

Hospital Command Center Course

**NY State Department of Health
Office of Health Emergency Preparedness
Regional Training Centers**



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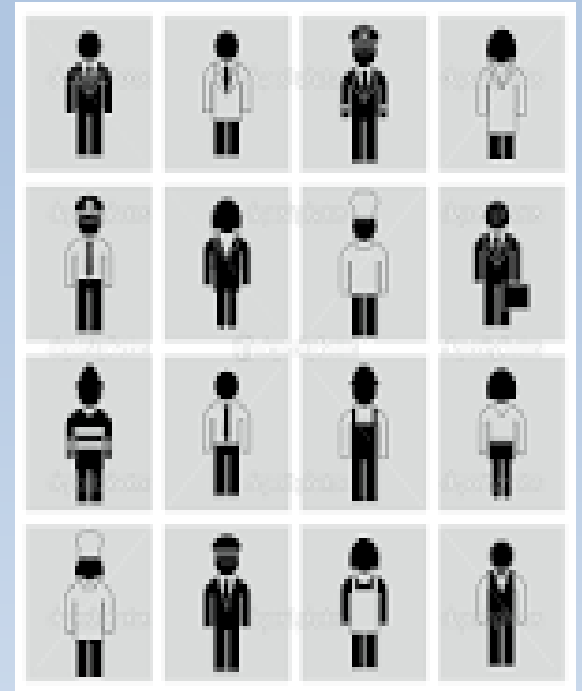
Administration

- ✓ Schedule
- ✓ Breaks
- ✓ Restrooms
- ✓ Cell Phones/Pagers
- ✓ Emergency Exits



Introductions

- Name
- Agency
- Position
- ICS & HCC Experience
- Course Expectations
- How does your department support the event/incident?



Course Goal

Increase hospital resiliency and sustainability by enhancing the participants' overall knowledge and awareness for the planning and operation of the Hospital/Healthcare Command Center

This goal reflects the capability definition provided by the DHS Core Capabilities

Course Objectives

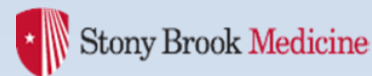
- Discuss incident management, activation and operation of the Hospital/Health Command Center (HCC) for a pre-planned or no-notice event
- Enhance the participants' overall knowledge to provide multi-department coordination
- Review the organization's role in the regional Healthcare Emergency Preparedness Coalition (HEPC) and/or a multi-agency coordination (MAC) system
- Participate in a group activity to develop an activation and/or planning job aid for the Hospital Command Center

Course Topics

- HCC Basics
- HCC Staffing and Organization
 - HCC Activation
 - Command Structure
 - Internal/External Participation
 - Flow of Information
- HCC & Incident Management
 - Incident Action Planning
 - Meetings and Briefings
 - Emergency Declarations and Orders
- Coordination
 - Healthcare Emergency Preparedness Coalitions
 - Multi-Agency Coordination System
- Job Action Aids for the HCC

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Module 1 – Introduction HCC Basics



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Knowledge Check

Can you answer the following questions:

- Has your organization ever activated a Command Center?
- Where is it located?
- When is the last time you exercised or activated your HCC?
- Who are the key players in your organization and how can they be contacted?
- How is coordination and information exchange accomplished?
 - Internally within your HCC, organization or Health System?
 - Externally with the County Emergency Operation Center (EOC) and other partners?
- Do you have an alternate HCC, where is it located?

What is a Command Center?

An HCC is a designated location to convene and coordinate response activities, resources and information during a complex incident, emergency or disaster



