# TJC Emergency Management Expectations

## A JCR Custom Education Program for:

## 14th Annual MDCHPC Symposium Mitigating Emerging Threats Through Preparedness

**April 11, 2024**

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**Joint Commission Resources, Inc.**

# Cell Phones & Microphones

– Please place your cell phones & microphones on mute as a courtesy to other participants.

Thank you.

# **Publications and Record Restrictions**

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  - Robert N. Neil

- Furthermore, each of the previously named speakers has also attested that their discussions will not include any unapproved or off-label use of products.

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- Knowledge transfer

  - Consultants

  - Publications

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# Program Objectives

Upon completion of this program, participants will be able to:

1. Understand key changes to the Emergency Management Chapter

2. Learn how the Hazard Vulnerability Analysis (HVA) should be used to determine exercises and drills

3. Review best practices for completing After Action Reports and Improvement Plans

4. Understand how to present and communicate emergency management achievements using a dashboard

# Understand The Joint Commission Emergency Management Expectations

It's Simple...
Be prepared for
everything

# Or…Stay Up To Date With What's New
## With TJC's New EM Leader Periodical



- Inaugural Issue (Free)
- Published Bimonthly
- Intended for:
  - Safety Officers
  - Emergency Managers
  - EM Coordinators
  - Multidisciplinary EM team members
  - Accreditation compliance professionals

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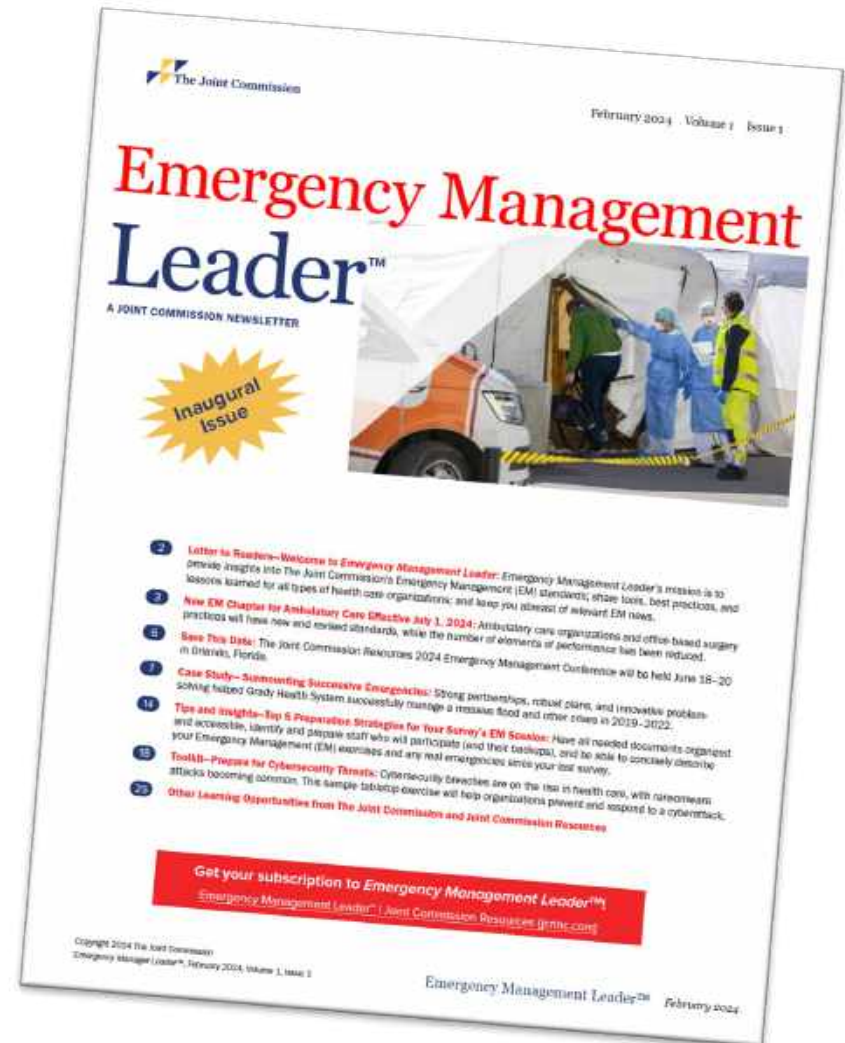
# What's New Since You Last Survey?

