

Healthcare Emergency Management

Are we ready???



Veterans Health Administration Emergency Management Academy

Veterans Health Administration Emergency Management Academy

“Developed for the VA but products are available
and applicable to any healthcare system”

“Healthcare Emergency Management”
(HEM)

Veterans Health Administration Emergency Management Academy

Emergency Management Program Guidebook
(2005 with update pending)

- <http://www1.va.gov/emshg/page.cfm?pg=114>

Emergency Management Principles and
Practices for Healthcare Systems

- <http://www1.va.gov/EMSHG/page.cfm?pg=122>

Healthcare Emergency Management Competencies

- www.gwu.edu/~icdrm

“Engineering management” applied to managing mass casualty and mass effect incidents...

Emergency Management Principles and Practices for Health Care Systems

Unit 1:
The Emergency Management Program

Emergency Management Principles and Practices for Health Care Systems

Unit 2:
Incident Command System (ICS) and the Application of Strategic ICS Principles

Emergency Management Principles and Practices for Health Care Systems

Unit 3:
Healthcare System Emergency Response and Recovery

Unit 4:
Emergency Management Instruction, System Evaluation, and Organizational Learning for Healthcare Systems

Emergency Management Principles and Practices for Health Care Systems

Unit 5:
Appendices

Emergency Management Principles and Practices for Healthcare Systems

Intended Use:

- Stand-alone *text* for education
- A *basis* for training (NOT a training curriculum)
- A *reference* for evaluating exercises & response

Emergency Management Principles and Practices for Healthcare Systems

Educational text:

- Based upon competencies, “the literature” and “reality”
- Emphasizes that Emergency Management is a “management science”
- Systems-based approach: everything is related
- Strives for terminology & conceptual consistency across the subject matter

Emergency Management Principles and Practices for Healthcare Systems

Organization:

- Unit 1: The Emergency Management Program
- Unit 2: Incident Command System (ICS) and the Application of Strategic ICS Principles

Emergency Management Principles and Practices for Healthcare Systems

Educational text:

- Unit 3: Healthcare System Emergency Response and Recovery
- Unit 4: Emergency Management Instruction, System Evaluation & Organizational Learning for Healthcare Systems

Emergency Management Principles and Practices for Healthcare Systems

Educational premise:

- Preparedness must be based upon an effective, well-defined **response model** – defined through all stages of emergency response and recovery:

Incident Recognition → Activation & Notification → Mobilization
→ Incident Operations → Demobilization → Recovery & Return
to Readiness

Healthcare Emergency Management

“Preparedness organization”

versus

“Response organization”

Healthcare Emergency Management

- “Preparedness organization”
 - The groups that provide interagency coordination for domestic incident management activities in a non-emergency context... organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

(NIMS)

Healthcare Emergency Management

- “Response organization”
 - In contrast to a “preparedness organization” as defined by NIMS, a response organization provides management of emergency decision-making, decision implementation and coordination of resources in the emergency context...
 - Most response organizations are organized under NIMS as an Incident Management Team or as a Multi-agency Coordination System. (ICDRM)



Healthcare Emergency Management Professional Certification Program

Reason for professional certifications

- To provide a formal indicator of competent practice specific to the “practice setting”...

Certification

- Certification: “Involves measuring an individual’s competence [and the proficiency level within the competence] through a testing or evaluation process.”
(Ref USFA 1/26/04)

Certification

- The challenge: Measuring competency in Healthcare Emergency Response and Recovery...

Healthcare Emergency Management (HEM) Certification Process

Initial qualifications

- Demographics
- HS diploma + Experience
- Self-reporting of attributes
- 2 letters of recommendation

Associate HEM Certification Exam

- Web-based written exam
- Conducted at internet testing facility

Associate Healthcare Emergency Management Certification

Associate HEM Recertification:

