- *Identify entities affected by loss of LL infrastructure
- *Coordinate inspections to determine that the electrical or energy system inside a building is safe before emergency energy is provided
(*eeck! Zzzzttt! Ka-boom*)

Exercise and Training TYPES

Develop Multi-Year Training and Exercise Schedule

You have Two Main Exercise Categories:

Discussion Based

Operations Based

Discussion Based:

You need: Situation Manuals (SITMAN), multimedia ppx, media releases and EEGs

- Seminars
- Workshops
- Tabletop Exercises

Exercise and Training TYPES

Operations Based:

You Need: SITMAN, Exercise Plan (EXPLAN),
Controller & Evaluator Handbook (C&E HB),
Master Scenario Events List (MSEL) (“*Mee-Sul*”)

- Games
- Drills
- Functional Exercises
- Full-Scale Exercises

Exercise and Training Types

Increasing complexity and numbers of capabilities addressed:

Overlap with Discussion vs. Operations is not Perfect

❑ Seminars > Workshops > Games

❑ Tabletop Exercises:

Purpose is to stimulate discussion, assess plans

*breakouts occur

❑ Drills:

Narrow focus

Conducted in the training environment

Exercise and Training Types

❑ Functional Exercises:

Realistic or real environment (EOC)

Movement of personnel & equipment is *simulated*

Time is *relative* to achieve the Exercise Objectives (fast or slow)

❑ Full-Scale Exercises: responders are *mobilized*,

Free-play environment, act as if “it is REAL”

Use problem-solving & critical thinking to determine steps to take

Need players, controllers, evaluators, actors, observers/VIPs

Logistics Required are daunting: Venue, IDs, Refreshments, Restrooms, Communications, Videotaping, Props, Equipment, Site Security, Safety,,,,,,Refreshments.....

Define Yourself: “WHO” is exercising?

HSEEP Goals: Coordinated exercises *between* agencies

WHO are YOU?

- Jurisdiction?

- More than one jurisdiction working together?

- Actor within the jurisdiction: Hospital?

- Department within the Hospital: Nursing?

- Division within the Department: ICU Nurses?

Define Yourself: “WHO” is exercising?

Remember:

HSEEP Goals: Coordinated exercises between agencies

So, look both directions at multiple tiers around “YOU”

Think of your multiple roles as you conduct planning,

Focus on capabilities –

Then, select activities and tasks to train and exercise for

Who YOU are defines Stakeholders!!!

Stakeholder identification critical 1st step in planning

Where to get UTL & Capability Descriptions

Home Site: <https://www.rkb.us>

UTL: https://www.rkb.us/contentdetail.cfm?content_id=185590



The screenshot shows a web browser window displaying the Responder Knowledge Base website. The page title is "Publication / Reference Details" and the main heading is "Universal Task List: Version 2.1". The publisher is listed as the Department of Homeland Security, with a publication date of February 2007. The description states that this document is an updated version of the UTL, developed in consultation with various entities to help implement the capabilities-based planning process established under HSPD-8. The UTL is a "living" document that will continue to be refined and expanded. The submitting organization is RKB, and the page was last updated on October 9, 2009. There is a link to download the Excel spreadsheet of the UTL. The DHS logo is also visible on the page.

Responder Knowledge Base

**ALL KINDS of Great TOOLS!
DHS/FEMA**

Tools are assembled - NOW, How to get started?

Set Objectives: Develop multi-year training & exercise schedule

Exercise and Training Plan Workshop

Select capabilities you (your jurisdiction) are focused on

Analyze the associated critical tasks for each capability

Modify them to match your particular role, purpose, mission

Set Actions, Conditions, and Standards for each

Remember those Critical Tasks to achieve a capability!!!

Get Ready!

Ready to Plan *THE* Exercise:

Planning Conferences:

Face-to-face

Review Progress

Finalize & Approve :

Capabilities/Activities/Tasks, Scenario, EXPLAN, SITMAN, MSEL, EEGs, C&E Handbook, etc

Chance for partnership, bonding, collaboration, coordination that will benefit jurisdiction during real events!