- TJC standards and elements of performance (EPs) are continuously evolving.

- The "Emergency Management" (EM) chapter has recently been overhauled for hospitals, critical access hospitals, and home care. Ambulatory care and office-based surgery practices are coming next

- Ensure that key leaders in EM have the most current version of the EM standards for your organization so that they can begin preparations for the EM session during the survey.

# It's an Open Book Test

## Emergency Management Session

**Joint Commission Participants**
Clinical surveyor and/or Life Safety surveyor

**Organization Participants**
Participants include leaders and other individuals familiar
Management (EM) program within your hospital. Participa
multidisciplinary team members (as available):
- EM program lead
- Senior leadership
- Nursing leadership
- Medical staff
- Pharmacy
- Infection prevention and control
- Facilities engineering
- Safety & security
- Ancillary staff
- Information technology

Page 41

The Joint Commission

Hospital Accreditation
Survey Activity Guide
January 2024

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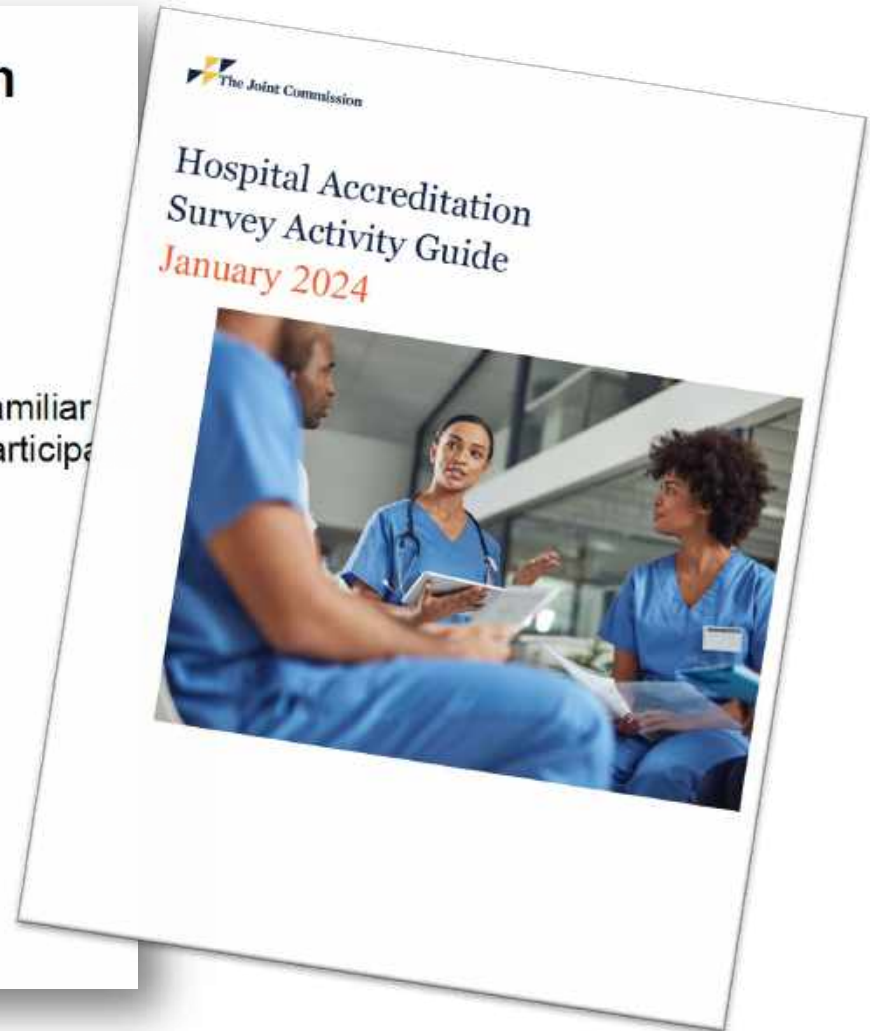
# Welcome To Your Front Row