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Command Center

versus

Command Post

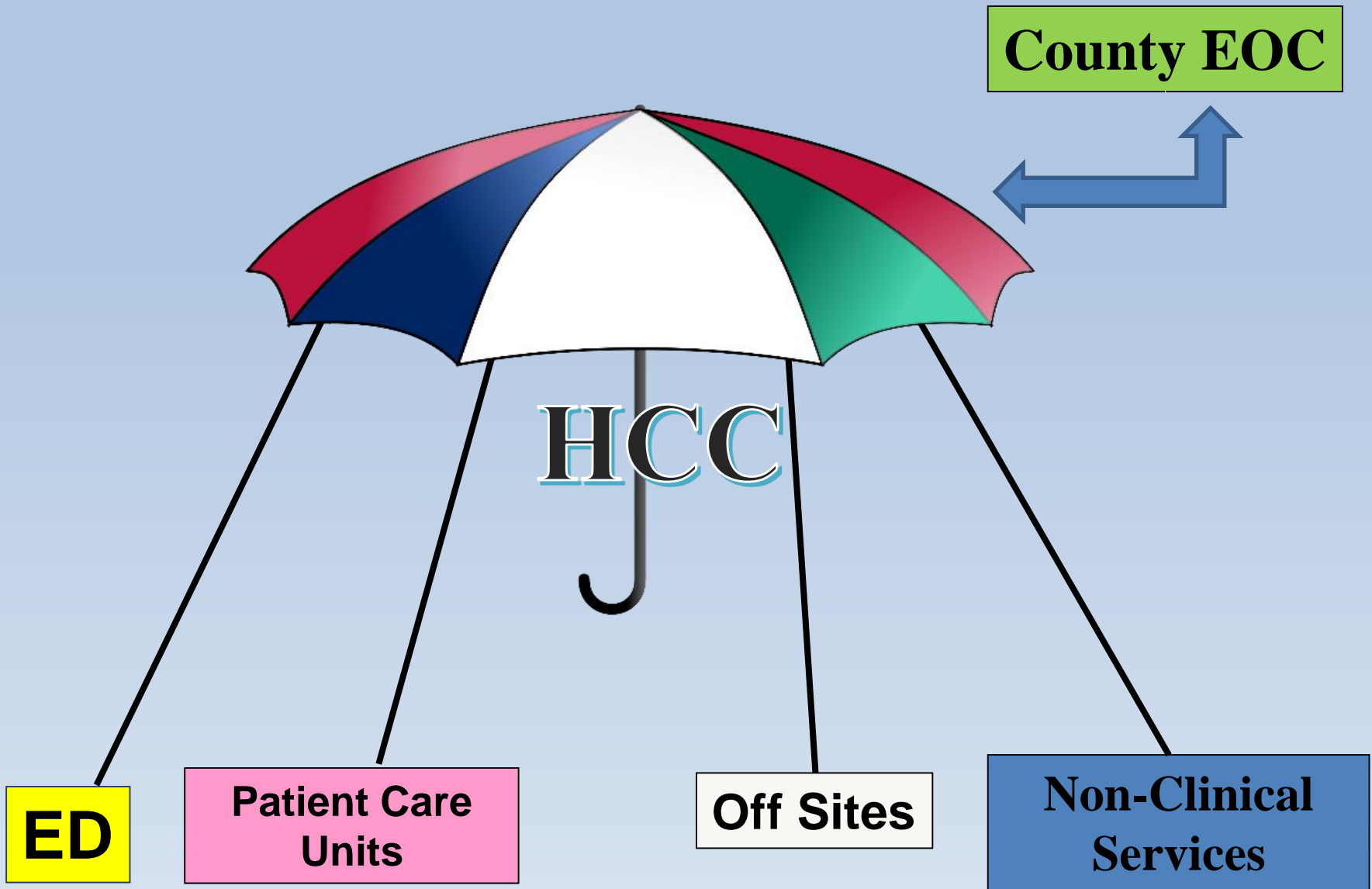
Hospital Command Center

- Command
- Coordination/strategic
- Support

Incident Command Post

- Management
- Operations/tactics
- Response

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MISSION of the HCC

To coordinate information and resources for incident and event management

- The HCC must receive, analyze, display, and disseminate information about the incident to enable executive decision-making
- The HCC must find, prioritize, deploy, and track critical resources
- The HCC must enhance decision making using communication, cooperation, coordination, collaboration, and intelligence

Why an HCC?

- Increased demands on the organization
- Higher volume of patients/residents
- Resource prioritization and allocation
- Legal considerations
- Interoperability
- Proactive posture by the organization
- Financial elements

Establishing HCC Priorities

Fundamental Priorities

1. Life Safety
2. Incident Stabilization
3. Property Conservation
4. Business Continuity (COOP)

HCC manages by objectives:

- Critical when resources are limited
- Accomplish the most good with available resources

Responsibilities of an HCC

Monitors the management of-

- Communications
- Resources and Assets
- Safety and Security
- Staff Responsibilities
- Utilities
- Clinical Support

** The Joint Commission/CMS*

HCC Information Management

- Internal and External Situational Awareness
- Common Operating Picture
- Collect, evaluate, disseminate relevant information to all HCC staff, stakeholders and partners

HCC Coordination

- A Multi-department versus a single department approach can accomplish more
- Use of department resources beyond normal scope of business
- Direction & Support
 - Strategic within the facility/system
 - Tactical within the facility/system
 - Fiscal awareness
 - Continuity of Operations

MUTUAL AID

- Agreements Developed:
 - Before an incident occurs
 - Among all parties providing or requesting resources
- Ensures:
 - Standardization
 - Interoperability
- NIMS resource management requirement



Summary

Can you now....

1. Describe the purpose and core responsibilities of an HCC?
2. Identify value in activating an HCC for a pre-planned or no notice events?

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Module 2 – HCC Staffing & Organization



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Module Objectives

- Identify and discuss key components of your HCC activation plan
- Identify features of the Hospital Incident Command System found in the management and organization of your HCC
- Discuss what departments are or should be identified in the HCC activation plan
- Discuss what management and support staff would be needed in the HCC for a given scenario

HCC Activation Criteria

The activation of the HCC is determined by the emergency or event.

Considerations include:

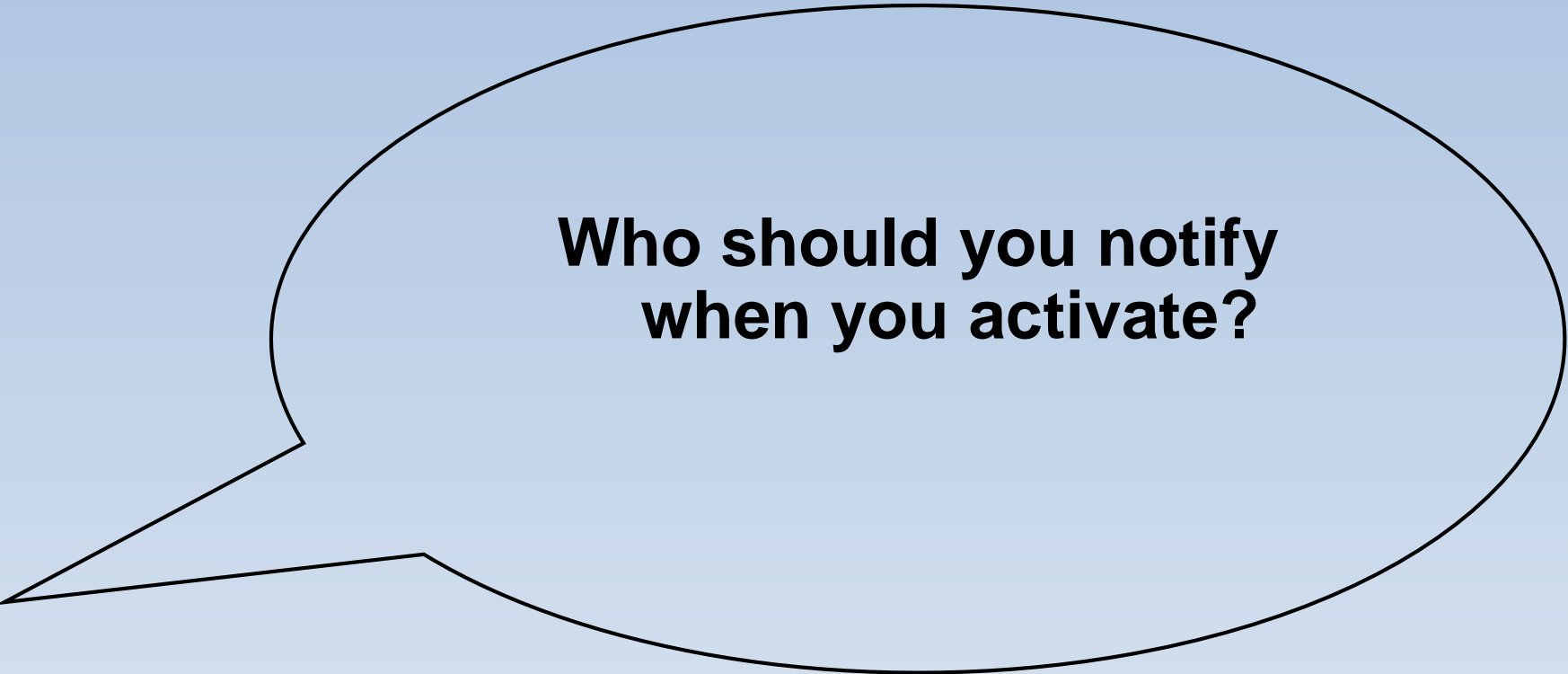
- Resources beyond capabilities are required
- Need to coordinate activities of several departments
- The emergency/event is of long duration/recovery
- Major policy decisions may be needed
- A local or state emergency is declared
- Hospital policy/thresholds are met
- As specified in the Emergency Operations Plan (EOP)

