

Developing an Emergency Preparedness Plan for Health Centers: Planning, Risk Assessment and Response

Thursday April 3rd, 2025

1:30 - 2:30pm Eastern / 10:30 - 11:30am Pacific

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IT'S WHO WE
DO IT FOR.**



We are a first-of-our-kind system of affiliates brought together by a common goal: To solve health inequity for the most underserved communities among us. Through primary care, education and policy, we've already bridged the gap for over 5 million people. And we're just getting started.



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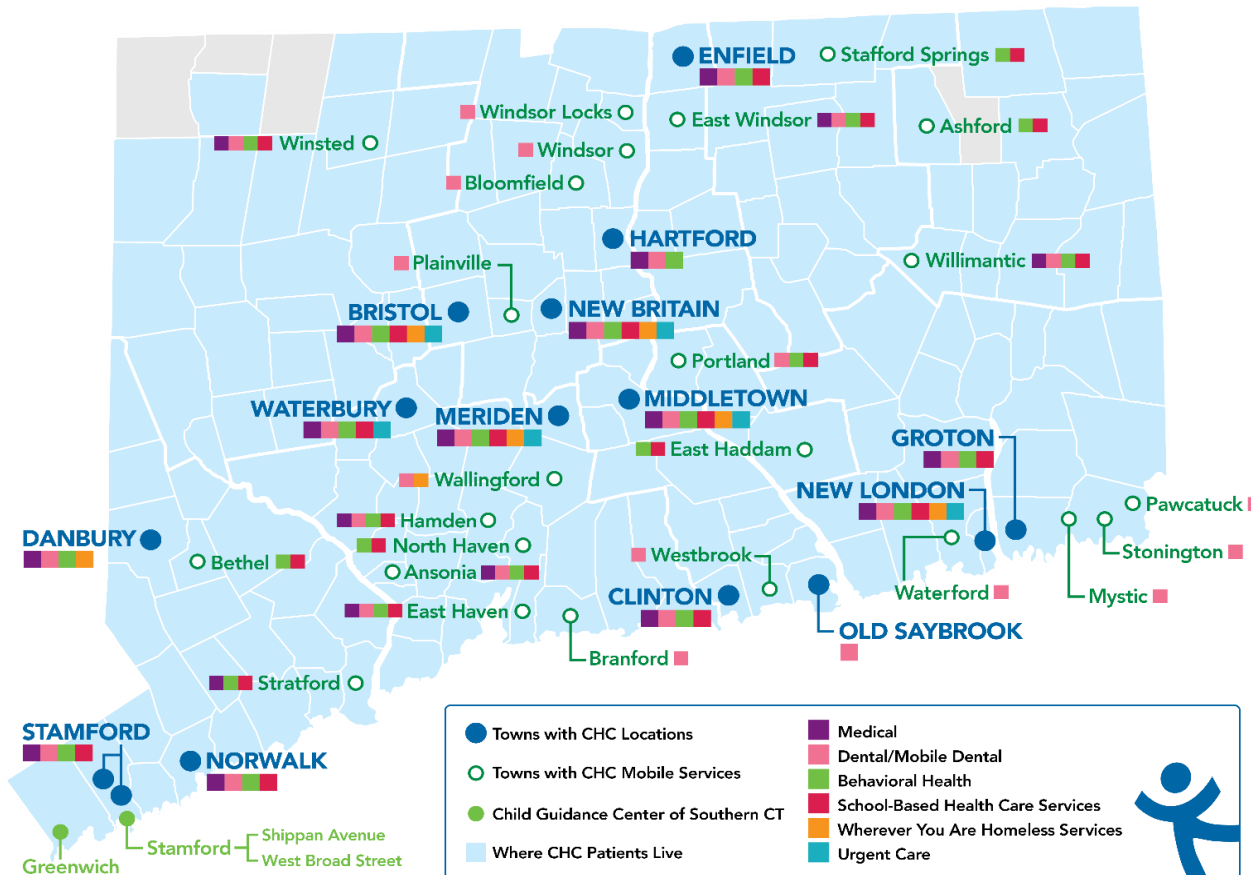
The Weitzman Institute

A center for innovative research, education, and policy.

Center for Key Populations

A health program with international reach, focused on the most vulnerable among us.