# Is Your Documentation Ready?

| | | | |
|---|---|---|---|
| *EM Program* | *Hazard Vulnerability Analysis* | *Emergency Operations Plan And Policies And Procedures* | *Communications Plan* |
| **Continuity Of Operations Plan** | *Recovery Plan* | *Education And Training Program* | *Exercise/Testing Program* |
| | *Program Evaluation (After-action Reports/Improvement Plans)* | *Unified And Integrated EM Program (If Applicable)* | *Transplant Programs (If Applicable)* |

# Four Parts of the EM Session

| | |
|---|---|
| *Actual Events* | *EM Exercises* |
| *Education & Training* | *Program Evaluation* |

Emergency Management Session

# Part 1: Actual Events

- Be prepared to discuss any emergencies you've experienced since your last survey (and the impact they had on your organization), such as:

    - Ability to provide services

    - How these events were risk-stratified on your HVA, and mitigation and preparedness measures you had in place at the time of the event.

    - Surveyor(s) may further discuss how the event affected the six critical areas of emergency management: communications, staff management, patient care and support activities, safety and security, resources and assets, and utilities.

# Part 2: EM Exercises

- Be prepared to discuss the EM exercise(s) the organization conducted.

  - Based on your accreditation program type, at least one of these exercises must be operations based (a fullscale community-based or a functional exercise), and the other annual (or biennial) exercise may be another operations-based exercise or a discussion-based exercise (tabletop, seminar, and so on).

# Part 2: EM Exercises (Continued)

- Be prepared to discuss why these exercises were selected (such as a past experience, known risks or hazards, and/or recent changes to the organization's EOP, policies, or procedures).

- Your exercises should include testing and evaluating of one or more of the six critical EM areas, identifying opportunities for improvement.

- All exercises and responses to actual emergencies must be documented, with the documents available to the surveyor(s) upon request.

# Part 3: Education and Training

- Be prepared to discuss the EM education and training that has been provided to your staff, including volunteers, in the past 12 to 36 months.

- EM.15.01.01, EP 1 (for hospitals and critical access hospitals only), requires a written education and training plan; this documentation should be available to the surveyor(s) upon request.
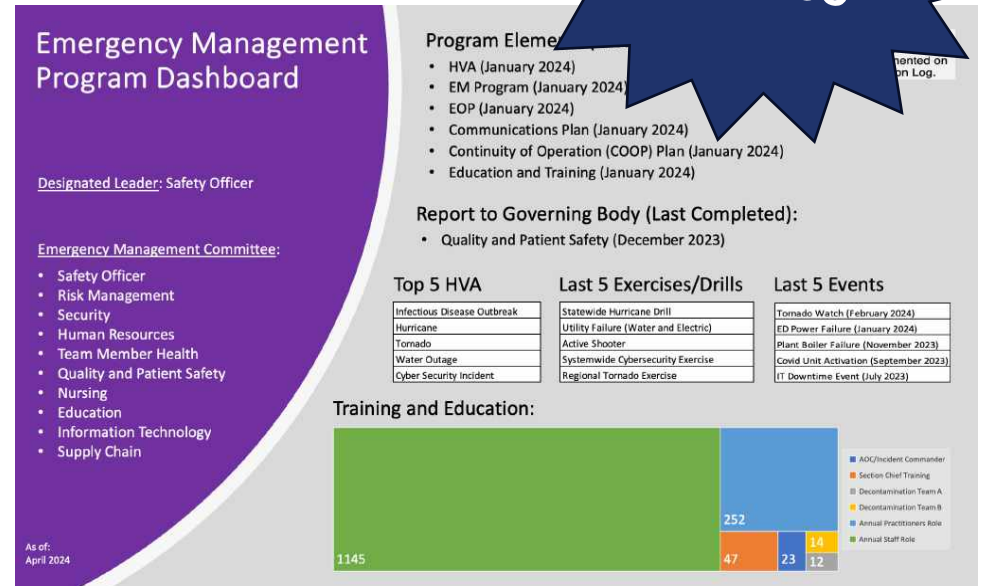
# Part 4: Program Evaluation

- Be prepared to discuss your:
  - Evaluation process
  - Lessons learned
  - Actions taken to improve your EM program. This would include any recommendations or actionable items provided to senior leaders and the outcomes of those decisions.