Activation Levels

Triggered by incident complexity

- Normal Operations
- Monitoring
- Partial Activation
- Full Activation

NOTIFICATIONS



**Who should you notify
when you activate?**

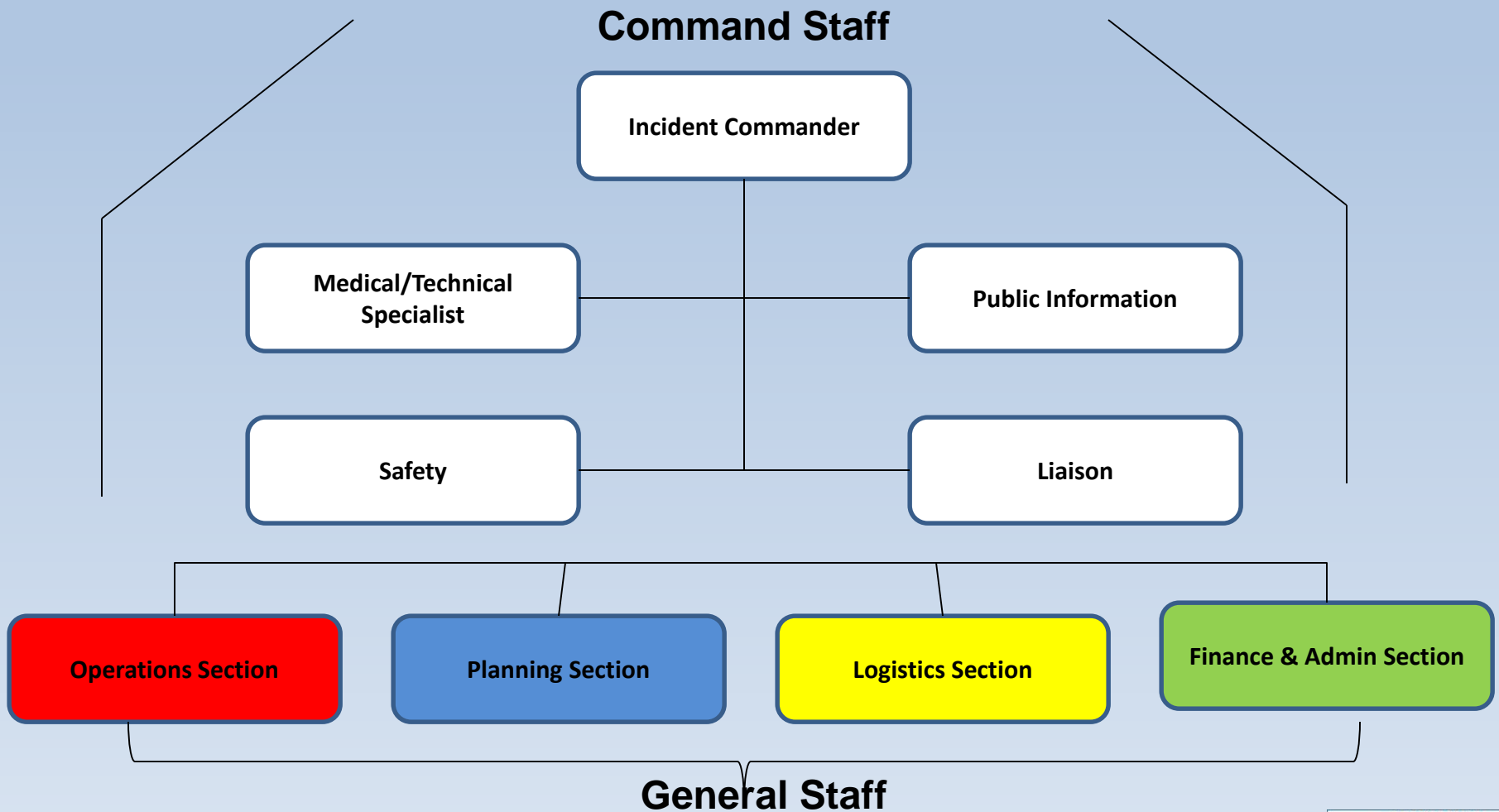
Hospital Command Center Structure



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HCC Organization