- Every five years if no advancement
- Continuing education requirements

Professional HEM Qualifications

- Education
- Training
- Experience
- Evaluation of practice

Professional HEM Certification Exam

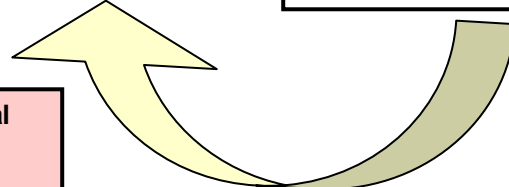
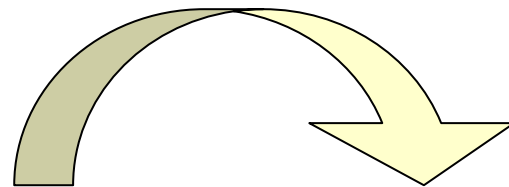
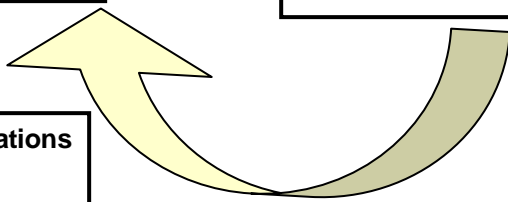
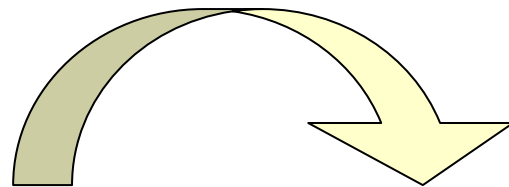
- Web-based written exam plus Interactive/oral exam (based upon four 30-minute scenarios)

Professional Healthcare Emergency Management Certification

Professional HEM Recertification

- Every five years
- Continuing education requirements
- Maintenance of qualifications
- Contributions to profession
- Reassessment examination

Specialized Functional or Position-Specific Qualifications



Healthcare Emergency Management

Are we ready???

Healthcare Emergency Management

Are “we” ready???

The answer must be based upon an accurate assessment of the EM Program’s “response organization”...

The metrics and measures must be carefully developed and applied.

“Emergency Management Program Assessment: The Competency Framework”



THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC



Institute for Crisis, Disaster
and Risk Management

What purpose do competencies serve?

- Stated purpose
- Traditional business application
- The potential for healthcare organization emergency management programs

Developed from the “end user” perspective

Competencies as the common denominator in Emergency Management



EOP

Training

Exercise

AAR

Org.
Learning

PQs that
achieve
functional
objectives

Basis for
LOs that
achieve
operational/
expert
proficiency

Basis for Ex.
Objectives &
other metrics
to be
evaluated

Basis for
evaluating
performance

Unit of
change for
improve-
ment

PQs = Position Qualifications

LOs = Learning objectives

Ex. = Exercise

Org. = Organizational

The difference between
preparedness/mitigation and
response/recovery competencies

"Why do we care?"

Example

- Objective and measurable assessment of:
 - Incorporating Hazard Vulnerability Analysis findings into the ‘program’
 - Facilitating a Planning Meeting.

Preparedness/
Mitigation

The diagram consists of two rectangular boxes on the right side of the slide. The top box is light blue and contains the text 'Preparedness/Mitigation'. An arrow points from the left side of this box to the list item 'Incorporating Hazard Vulnerability Analysis findings into the 'program''. The bottom box is light yellow and contains the text 'Response/Recovery'. An arrow points from the left side of this box to the list item 'Facilitating a Planning Meeting'.

Response/
Recovery

Development of the competencies

- Primary and supporting competencies
- Levels of proficiency: “the degree of understanding of the subject matter and its practical application through training and performance (FEMA)”
 - Awareness
 - Operations
 - Expert

Levels of proficiency

- Awareness: Understanding of the knowledge/skills/abilities encompassed by the competency, but not to a level of capability to adequately perform the competency actions within the organization's system.
- Operations: The capability to safely and effectively perform the assigned tasks and activities, including equipment use as necessary.
- Expert: Represents all aspects of operations **PLUS** the additional ability to apply expert judgment to solve problems and make complex decisions.

Application to Job Groups

- All Personnel (AP)
- Emergency Management Program Manager (EPM)
- Healthcare System Leader (HSL)
- Patient Care Provider (PCP)
- Clinical Support Services (CSS)
- Police and Security Services (PSS)
- Facilities and Engineering Services (FES)

Example: Healthcare System Leader Response Competency 6 (expert level of proficiency)

- Manage continuous incident action planning through iterative planning cycle procedures that provide strategic and general tactical guidance to healthcare system personnel in order to achieve surge capacity, surge capability, and organizational resiliency.
- Knowledge
- Skills

How do competencies relate to the overall mission of the organization?

Can we describe something called
“organizational competencies?”

Which response competencies would you focus on in an evaluation of a healthcare organization?

- Those related to life safety issues?
- Those related to business continuity?
- Those related to the ability of the organization to surge?

Some competencies support all
response missions of the
organization

“How does one assess the preparedness and mitigation of an organization?”

How can competencies be utilized to evaluate organizational learning?