# Developing an Emergency Management Program Dashboard

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# Best Practice

– Develop an Emergency Management Dashboard

– List Major Program Elements, Such As:

- – Designated Leader
- – Top HVA
- – Training Completion
- – Real World Events
- – Drills/Exercises
- – Evaluations

# Emergency Management Program Dashboard

**Designated Leader:** Safety Officer

**Emergency Management Committee:**

- Safety Officer
- Risk Management
- Security
- Human Resources
- Team Member Health
- Quality and Patient Safety
- Nursing
- Education
- Information Technology
- Supply Chain

As of:
April 2024

## Program Elements (Last Evaluated):

- HVA (January 2024)
- EM Program (January 2024)
- EOP (January 2024)
- Communications Plan (January 2024)
- Continuity of Operation (COOP) Plan (January 2024)
- Education and Training (January 2024)

Actions taken to mitigate risks documented on Action Log.

## Report to Governing Body (Last Completed):

- Quality and Patient Safety (December 2023)

### Top 5 HVA

| |
|---|
| Infectious Disease Outbreak |
| Hurricane |
| Tornado |
| Water Outage |
| Cyber Security Incident |

### Last 5 Exercises/Drills

| |
|---|
| Statewide Hurricane Drill |
| Utility Failure (Water and Electric) |
| Active Shooter |
| Systemwide Cybersecurity Exercise |
| Regional Tornado Exercise |

### Last 5 Events

| |
|---|
| Tornado Watch (February 2024) |
| ED Power Failure (January 2024) |
| Plant Boiler Failure (November 2023) |
| Covid Unit Activation (September 2023) |
| IT Downtime Event (July 2023) |

## Training and Education:

- AOC/Incident Commander
- Section Chief Training
- Decontamination Team A
- Decontamination Team B
- Annual Practitioners Role
- Annual Staff Role