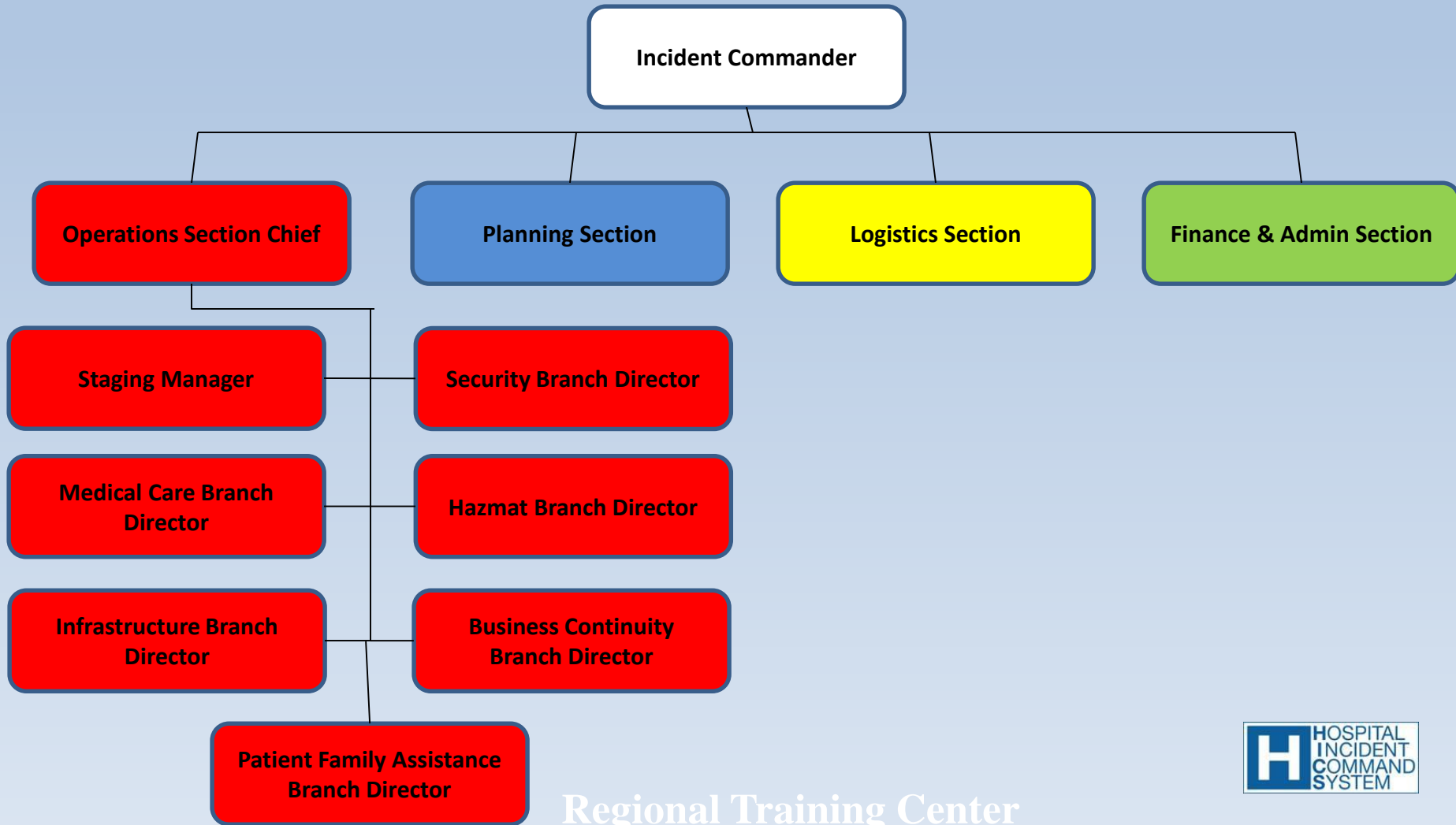
Command Staff and General Staff



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HCC Organization

General Staff - Operations

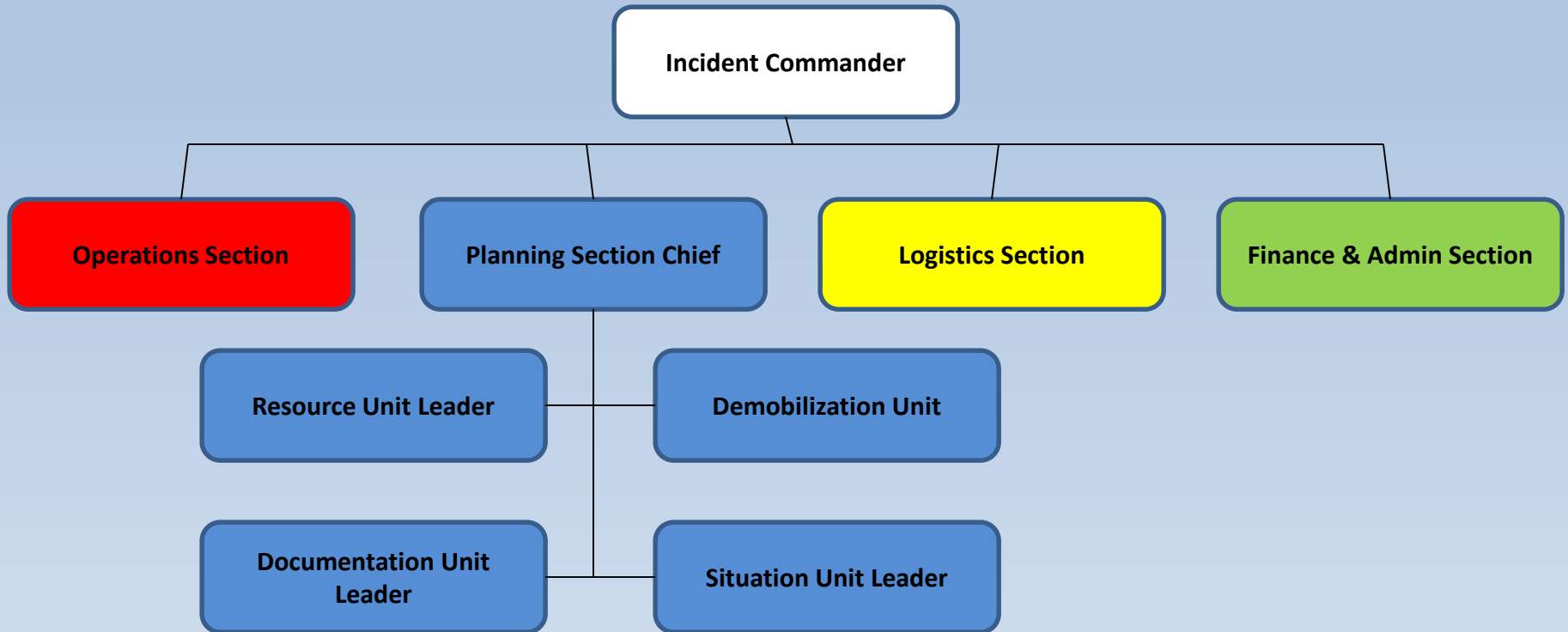


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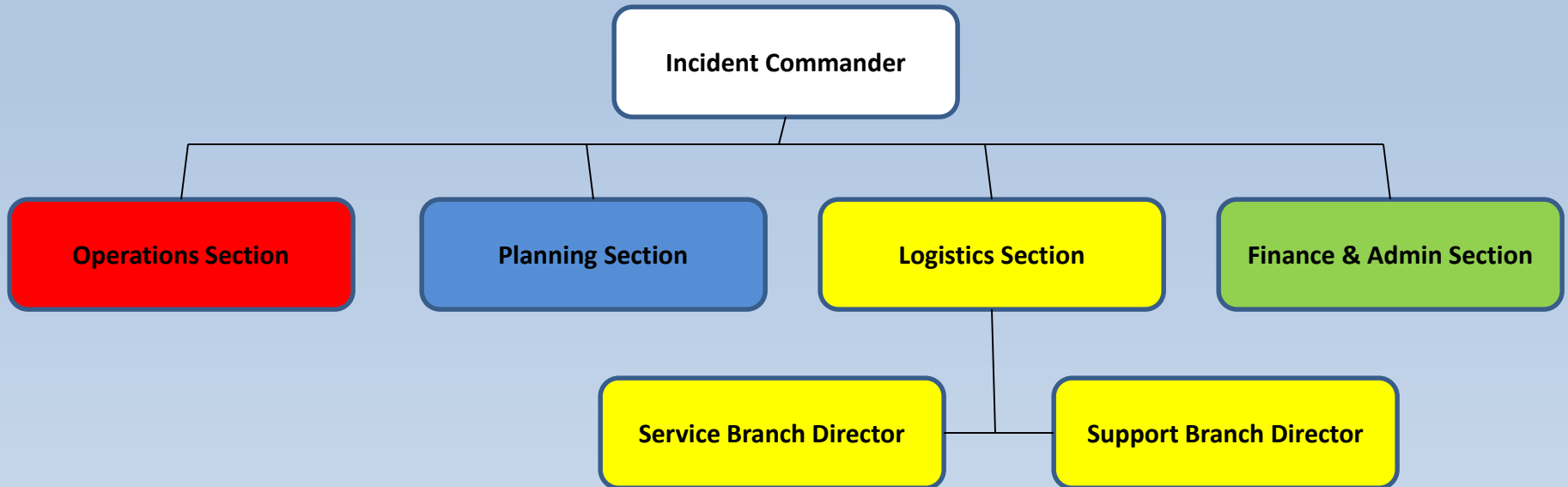
HCC Organization

