



# VHA Comprehensive Emergency Management Program Analysis

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Booz Allen Hamilton,  
under contract with VA  
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# Booz Allen is assisting VHA to enhance its Emergency Management Program

- ▶ Veterans Health Administration (VHA) contracted with Booz Allen Hamilton (Booz Allen) to assist in enhancing its well developed emergency management programs at:
  - Headquarters
  - Veterans Integrated Service Networks (VISN)
  - VHA facilities system-wide
- ▶ Booz Allen's activities for VHA preparedness will focus on:
  - **CEMP Analysis (Focus of Presentation)**
  - EMAP Accreditation Program for Headquarters
  - CEMP Strategic Planning
  - CEMP Policy and Standards
  - Education and Training
  - Exercise

Technical Proposal

Proposal to Provide Studies and Analysis Support Services Planning, Execution, and Evaluation to the Department of Veterans Affairs, Veterans Health Administration, Emergency Management Strategic Healthcare Group

September 28, 2007

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Booz Allen Proposal# 0294-0010

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## **Main Objective is to Answer - “Are we Ready?”**

- ▶ **Capability assessments will be focused on a comprehensive formative analysis of the emergency management program with the following priorities:**
  - **Program Management**
  - **Incident Management**
  - **Occupant Safety**
  - **Resiliency/Continuity of Operations**
  - **Surge Capacity and Capability**
  - **Collaboration with Community and National Missions**
- ▶ **Collaborative process focused on capabilities to create and support a formative process of organizational learning**
- ▶ **Compliance with regulatory standards will be documented**



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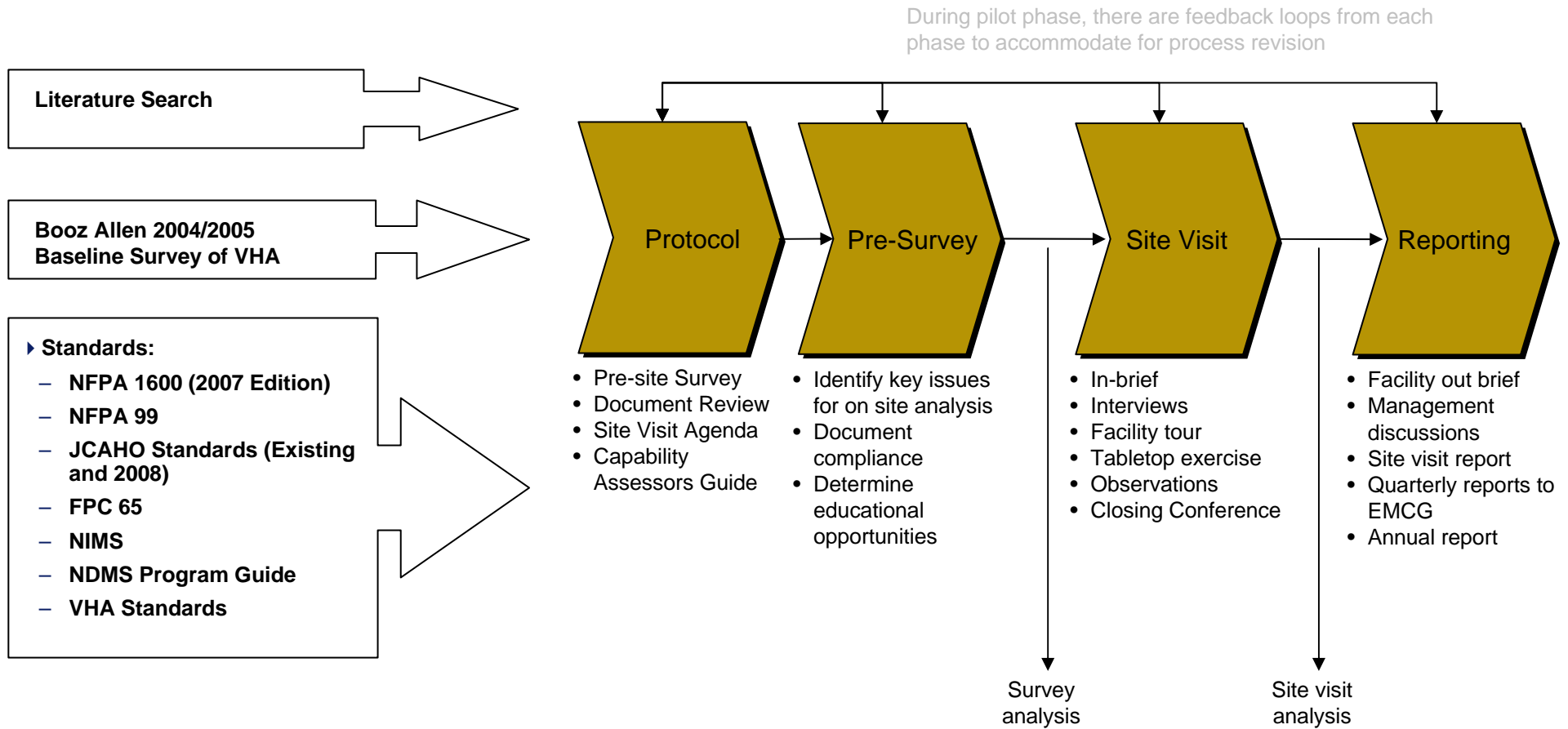