1145  252  47  23  12  14

# Emergency Management Dashboard

## Emergency Management Program Dashboard

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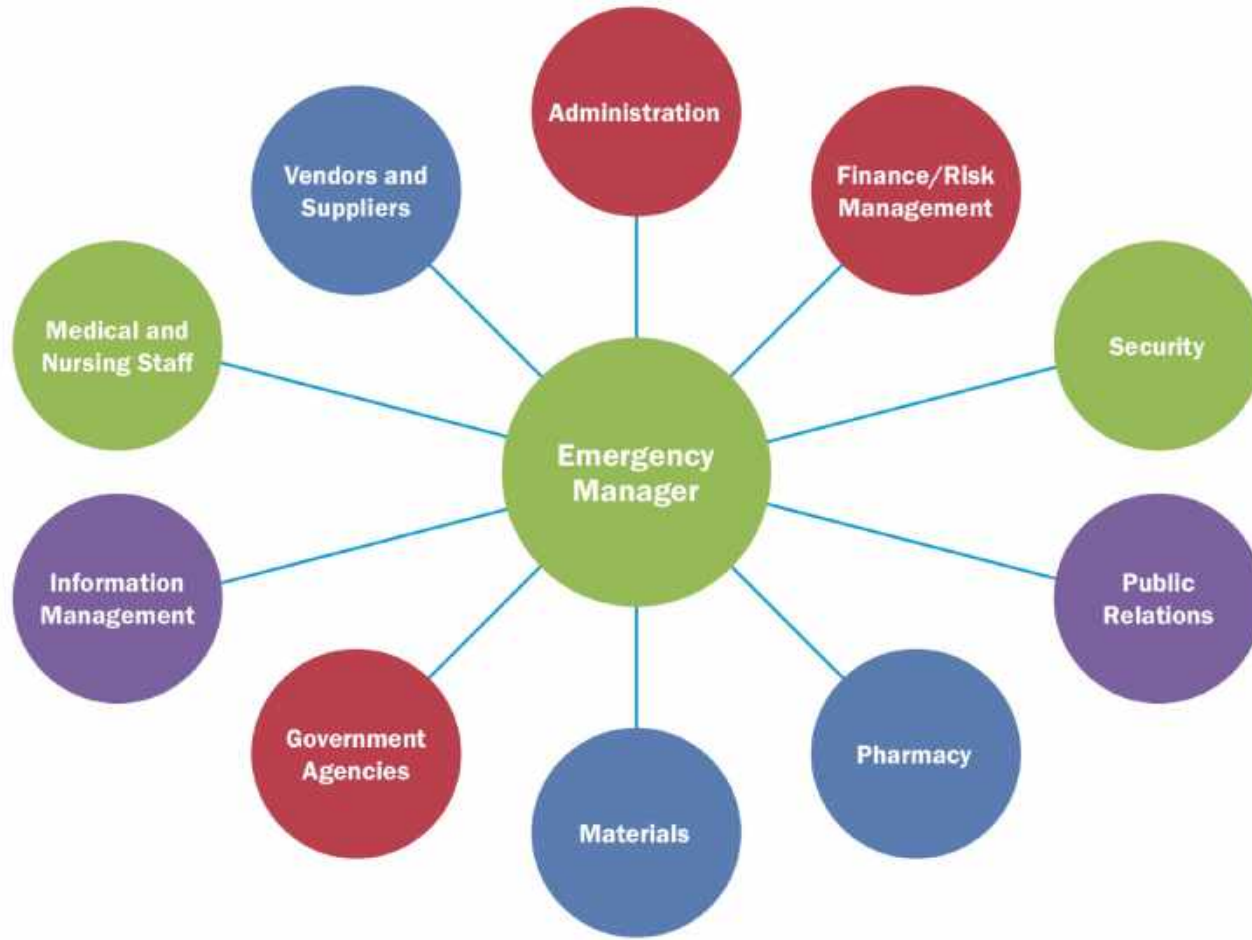| |
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### Training and Education:

| Value | Category |
|---|---|
| 1145 | Annual Staff Role |
| 252 | Annual Practitioners Role |
| 47 | Section Chief Training |
| 23 | AOC/Incident Commander |
| 14 | Decontamination Team B |
| 12 | Decontamination Team A |

Legend:
- AOC/Incident Commander
- Section Chief Training
- Decontamination Team A
- Decontamination Team B
- Annual Practitioners Role
- Annual Staff Role