General Staff - Planning



HCC Organization

General Staff - Logistics

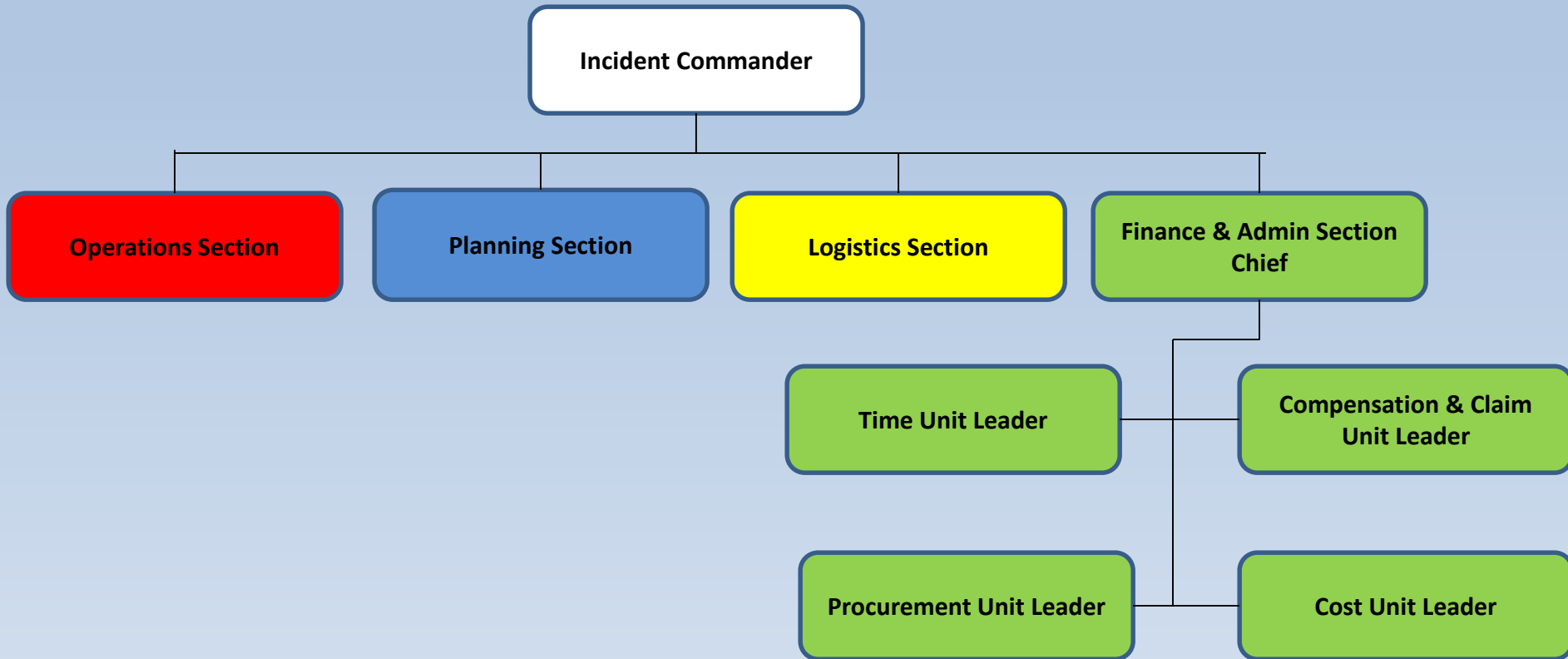


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HCC Organization

General Staff- Finance/Admin



Staffing the HCC

- **Internal Representative**
 - Departmental

- **External Representatives**
 - Technical Specialist
 - Liaison

Internal (Departmental) Representative Staffing

- Hospital should be prepared to staff the HCC 24/7 during activations
- Consider overlapping for debriefing personnel
- Relief must be briefed in detail before you leave

Check In HCC

Check in provides for:

- Name
- Credentials
- Department/Agency
- Receive Assignment
- Receive Resources & Equipment



Incoming Personnel Briefing

- Incident Briefing
- Job responsibilities / Job Action Sheet
- Reporting Structure
- Location of work area
- Instructions on obtaining any/all support
- Operational period work shifts

Managing Communications



- Call Center/Message Center
- Social Media
- Websites (Internal/External)
- Public Information Officer (PIO)
- Joint Information Center

Message Consistency

HCC Demobilization

- Demobilize according to plan
- Complete all assignments
- Brief team members and direct reports
- Complete and file forms and reports
- Follow check-out procedures
- Provide follow-up contact information (individual and agency)
- Conduct Incident Hotwash/Debrief and AAR Development

HICS-221

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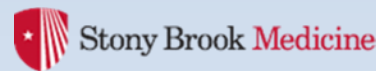
Summary

Can you now...

1. Identify and discuss key components of your HCC activation plan?
2. Identify features of the HICS found in the management and organization of your HCC?
3. Identify the key roles that are part of the HCC activation plan?

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Module 3 – HCC & Incident Management



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Module Objectives

- Discuss the incident action planning process relative to an HCC
- Identify key meetings and briefings that may take place in the HCC
- Identify the types of emergency waivers that could be requested in a local emergency declaration

HCC Action Planning Process

1. Understand the situation (priorities)
2. Determine objectives and strategies
3. Determine tasks and assignments
4. Prepare the plan
5. Implement the plan
6. Evaluate the plan