Locations & Service Sites



THREE FOUNDATIONAL PILLARS

1	2	3
Clinical Excellence	Research and Development	Training the Next Generation

Profile

- Founded: **May 1, 1972**
- Staff: **1,400**
- Active Patients: **150,000**
- Patients CY: **107,225**
- SBHCs across CT: **152**

Year	2021	2022	2023
Patients Seen	99,598	102,275	107,225

National Training and Technical Assistance Partners (NTTAP) Clinical Workforce Development

Provides free training and technical assistance to health centers across the nation through national webinars, activity sessions, learning collaboratives, trainings, publications, etc.

To learn more, visit weitzmaninstitute.org/nca

Objectives

- Understand the importance and value of having an emergency preparedness plan at your health center
- Outline the phases included in developing an emergency preparedness plan
- Discuss scenarios to begin crafting components of an emergency preparedness plan

Speakers

- Matthew Griswold, Facilities Director at CHCI

What is Emergency Preparedness?

- Preparedness is defined as:

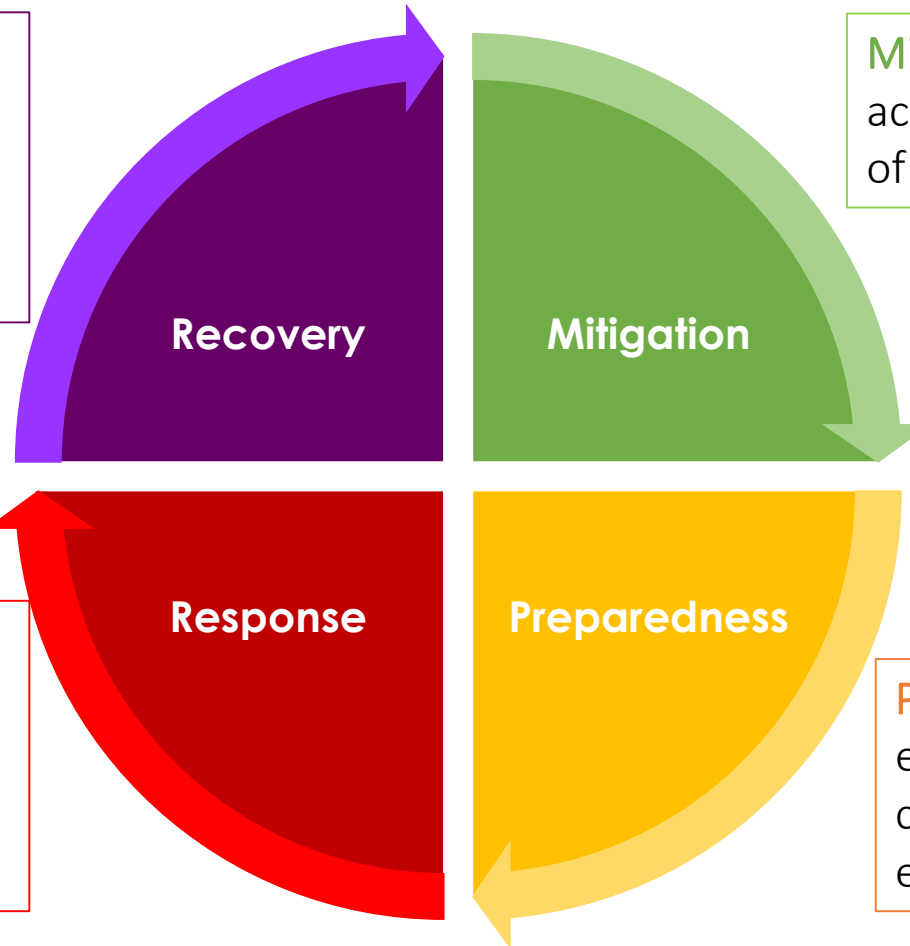
“A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response.”

U.S. Department of Homeland Security. (2022, June 28). Plan and Prepare for Disasters. Retrieved from <https://www.dhs.gov/plan-and-prepare-disasters>

Chat Discussion Question:
Who on your staff is involved in
emergency preparedness?

Principles of Emergency Management

Recovery: Activities that occur following a response to a disaster that are designed to help an organization and community return to a pre-disaster level of function.



Mitigation: Pre-event planning and actions which aims to lessen the effects of potential disaster.