# Capabilities Assessment Protocol Design

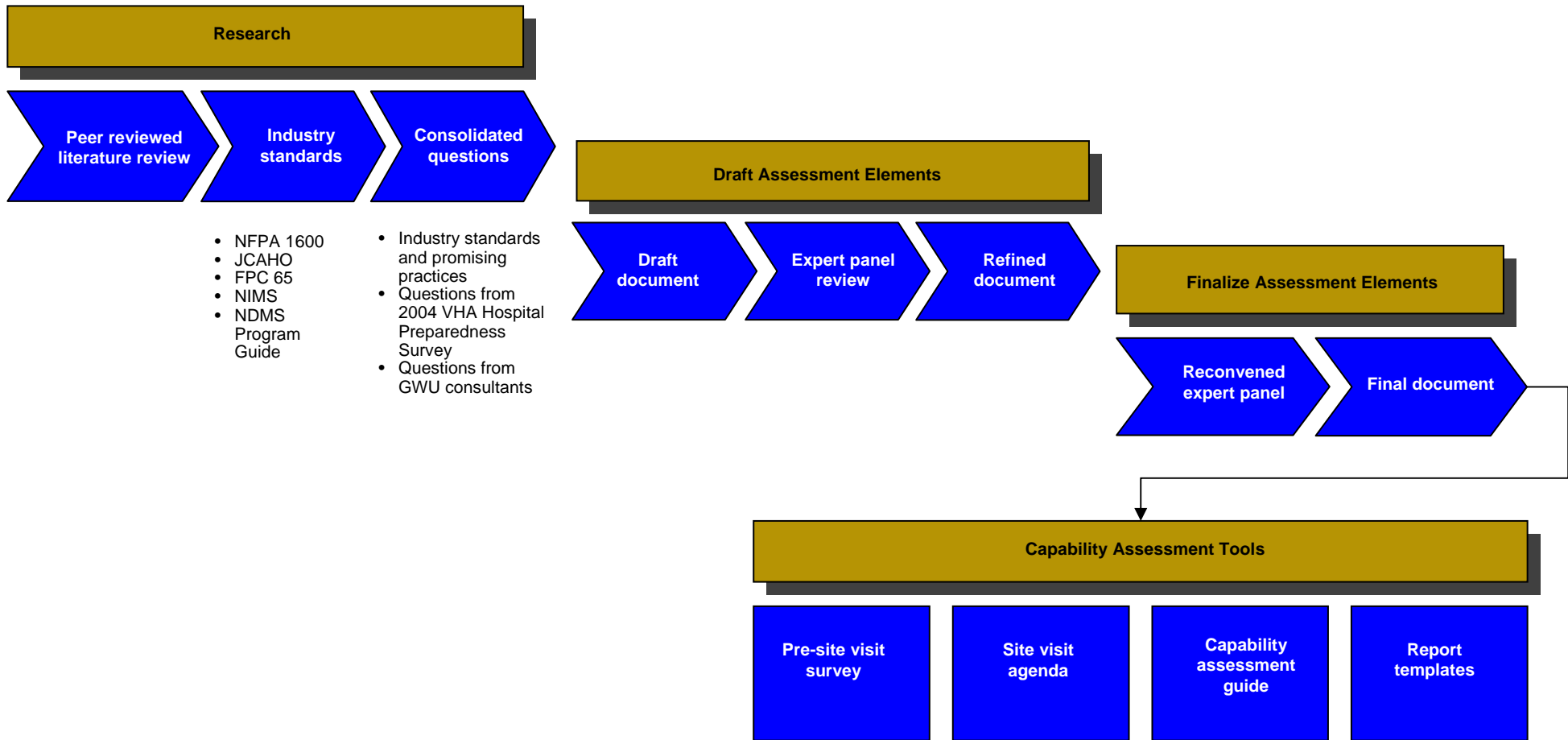
- ▶ **Scope of the assessment includes VAMCs, VISNs, and VHACO program offices**
  