Go back over HVA, AAR, Goals for multi-year plan

Planning Conferences

Concept and Objectives Meeting

Exercise PURPOSE

Goals and Objectives (worthy, obtainable, measurable)

Location, date and duration, Assumptions and artificialities

Control and Evaluation, Security and Logistics

Initial Planning Meeting

Gather input on scope, objectives, conditions

Plan evaluation, review EEGs

Assign responsibly for tasks (MSEL, SITMAN, logistics)

Acquire source documents needed (existing policies, pictures)

Determine best methods for information delivery

Above 2 meetings can be combined!

More Planning Conferences

Midterm Planning Conference: (can skip with discussion based)

Agree on final EXPLAN details

Review:

Scenario TIME LINE (MSEL) (real-time & scenario-time)

Documentation (C&E HB),

Control Staff Instructions (COSIN)

Determine scenario injects needed

Make sure exercise will not deplete agency real-world capabilities

More Planning Conferences

Final Planning Conference:

Final Review and Approval of

Exercise procedures

Logistic requirements

Documentation

NOW, it can all be sent for printing

AND, you can order food!

Documents – at Length.....!

Exercise Plan (EXPLAN)

This is for Players and Observers

Synopsis of purpose, objectives, scope, background

Date, Time, Duration

Maps and Directions

Schedule of events -- *NOT SCENARIO EVENTS!*

(Module I, Lunch, Module II, Snack, Module III, Break)

Rules of Conduct, Safety, Security and Access

EP Team/Control staff: Roles and Responsibilities

Communications !

Documents

Situation Manuel (SITMAN)

This is used at the actual TTX – Contents:

Introduction

Scenario (step-wise)

Describe first stage of event → Discussion

Participant Questions (what would you do?)

Describe next stage of event → Discussion

Participant Questions (NOW what would you do?)

May need stickers to cover page until ready for the next stage

Can integrate SITMAT with

multi-media presentation in TTX room

Reference appendices: policies, call-downs, information, etc

More Documents

Controller and Evaluator Handbook

This is for the Controllers and Evaluators only

Roles, responsibilities for controllers and evaluators

DETAILED scenario information

Exercise safety plan

Controller communications plan

Evaluator observation forms (EEGs)

More Documents

Master Scenario Events List (MSEL)

This is for the facilitators or controllers to follow

Also useful for the evaluators

Chronological listing of Key Actions that must occur

Scripted events, injects, etc

These should generate Player ACTIVITY & TASKS (capability)

Events/injects **Prompt** players to complete tasks under evaluation

Time > Responsible Controller > **Event** > Expected action

Action doesn't happen: **Prompt** > Expected action

Next Time, next **event**, and so on.....

Exercise Evaluation Guides (EEGs)

They really are thorough, complete, even illuminating & educational

Capability: Description and Outcome of capability

Demographics: jurisdiction, date/time, evaluator contact info, etc

List of Activities for Each Capability

List of Tasks for each Activity in the Sequence
expected to accomplish that Activity

- Expected task
- Standard for that task – List of exact deeds
- Completed or not, Time completed, Targets for completion

The evaluator checks off for each task; completed, time, targets

Exercise Evaluation Guides (EEGs)

Observations Summary: This is what the evaluator writes in after checking off tasks as the exercise progresses

NOTE: Evaluators may need to take notes as events proceed

Narrative: were tasks: Performed? Timely? Well?

Are there ISSUES?

List 3 Strengths

List 3 Areas for Improvement

For each Strength & Area for Improvement - the evaluator provides:
Analysis, References, & Recommendations

Also a: “Were Lessons Learned?” Check box is provided for each

NOTE: Planners can revise EEGs to show only the
Activities and Tasks deemed critical for achieving goals!!!

EEGs Will turn into an After Action Report

Evaluators Should Also Note:

How did communications come in, go out?

What was discussed by team?

What decisions were made:

by who, and based on what?

Record:

All movement

What happened

Document injects

Where things NOT done?