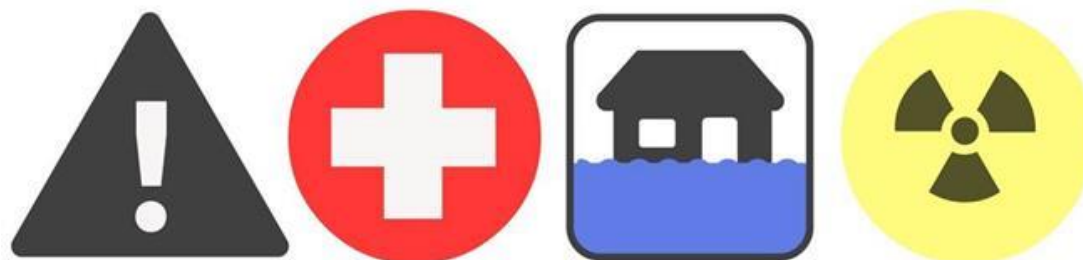
Response: Responding to emergencies involves taking immediate actions to save lives, protect property, and meet basic human needs in the face of immediate and short-term effects.

Preparedness: Preparing ahead for emergencies by engaging with the community to ensure a thorough and effective response.

Key Reasons for Prioritizing Emergency Preparedness

- Timely, coordinated reactions to various events
- Site-specific plans based on roles, responsibilities, and training levels
- Integration of external resources for comprehensive responses
- Ensuring safety for patients, visitors, and staff during emergencies
- Rapid restoration of essential services and property protection
- Meeting requirements for a healthcare facility

Emergency Preparedness Plan (EPP)



Emergency Preparedness Plan (EPP)

- ✓ Safety plan for patients, staff, visitors
- ✓ Roadmap for emergency management
- ✓ Updated to reflect evolving threats
- ✓ Developed with stakeholder input
- ✓ Tested through regular drills



Components of an Effective Emergency Preparedness Plan (EPP)

1. **Introduction** - Overview of the purpose and scope of the plan
2. **Plan Objectives** - Clear and concise statement of the plan's goals and intended outcomes
3. **All-Hazards Assessment** - Evaluation of potential threats, including natural, man-made, technological, terrorism, and wartime impacts
4. **Chain of Command (Incident Command)** - Clearly defined roles and responsibilities for quick decision-making during emergencies

Components of an Effective Emergency Preparedness Plan (EPP)

5. **Communication Protocols** - Comprehensive strategies for internal and external communication
6. **Resource Management** - Detailed procedures for the allocation and utilization of critical resources, including medical supplies, personnel, and technology
7. **Training and Drills** - Regular training programs and scenario-based drills to ensure preparedness and responsiveness
8. **Appendix** - Supplementary materials, contact information, and additional resources

EPP Table of Contents

Summary

Introduction

Mitigation

Preparedness

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Recovery

Appendices

Emergency Preparedness Plan

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Hazard Vulnerability Assessment (HVA) Tool: Demonstration



Scenarios

Mitigation Scenario: Utilization of Hazard Vulnerability Analysis (HVA) Tool

Your health center has identified severe weather events, such as hurricanes and floods, as potential hazards during the Hazard Vulnerability Analysis (HVA) process. As part of mitigation efforts, you need to develop strategies to address these risks.

Mitigation Scenario: Utilization of Hazard Vulnerability Analysis (HVA) Tool

Multiple Choice Question: What would be a suitable action to mitigate the risks posed by severe weather events?

- a) Increase staff training on fire safety
- b) Implement a robust building maintenance program
- c) Conduct regular drills for earthquake preparedness
- d) Purchase additional insurance coverage for cybersecurity threats

HAZARD AND VULNERABILITY ASSESSMENT TOOL

DATE: _____ 2021-2022 _____

LOCATION: _____

NATURALLY OCCURRING EVENTS

Mitigation: Utilization of Hazard Vulnerability Analysis (HVA) Tool

EVENT	SEVERITY = (MAGNITUDE - MITIGATION)							RISK
	PROBABILITY	HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPARED-NESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
	<i>Likelihood this will occur</i>	<i>Possibility of death or injury</i>	<i>Physical losses and damages</i>	<i>Interruption of services</i>	<i>Preplanning</i>	<i>Time, effectiveness, resources</i>	<i>Community/ Mutual Aid staff and supplies</i>	<i>Relative threat*</i>
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 - 100%
Hurricane	1	1	2	2	1	1	1	15%
Tornado	1	1	2	2	2	2	1	19%
Severe Thunderstorm	3	1	1	1	1	1	1	33%
Snow Fall	2	1	1	2	1	1	1	26%
Blizzard	2	1	2	2	1	1	1	30%
Ice Storm	2	1	2	1	1	1	1	26%
Earthquake	1	1	1	1	2	2	1	15%
Temperature Extremes	1	1	1	1	2	2	1	15%
Drought	1	1	1	0	2	2	1	13%
Flood, External	2	1	2	2	2	2	1	37%
Epidemic	1	1	1	1	2	2	1	15%
AVERAGE SCORE	1.06	0.69	1.00	0.94	1.06	1.06	0.69	11%

*Threat increases with percentage.