- ▶ **Protocol is being designed using four main principles:**
  - **Capability assessment will be a leading edge program incorporating requirements from VA and external standards and current thinking from public and private health care organizations**
  
  - **Program will be developed collaboratively with VHA leadership and practitioners from VHACO, VISNs and VAMCs**
  
  - **Assessment will be formative adding value by identifying best practices and opportunities for continuous quality improvement**
  
  - **Guided by VHA and Federal Partner's Steering Committees**



# Capability Assessment Project Components



# Approach to answer the question “ is the VA Ready?”

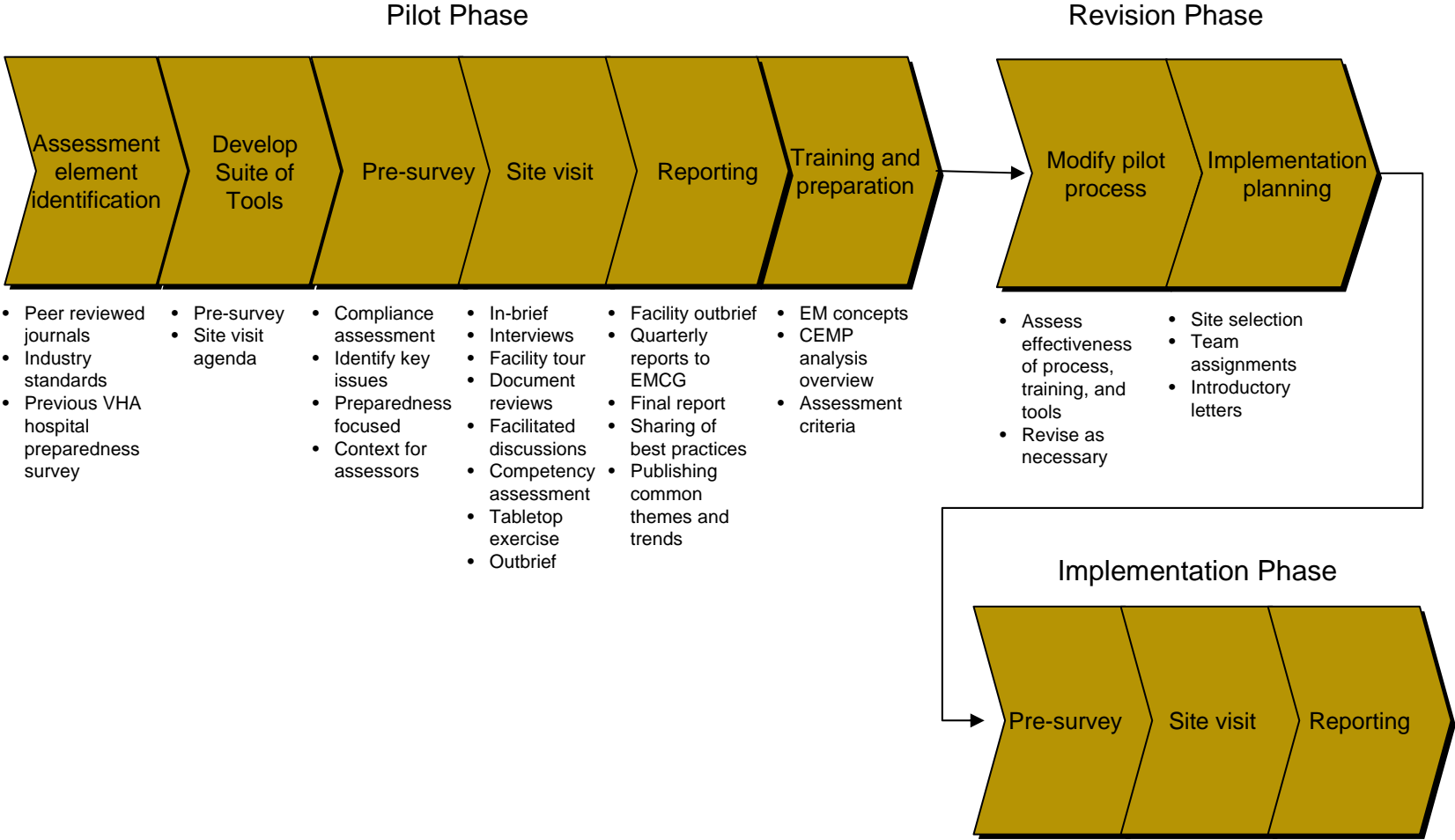


# CEMP evaluation will be conducted through phases

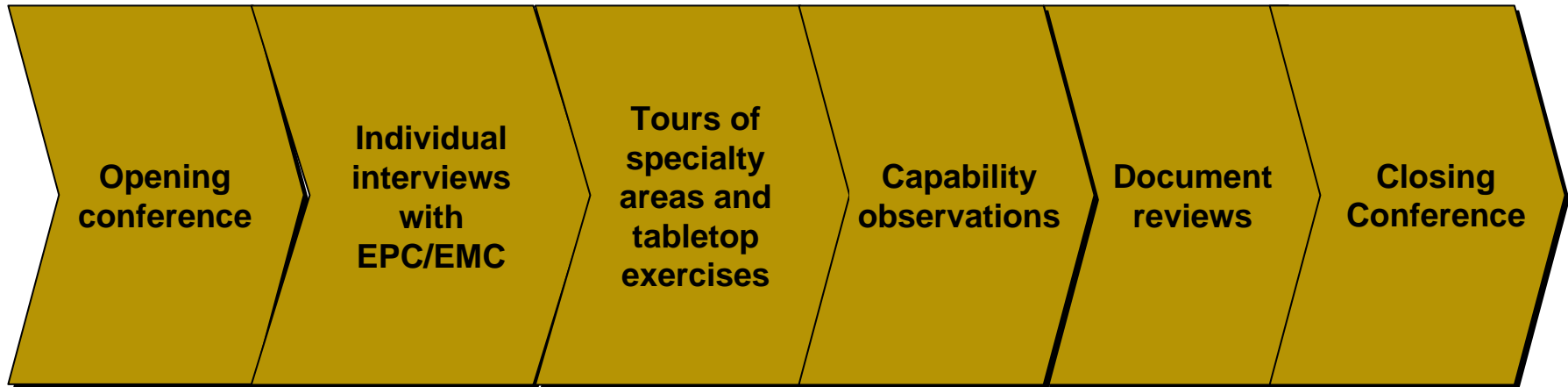
- ▶ Phase 1 – Pre-site Survey
  - Baseline status of the facility’s overall capabilities and compliance with key aspects of governing standards including NFPA, JCAHO, FEMA, and NIMS
  - Contextual information for the on-site capabilities assessment team on the facility, its mission, and specialty services
  
- ▶ Phase 2 – Site Visit
  - Entrance Conference
  - Tour facilities
  - Review/clarify answers to questions on pre-site survey
  - Interview key VAMC hospital preparedness personnel
  - Assess VHA community relationships and resources
  - Conduct scenario-based tabletop exercise
  - Exit conference
  
- ▶ Phase 3 – Reporting
  - Identify risks and opportunities to provide education and training



# Booz Allen will test the proposed assessment methodology through pilot site visits to produce a mutually agreeable and stable tool suite