HOTWASH

Player Hotwash:

Should occur right after the exercise is completed

Attendees:

Players, Controllers/Facilitators, Evaluators

Provides:

Chance for evaluators to clarify issues

Participant feedback: what went well, what did not

A Separate Hotwash may be conducted with

Planners, Controllers, Evaluators, VIPs, and Stakeholders!!!

Facilitators/Controllers make sure one rule is followed:

only constructive comments are allowed

ANALYSIS

Use Hotwash, EEGs, MSEL to Reconstruct events:

Chronology of Responder actions: exceptional and worrisome

1. What happened?
2. What was supposed to happen?

Was there a difference ?

This is a GAP or need (1-2 = *Gap*)

What was the Impact or effect of that Gap or difference?

Was it **BIG** or *small*??

What was learned?

ANALYSIS

What Critical Tasks fell into the “Needs improvement” category?

Remember? Those were the critical tasks
selected earlier for the multi-year training exercise schedule!

They were the critical tasks required to achieve the
CAPABILITIES needed for your jurisdiction to address its HVA!!!

So you have to go back to the original
Exercise and Training Plan workshop report

Based on the Exercise result and original goals ask yourself:
What improvements are needed?

Improvement Plan & Cycle of Review

Improvement Plan:

Does the identified gap require changes or augmentation of:

Policies or Procedures?

Supplies or equipment?

Communications, lines of authority, cooperation, coordination?

Training, education?

Link recommendations to Capabilities, Purpose, & TIMELINE

List Who is responsible for each element of the Improvement Plan?

Use After Action Report and Improvement Plan to:

Revise existing programs, procedures, policies, equipment, etc

Revise and Refine original Multi-year Training and Exercise Plan

Hospital Participants

Community Hospital

130 beds, Trauma level II, no PICU, 60% census

Name: “Unassuming”

Community Hospital

600 beds, Trauma Level II, PICU, Most tertiary care, 75% census

Name: “Enduring”

Community Hospital

450 beds, Trauma level I, Graduate medical education, 80% census

Name: “Abiding”

Hospital; part of a hospital system

500 beds, Trauma Level II, PICU, Few residents, 75% census

Large attached clinic facility, Local resource and POD hospital

Name: “Resourceful”

Public Hospital

500 beds, Trauma Level I, PICU, all GME, 95% census, overcrowded

Large attached clinic system

Name: “Grumpy, Cantankerous, but with good cause”

Community Hospital

60 beds, No ICU, only some specialists, nighttime hospitalist, 50% census

Name: “Never Give In”

Large University Hospital

750 beds, Trauma Level II, all tertiary care including transplants, 80% census

Name: “Over the top!”

Target Capabilities by Mission

Common:

Communications

Community Preparedness and Participation

Planning

Risk Management

Prevent:

CBRNE Detection

Information Gathering & Recognition of Indicators & Warnings

Intelligence Analysis & Production

Intelligence/Information Sharing and Dissemination

Law Enforcement Investigation and Operations

Protect:

Critical Infrastructure Protection (CIP)

Epidemiological Surveillance and Investigation

Food and Agriculture Safety and Defense

Public Health Laboratory Testing

Target Capabilities by Mission - Continued

Respond:

Animal Health Emergency Support

Citizen Evacuation and Shelter-In-Place

Critical Resource Logistics and Distribution

Emergency Operations Center Management

Emergency Public Information and Warning

Environmental Health

Explosive Device Response Operations

Fatality Management

Firefighting Operations/Support

Isolation and Quarantine

Mass Care (Sheltering, Feeding, and Related Services)

Mass Prophylaxis

Medical Supplies Management and Distribution

Medical Surge

Target Capabilities by Mission

Respond Continued:

Onsite Incident Management

Public Safety and Security Response

Responder Safety and Health

Triage and Pre-Hospital Treatment

Urban Search & Rescue

Volunteer Management and Donations

WMD/Hazardous Materials Response and Decontamination

Recover:

Economic and Community Recovery

Restoration of Lifelines

Structural Damage and Mitigation Assessment