# Importance of the Hazard Vulnerability Analysis (HVA)

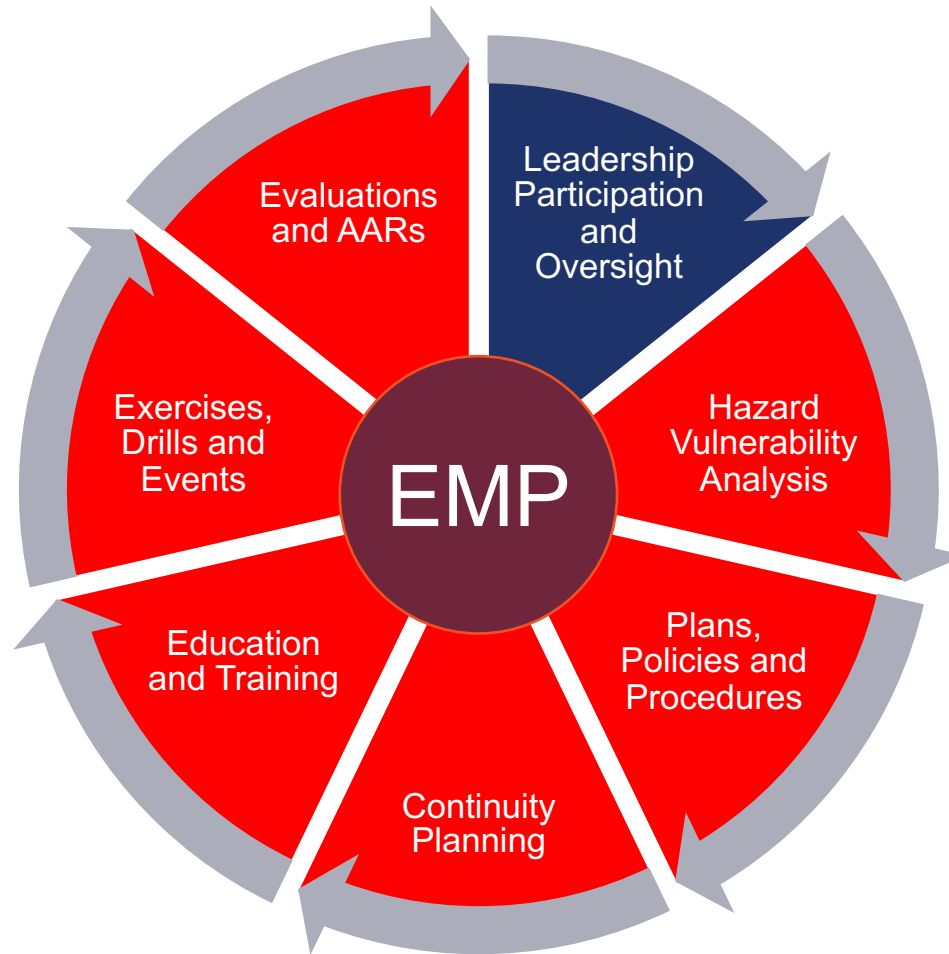# Emergency Management Leadership

"…the hospital considers its prioritized hazards identified as part of its <u>hazard</u> <u>vulnerability</u> <u>analysis</u> when…"

# Emergency Management Program

# Definitions

## hazard

*noun*

haz·ard

A hazard is a dangerous phenomenon, substance, human activity or condition. It may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.:

– a health/fire hazard

# vulnerability

*noun*

vul·ner·a·bil·i·ty

The quality or state of being exposed to the possibility of being attacked or harmed, either physically or emotionally.:

– those who organized the attacks exploited vulnerabilities in the organozation's defenses.