RISK = PROBABILITY * SEVERITY		
0.11	0.35	0.30

Preparedness Scenario: Roles and Responsibilities

Your health center is in the process of defining roles and responsibilities for staff during emergencies. As part of this effort, you need to ensure that each staff member understands their specific duties and is adequately trained to fulfill them.

Preparedness Scenario: Roles and Responsibilities

Multiple Choice Question: What is an effective approach to ensure staff members understand their roles during emergencies?

- a) Providing generic emergency response training to all staff and patients
- b) Assigning roles based on staff availability
- c) Developing a detailed emergency response manual for each site manager
- d) Conducting regular drills to practice emergency procedures

Preparedness: Roles and Responsibilities

Appendix F.2: Emergency Management Organization Chart



INCIDENT RESPONSE TEAM POSITION ASSIGNMENTS

NAME	LOCATION	DAY-TO-DAY ROLE	BACK UP Most qualified Individual	DISASTER ROLE
	Bristol			Incident Commander
	Bristol			Medical Leader
	Bristol			Safety Leader
	Bristol			Communication Leader
	Bristol			HR/Finance Leader
	Bristol			Nursing Leader
	Bristol			Transportation Leader
	Bristol			Staff Support
	Bristol			Behavioral Health Leader
	Bristol			Finance Support
	New Britain, Bristol			Security Leader
	New Britain, Bristol			Facility Leader
	Bristol			Patient Tracking Leader
	Bristol			Materials Supply Leader

Quick Guide on Developing an Emergency Preparedness Committee

Identify key stakeholders, including representatives from various departments and community partners (HR, IT, risk management, community engagement)



Include participants who are passionate or experienced in the work



Encourage multiple perspectives within the committee to address the unique needs of all stakeholders.



Meet regularly to discuss:

- Training opportunities
- Grant funding
- Incidents
- Accreditation
- Check in with National Hurricane Center
www.nhc.noaa.gov

Response Scenario: Crisis Communication

A fire breaks out in one of the exam rooms at the health center. The incident commander promptly notifies the fire department and ensures the fire is contained. However, during the investigation, it is discovered that the fire was deliberately set. As the lead public information officer, you are tasked with managing communication to the public and media regarding the incident.


Response Scenario: Crisis Communication

Multiple Choice Question: Now that the fire has been determined to be arson, which agency should take the lead on communicating the incident to the community?

- a) The fire department
- b) The police department
- c) The health center
- d) The city

Response Scenario: Crisis Communication

During a disaster response, all public information activities must be coordinated with CHC's VP/ Communications Director or Designee.

- CHC may perform the following public information / crisis communications tasks coordinated by CHC's PRD. See **Appendix F.3 - EOC Job Action Sheets:**  Conducting interviews with print and broadcast news media.
- Coordinating the dissemination of information to clinic staff, community members, patients and other stakeholders.
- Managing visits by VIPs.
- Providing information to the Community Health Centers Associations of Connecticut

- Incident Commander
 - Safety Leader
 - Security Leader
 - Medical Leader
 - Behavioral Health Leader
 - Nursing Leader
 - Patient tracking Leader
 - HR/Finance Leader
 - Finance Support
 - Staff Support
 - Communication Leader
 - Material Supply Leader
 - Transportation Leader

Recovery: After-Action Report

Following a recent emergency response, your health center is preparing to conduct an after-action review to evaluate the effectiveness of response efforts and identify areas for improvement.

Recovery: After-Action Report

Multiple Choice Question: What is the primary purpose of conducting an after-action review following an emergency response?