Criteria for Determining Incident Priorities

- **General Community**

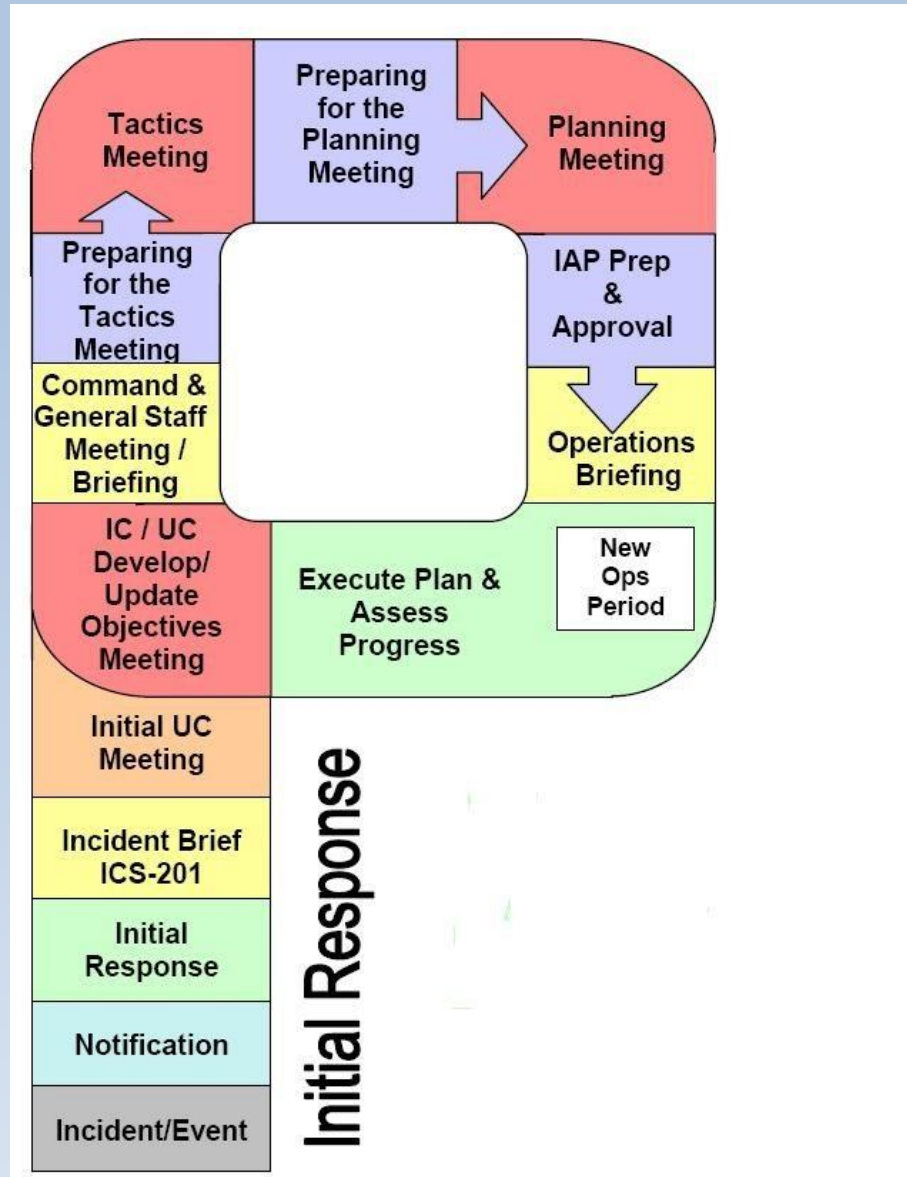
- Threat to life
- Real property threatened
- High damage potential
- Incident complexity
- Environmental impact
- Politics

- **Healthcare**

- Patient Safety
- Staff Safety
- Threat to facility
- Supply/Staff Resource Access
- Disease Control
- Reputation

JC 6 Critical Functions

The Planning Process (The “P”)



Incident Action Planning in the HCC

- Planned response more productive than reactive response
- HCC Incident Action Plan provides guidance for all staff in the HCC
- Delineates priorities and planned responses of the organization for a defined operational period
- Identifies needs, organizes resources, and assigns tasks

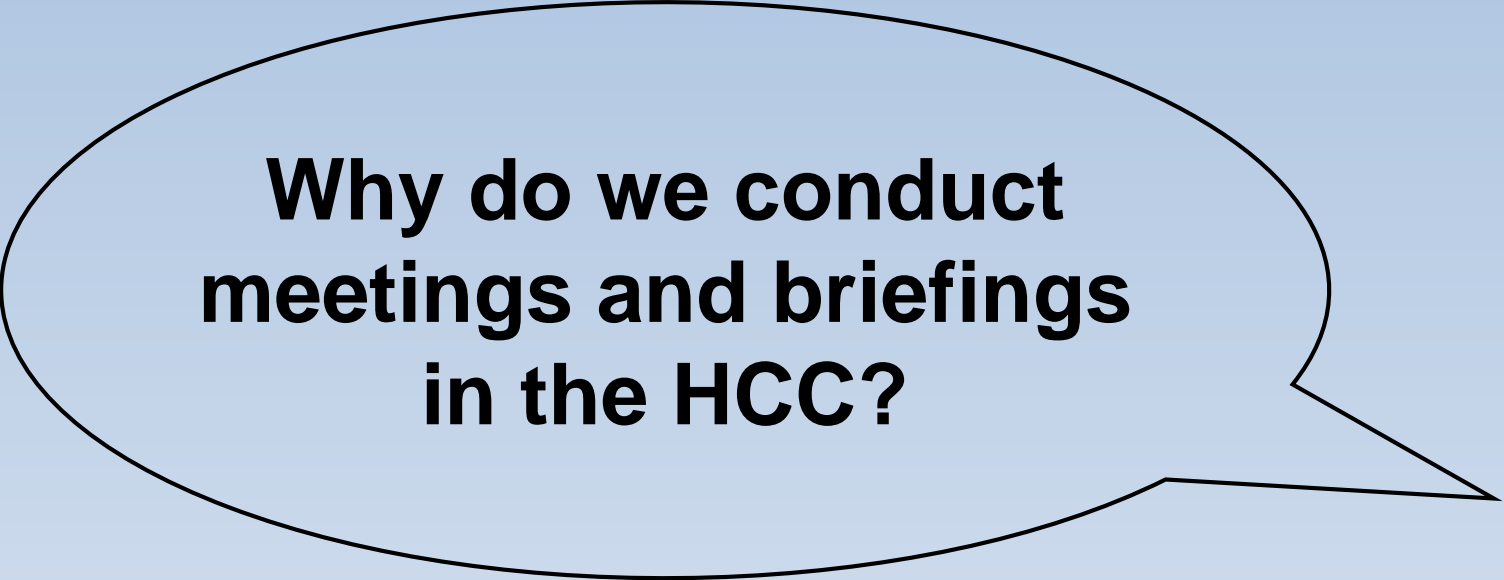
HCC IAP Elements

- Objectives for the HCC based upon established priorities (201 handout)
- Objectives and strategies for departments
- Weather Forecast and other technical info
- Organization
- Assignments
- Communications/Directories
- Situation

SMART Objectives



Discussion Question



Why do we conduct meetings and briefings in the HCC?