# Booz Allen proposes several methods for obtaining site visit information



## Site Visit Personnel/Timeline:

- ▶ The site visit team will likely include three members: two Booz Allen and a peer VA Emergency Planning Coordinator (EPC) (determined by VA)
- ▶ Timeline will be determined by results of pilot study (most likely 2 ½ to 3 days plus travel depending upon complexity of facility visited)



# Site Visit Focused on Capabilities

- ▶ Identified approximately 70 capabilities to assess
- ▶ Capabilities identified by iterative process based upon defined mission.
- ▶ Capabilities divided into 5 priorities
  - Program
  - Incident Management
  - Safety and Security
  - Medical Surge
  - Continuity of Operations
  - Community Collaboration
- ▶ Consistent framework for defining each capability.

Capability Element	Assessment components
Resources	
Supplies	<ul style="list-style-type: none"> <li>• Supplies needed to operate an emergency power program are identified, up to date and properly stored.</li> </ul>
Facilities/Equipment	<ul style="list-style-type: none"> <li>• Equipment including generators, switch gear, fuel pumps and circuitry are identified as a critical utility as part of the Joint Commission Environment of Care Standards Utilities Management program.</li> <li>• Critical components are included in a preventive maintenance program.</li> <li>• Facilities housing generators are maintained in accordance with NFPA standards.</li> </ul>
Personnel	<ul style="list-style-type: none"> <li>• VAMC has sufficient number of engineers and electricians to sustain operations of the emergency generators</li> <li>• VAMC demonstrates the ability to contact electrical power supplier during an emergency 24/7.</li> </ul>
Education/training	<ul style="list-style-type: none"> <li>• VAMC personnel responsible for this system are fully trained in emergency power operations.</li> </ul>
Exercise	<ul style="list-style-type: none"> <li>• Emergency generators are tested monthly</li> <li>• A utility disconnect test for the emergency power system is conducted tri-annually</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>• There is evidence of an annual evaluation of the emergency generator program including logs of required tests and identified trends reported to the VAMC Environment of Care committee.</li> </ul>
Organizational learning	<ul style="list-style-type: none"> <li>• Lessons learned from regular testing and annual evaluation need to be incorporated into this program on an annual basis.</li> </ul>



# Framework for Evaluating Capabilities

- ▶ Sliding scale to define level of each capability.
- ▶ Exemplary is defined by meeting all of the elements in the capability Table.
- ▶ Developed defined by having a functional capability and/or meeting underlying regulatory requirement.
- ▶ Absence of capability defines lower end.
- ▶ Informed from Assessment Elements and/or observation.
- ▶ Capabilities are mapped to site visit activities.

4	Exemplary	All of the above assessment components are present including the conduct of the Tri-annual utility disconnect test for at least 4 hours. VAMC has a contingency plans for areas not provided emergency power.
3	Excellent	Resources and training are in place. The emergency generators are tested monthly and the Tri-annual utility disconnect test is run for at least 4 hours..
2	Developed	Emergency generators are tested monthly as required by JCAHO and the NFPA. Planning for Tri-annual utility disconnect test but haven't conducted it.
1	Being Developed	Emergency generators are tested monthly as required by JCAHO and the NFPA.
0	Needs Attention	Absence of capability demonstrated by less than monthly testing of the emergency generators.



# Capabilities Assessment Reporting

## ▶ Facility Closing Conference:

- Concluding each site visit, the team will provide a briefing during the exit conference that will summarize the capabilities of the organization
- A facility level Capabilities Assessment Report will be supplied to the VAMC/VISN/Program Office Director within 30 days of the site visit; this draft report will include the summary of the assessment with recommendations on how to close the identified gaps
- Following the delivery of the draft report to each site, site personnel will be allowed a comment period before the report is finalized

## ▶ Quarterly Emergency Management Coordination Group (EMCG) Briefings:

- Each quarter Booz Allen will provide a status briefing to the EMCG, which will comprise of a high level presentation of the status of the facilities assessed to date, including the facilities visited and any emerging best practices, challenges and policy issues in emergency management that need to be addressed
- EMCG briefings will also include areas in which the team is considering modifying the pilot assessment phase

## ▶ Final Report:

- Booz Allen will present the summary results of the combined facility assessments in a report due July 15, 2008