- a) Identifying individuals responsible for the crisis
- b) Documenting challenges encountered during the mitigation
- c) Evaluating the effectiveness of response efforts
- d) Promoting the achievements of the response team

Recovery: After-Action Report

QUESTION	YES	NO	N/A
1. Were procedures established and in place for response to the disaster?			
2. Were procedures used to organize initial and ongoing resources?			
3. Was the ICS used to manage field response?			
4. Were all ICS Sections used?			
5. Was the EOC activated?			
6. Was the EOC organized according to ICS?			
7. Were sub-functions in the EOC assigned around the 4 functions?			
8. Were response personnel in the EOC trained?			
9. Were action plans used in the EOC?			
10. Was coordination performed with volunteer agencies (e.g., Red Cross)?			
11. Was a Region (DEMHS) EOC activated?			
12. Was assistance requested and received?			
13. Were the EOC assistance acquisition efforts coordinated?			
14. Was communication established and maintained between operation centers?			
15. Was public information disseminated according to procedure?			

- After-Action Reports serve the following important functions:
 - A source for documentation of response activities.
 - Identification of problems/successes during emergency operations.
 - Analysis of the effectiveness of the components of the response organization.
 - Description and definition of a plan of action for implementation of improvements.

Foundational EPP Review

Mitigation:

- Conduct Hazard Vulnerability Analysis

Preparedness:

- Form Emergency Preparedness Team
- Develop basic Emergency Operations Plan
- Gather resource materials

Response:

- Customize content for your Health Center
- Provide Staff Training

Recovery:

- Implement basic communication strategies
- Establish relationships with external partners
- Commit to regular review and updates

Resources

- [Foundational Strategies for Emergency Preparedness within Health Centers Webinar](#)
- [Understanding Emergency Preparedness within Health Centers: Foundational Principles, Financial Strategies, and Operational Continuity](#)
- Federal Emergency Management Agency (FEMA) Courses
 - Please [click here](#) to register for valuable training opportunities, including free courses, and download certificates of completion.
 - The series of course trainings cater to all levels, from beginner to expert.

Questions?

Wrap-Up

Upcoming Webinars

- [The Pivotal Role of Data in Dentistry in Improving Health Outcomes](#)
 - Presented by Dr. Karoline Oliveira, Chief Officer for Clinical Excellence at CHCI, and Dr. Sheela Tummala, Chief Dental Officer at CHCI, this 60-minute webinar will explore the essential role dentistry plays in improving health outcomes and promoting clinical excellence within health center settings. Our expert panelists will provide case studies and tools that strive to maximize dentistry's contributions, promote clinical excellence, enhance workforce skills, and improve health outcomes.
- [The Pivotal Role of Registered Nurses \(RNs\) in Improving Health Outcomes \(April 30, 2025\)](#)
 - Presented by Dr. Karoline Oliveira, Chief Officer for Clinical Excellence at CHCI, Mary Blankson, Chief Nursing Officer at CHCI, and Matt Beierschmitt, Senior Program Manager, at the National Nurse-Led Care Consortium (NNCC), this 60-minute webinar will highlight the essential role RNs play in improving health outcomes and clinical excellence within health center settings. Our expert panelists will provide case studies and tools that strive to maximize RNs' contributions, promote clinical excellence, enhance workforce skills, and improve improved health outcomes.

Explore more resources!

National Learning Library: Resources for Clinical Workforce Development



CHC has curated a series of resources, including webinars to support your health center through education, assistance and training.

[Learn More](#)

CLINICAL WORKFORCE DEVELOPMENT Transforming Teams, Training the Next Generation

The National Training and Technical Assistance Cooperative Agreements (NCAs) provide free training and technical assistance that is data driven, cutting edge and focused on quality and operational improvement to support health centers and look-alikes. Community Health Center, Inc. (CHC, Inc.) and its Weitzman Institute specialize in providing education and training to interested health centers in Transforming Teams and Training the Next Generation through:

National Webinars on advancing team based care, implementing post-graduate residency training programs, and health professions student training in FQHCs.

Invited participation in Learning Collaboratives to advance team based care or implement a post-graduate residency training program at your health center.

Please keep watching this space for information on future sessions. To request technical assistance from our NCA, please email NCA@chc1.com for more information.

<https://www.weitzmaninstitute.org/ncaresources>

Health Center Resource Clearinghouse



<https://www.healthcenterinfo.org/>

Contact Information

For information on future webinars, activity sessions, and learning collaboratives: please reach out to nca@chc1.com or visit <https://www.chc1.com/nca>