To maintain situational awareness and set policy

Essential Meetings & Briefings

- Executive Briefing
- Planning Meeting
- Section/Departmental Briefings
- Policy Group Meeting
- Media Briefings

Meetings and Briefings

Keys to success



- Have an agenda, start and end on time
- Document minutes
- Only invited key personnel speak
- Allow preparation time (as possible)
- Communication devices turned off

Be Brief!



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Situation Status Reports (Sit/Stat Reps)

During an HCC activation, each department is responsible for submitting a Status Report to the Planning Section, at least once per operational period.

- Status Reports are used by HCC Management to gather:
 - current internal and external situation summaries
 - current mission and resource capabilities
 - future concerns or objectives that need to be addressed

Stat Reps – Critical Information

- Department Name
- Your Name
- Date & Time/Operational Period of Report
- Ongoing Actions and Results, Ongoing/Previous Actions Not Yet Reported
- New Actions Taken Since Last Report
- Summary of Resources Committed to Incident (give location and primary activities)
- Planned & Anticipated Activities

Emergency Waiver Request Process

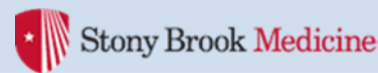
- Identify barrier regulation or statute
- Request to county and state public health with justification
- Request is forwarded to DOH Commissioner or Governor

Summary

1. Discuss the incident action planning process relative to an HCC
2. Maintain situational awareness
3. Identify key meetings and briefings that may take place in the HCC
4. Process to request waivers

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Module 4 – Multi-Agency Coordination

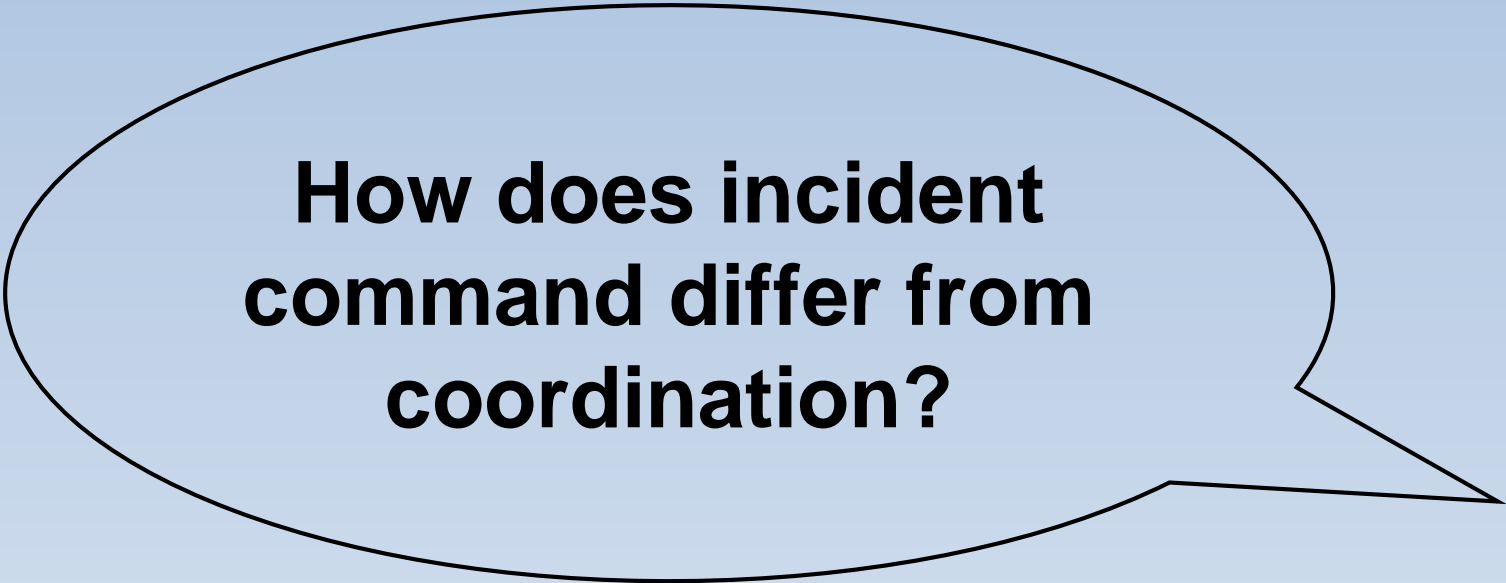


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Module Objectives

- Discuss differences between command and multiagency coordination
- Discuss the responsibilities of multiagency coordination groups
- Provide examples of the different levels at which multiagency coordination is commonly accomplished

Discussion Question



**How does incident
command differ from
coordination?**

Command vs. Coordination

Command

- Providing Direction
- Implementation
- Tactical

Coordination

- Providing Support
- Decision Making
- Strategic

Multiagency Coordination System (MACS)

MAC (system) is . . .

. . . a combination of facilities, equipment, personnel, procedures, mutual aid plans, and communications integrated into a common system with responsibility for coordinating and supporting incident management activities.

Multiagency Coordination: Simple to Complex



A coordination system:

- May be as simple as a teleconference, or
- May require an assembled group and associated support systems.



Emergency Support Functions

A mechanism that consolidates departments who have similar responsibilities, needs, functions, and/or resources to:

1. Implement policy decisions with resource support
2. Conduct strategic planning within the scope of the functional group
3. Resolve conflicts and solve problems
4. Coordinate and complete missions

Emergency Support Functions

EXAMPLES

- Law Enforcement and Security
- Emergency Services
- Critical Facilities and Infrastructure
- Transportation Infrastructure
- **Public Health and Medical Services**
- Human Services
- Animal Protection

ESF-8: Hospital Representative Role (HCC Rep to County EOC/MACS)

- Represent hospital in local County Emergency Operations Center (EOC) regarding
 - hospital issues, needs, resources
 - hospital policy in response to incident
- Serve as conduit of information to and from your hospital
 - Channel information to and from your healthcare organization

Prior to reporting to the County EOC

- Have a clear understanding of your decision-making authority
- Verify what communications procedures will be followed
- Ensure proper route to EOC
- Identification needed to enter EOC

Local State of Emergency

- Multi-agency coordination groups/EOC should be advising chief executives relative to the need for emergency declarations and emergency orders.
- Authority for emergency declarations and emergency orders comes from NYS Executive Law Article 2-b Section 24.