# Definitions

## analysis

*noun*

anal·y·sis

a detailed examination of a problem or anything complex in order to understand its nature or to determine its essential features.:
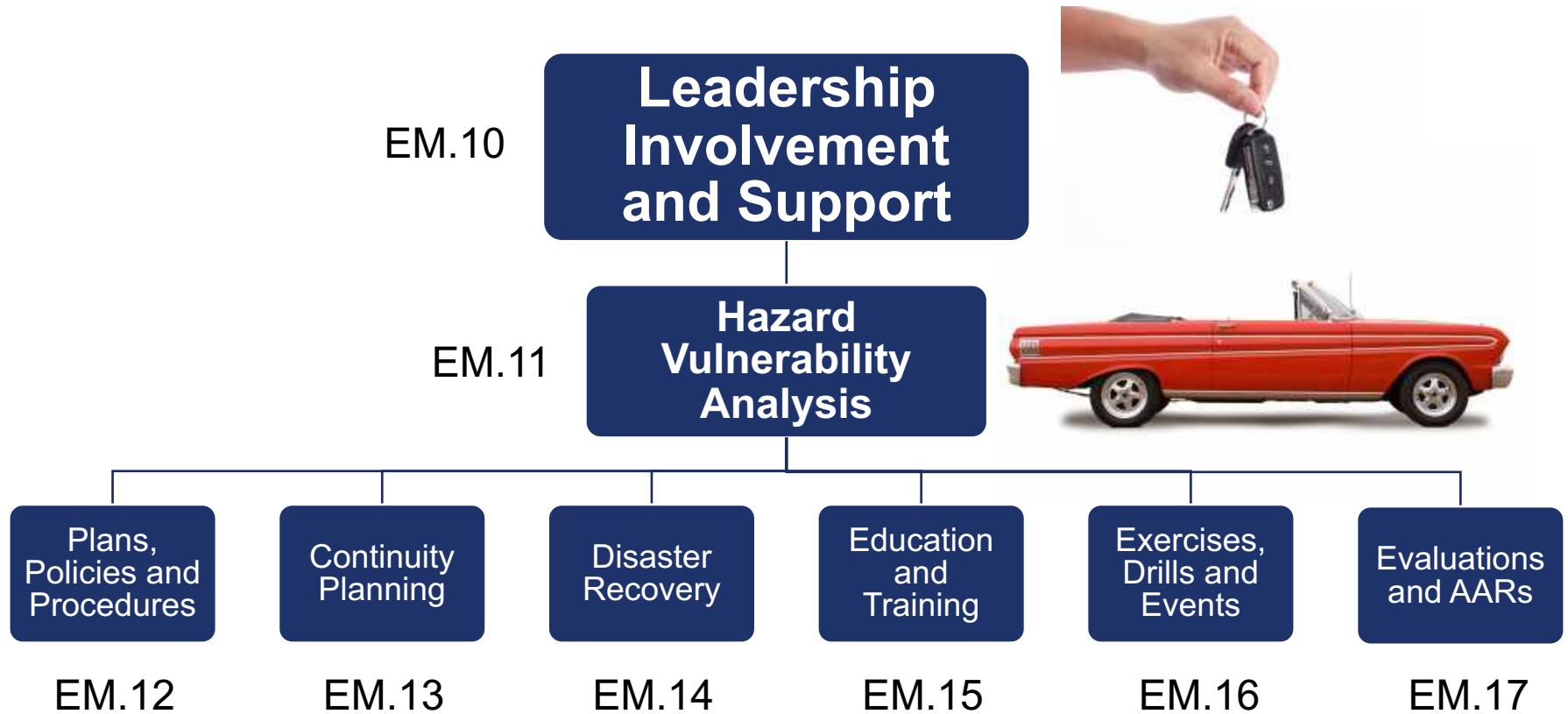
– a thorough study

# Hazard Vulnerability Analysis (HVA)

- EM.11.01.01

  - *New Standard: The hospital conducts a hazard vulnerability analysis using an all-hazards approach*

  - Focuses on greater emphasis and use of the HVA and applying it to the entire program. Many standards include a note as reminder to use the HVA when developing – example: EOP, communications, education, etc.

# Hazard Vulnerability Analysis (HVA)

- EM.11.01.01/Elements of Performance (EPs)
  - EP 1: Conduct a facility-based HVA for each facility, includes community-based risk assessment **D**
  - EP 2: HVA must include: **D**
    - Natural & Human-caused hazards
    - Technological hazards
    - Hazardous Materials
    - Emerging Infectious Diseases
  - EP 3: HVA must be evaluated and prioritized **D**
  - EP 4: Mitigation and preparedness actions based on the HVA

# Hazard Vulnerability Analysis (HVA)



EM.10 — **Leadership Involvement and Support**

EM.11 — **Hazard Vulnerability Analysis**

| Plans, Policies and Procedures | Continuity Planning | Disaster Recovery | Education and Training | Exercises, Drills and Events | Evaluations and AARs |
|---|---|---|---|---|---|
| EM.12 | EM.13 | EM.14 | EM.15 | EM.16 | EM.17 |

# Hazard Vulnerability Analysis (HVA)

## Developing and Maintaining an Effective HVA

An effective HVA doesn't just happen. Here are some suggested steps to help you develop one.

- **Step 1—Gather the team:** Host a brainstorming session with organization experts and representatives.

- **Step 2—Generate a list:** List potential emergencies. Make sure they're realistic for your region.

- **Step 3—Review historical data:** Look at information on emergencies over the past few decades in your region. Move to the top of the list any emergencies that have occurred previously in the community and/or the health care organization.

- **Step 4—Determine probability of occurrence:** For each type of emergency, determine the probability of occurrence. Make adjustments to the list order based on likelihood of occurrence.

- **Step 5—Assess impact:** Assess how each emergency would affect the organization and reorder accordingly.
  - If lives could be lost and safety is threatened, the emergency should move up on the list.
  - Evaluate the long-term effects of each emergency as well. For example, an influx of contaminated patients might require taking the emergency department offline for a long period of time.
  - Consider also how the organization's reputation could be damaged by a lack of preparedness.

- **Step 6—Conduct a gap analysis:** To determine emergencies that you aren't prepared for and the steps to fix that, conduct a gap analysis.

- **Step 7—Do a community review:** Review the HVA with other emergency response agencies and health care organizations in the community to ensure compatibility.

- **Step 8—Participate in community preparedness:** To test your strategies, participate in community planning and emergency training activities and drills.

- **Step 9—Review annually:** Review the HVA annually as a team or if conditions change.

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# Hazard Vulnerability Analysis (HVA)



| Natural Disasters | Accidental Disasters | Intentional Events |
|---|---|---|
| Wildfire | Fire | Terrorism |
| Tornado | Plane crash | Mass shooting |
| Flood | Train derailment | Workplace violence |
| Earthquake | Bridge collapse | Civil unrest |
| Blizzard | Industrial accident | Cyber attacks |
| Extreme heat/cold | Utilities failure | CBRNE (chemical, biological, radiological, nuclear, explosive) |
| Infectious disease pandemic or epidemic | HAZMAT (hazardous materials) event | |
| Hurricane | | |

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# Hazard Vulnerability Analysis (HVA)

| Event | Mitigation | Preparedness | Response | Recovery |
|---|---|---|---|---|
| **Workplace Violence** | ■ Security Procedures<br>■ Panic Buttons<br>■ Interaction with Outside Agencies<br>■ Facility Design<br>■ Staff Training<br>■ Risk Assessments<br>■ Patient/Visitor Assessment<br>■ Checklists<br>■ Photo IDs<br>■ Authorized Personnel Only Signs<br>■ Crisis Intervention Training<br>■ CCTV Placement | ■ Security Procedures<br>■ Security Plans<br>■ Discussion with Police<br>■ Staff Education<br>■ Coordination with Police and Fire Departments<br>■ Other Plans (for example, Evacuation)<br>■ Workplace Violence Policy<br>■ Threat Assessment Team<br>■ Crisis Communication Plan | ■ Overhead Announcement<br>■ Implementation of Plan<br>■ Staff Response to Area<br>■ Security Access Control<br>■ Notification of Police<br>■ Security Procedures<br>■ Evacuation of Affected Area<br>■ Search of Areas<br>■ Interview of Witnesses<br>■ Police Department Backup | ■ Records and Documentation<br>■ Debriefing and AAR Documentation<br>■ Critical Incident Stress Debriefing<br>■ Incident Reports<br>■ Facility Damage Reports<br>■ Financial Impact Analysis<br>■ Insurance Contacts |

Best Practice

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# Continuity of Operations Plan (COOP)

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# Continuity of Operations Plan (COOP)

– EM.13.01.01

  – *New Standard: The hospital has a continuity of operations plan*

  – Focuses on how the hospital will continue to perform its essential business functions in order to deliver essential or critical services. Essential business functions to consider include administrative / vital records, information technology, financial services, etc.

# EOP – Six Critical Areas

– EM.12.02.01 – 12.02.11 **Ⓓ**

  – Includes addressing the six critical areas

  – New Standard: The hospital has…

| | | |
|---|---|---|
| **Communication**<br>**EM.12.02.01**<br>**6 EPs** | **Staffing**<br>**EM.12.02.03**<br>**6 EPs** | **Patient Clinical & Support**<br>**EM.12.02.05**<br>**3 EPs** |
| **Security & Safety**<br>**EM.12.02.07**<br>**2 EPS** | **Resources & Assets**<br>**EM.12.02.09**<br>**3 EPs** | **Utilities**<br>**EM.12.02.11**<br>**3 EPs** |