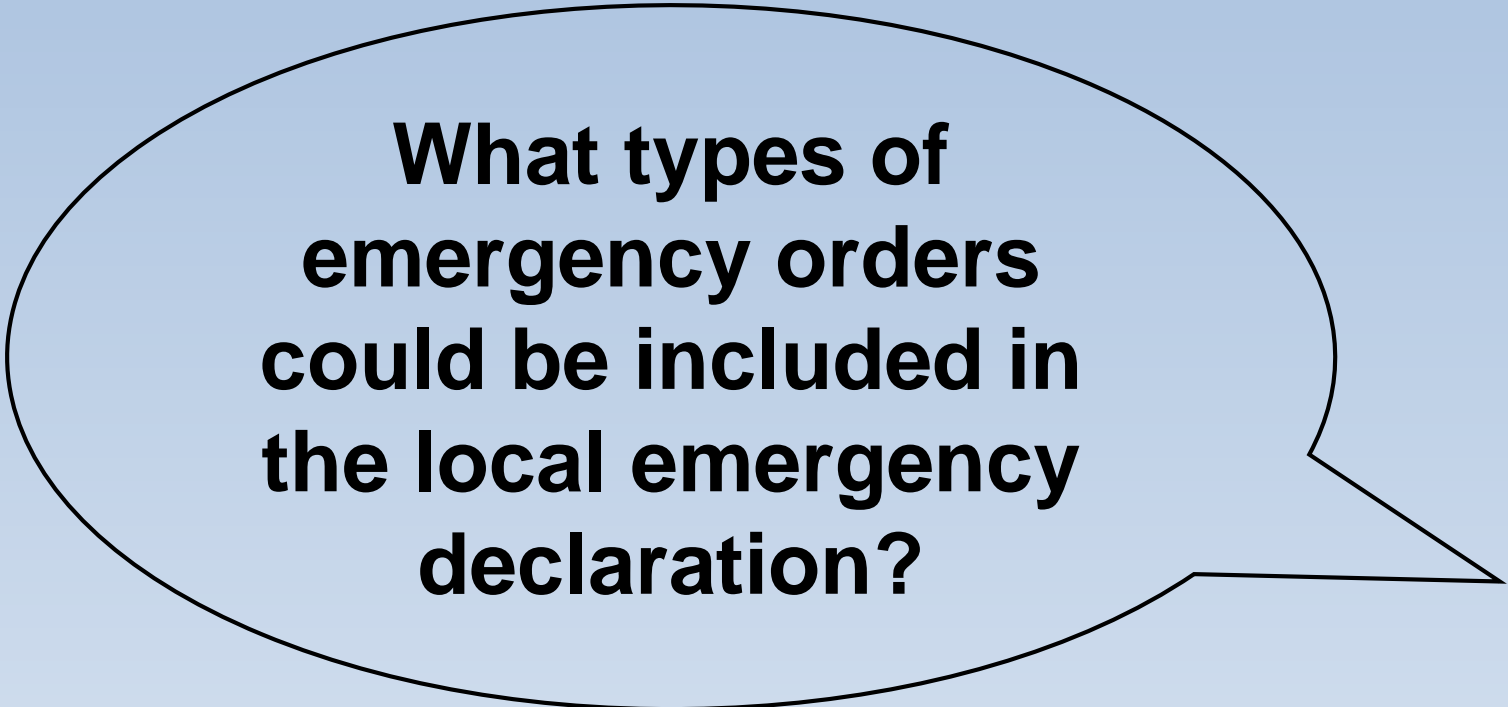
Chief Executives in Government

Who is
considered
a chief
executive?

Chief Executive means:

**County Executive or Manager
Chairman of the County Legislature
Mayor or Manager of a City or Village
Town Supervisor or Manager**

Discussion Question



What types of emergency orders could be included in the local emergency declaration?

Discussion Question



**How long are
emergency orders
valid for?**

**What is the filing
process?**

**5 Days and should be filed in local newspaper, record
within 24 hours with county clerk, NYS DOS and SOEM**

Section 25 Use of Local Government Resources in a Disaster

Upon threat or occurrence of a disaster the Chief Executive is empowered to:

- Use all resources of the political subdivision to cope with the disaster.
- May request and accept assistance, coordinated and directed by the County Chief Executive.
- May request and accept assistance from any other political subdivision on terms agreed to between the subdivisions. The assistance may be used only to remediate the effects of the disaster

Section 25 (cont.)

- A political subdivision shall not be liable for any claim based upon the exercise or performance or failure to exercise or perform a discretionary duty or function on the part of any officer or employee in carrying out the provisions of this section.
- The Chief Executive may request mutual aid only if his own forces have already been activated.

Discussion Question

What can the policy makers within a multi-agency coordination group do to facilitate their decision making process?

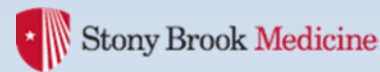
Establish Incident Priorities

Summary

1. Discuss differences between command and multiagency coordination
2. Discuss the responsibilities of multi-coordination groups
3. Provide examples of the different levels at which multiagency coordination is commonly accomplished
4. Discuss what is needed to send a hospital rep to EOC/MACS
5. Basic understanding of Article 2b

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Module 5 – Job Aids for the HCC



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Objectives

- Identify Job Aids that may be used for various functions in the HCC
- Familiarize participants with the standard operating procedures/guidelines typically used in an HCC

Define Job Aid

- **Job aids** are tools or devices that **help people do their jobs**. Memory joggers and instruction cards, for example, are job aids. The term includes anything which helps people complete their jobs successfully. Job aids **help us avoid making mistakes**. They also guide us through the necessary steps to complete a task.

GUIDELINES FOR CHOOSING THE APPROPRIATE JOB AID FORMAT

DESCRIPTION	CHECKLIST	PROCEDURES LIST	DECISION GUIDE	FORM/ WORKSHEET	REFERENCE SOURCES
Involves a list of items to review or evaluate a program, process, or function	X				
Requires that steps be performed sequentially		X			
Requires decision-making			X		
Different actions are required based on the alternative selected			X		
Involves a conceptual flow of information, processes, or procedures			X		
Requires quick action, but is not complex – visuals would be preferred			X		
Involves numerous steps each of which is dependent on a prior action		X	X		
A list of references, resource materials, videos, or compilation of selected information or tools					X
Requires that specific information be collected				X	
Need to provide guidance for documenting responses or procedures				X	

Job Aids

- Checklist – A position checklist
- Procedures list – An ordering procedure
- Decision guide – HCC activation algorithm
- Form or worksheet – Many HICS forms
- Reference source – Telephone contact list

Steps in Creating a Job Aid

1. Analyze the task and associated information
2. Determine the kind of job aid to use
3. Develop the job aid
4. Test and revise if necessary
5. Evaluate and exercise in intended environment

Common Job Aids used in HCC

- HCC Activation Algorithm
- Notification Algorithm
- Job Action Sheets for HCC Staff
 - Command, Support
- Incident Specific

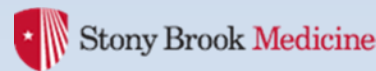
Summary

1. Identify job aids that may be used for various functions in the HCC

Questions?

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