



INTEGRATED PREPAREDNESS PLAN

Arizona Coalition for Healthcare Emergency Response

June 2023

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Record of Changes

<u>DATE</u>	<u>CHANGE</u>	<u>PAGE(S)</u>
JUN 2023	Version 2 for review by RSCs and general membership approval	Entire Document
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Purpose

The purpose of the Arizona Coalition for Healthcare Emergency Response (AzCHER) Integrated Preparedness Plan (IPP) is to aid in providing local healthcare emergency response planners with guidance and recommendations to (1) identify the priorities for improving the preparedness and response capabilities; and (2) define the cycle of training and exercise activities that will provide the most benefit in the development, refinement, and maintenance of those capabilities.

AzCHER is pursuing a coordinated preparedness strategy that combines enhanced planning, resource acquisition, innovative training, and realistic exercises to strengthen its emergency preparedness and response capabilities. The trainings and exercises play a crucial role in providing the Coalition with a means of attaining, practicing, validating, and improving its high-priority capabilities. The IPP covers a three-year period beginning in 2022 and ending in 2025. It sets priorities for Arizona's healthcare system in training and exercise, as well as informs our regional partners to affect a better exchange of information and shared competencies.

It operates under the laws of the State of Arizona and in Region IX of the Federal Emergency Management Agency's (FEMA's) National Preparedness Division, funded and overseen by the Administration for Strategic Preparedness and Response (ASPR), a division of the U.S. Department of Health and Human Services (HHS). ASPR directs the Hospital Preparedness Program (HPP) funding to the Arizona Department of Health Services (ADHS), which is then distributed to AzCHER and other partners within the state while also ensuring program compliance with federal regulations.

It is intended to be a living document that can be updated based on scheduling, planning, and funding changes. It is the responsibility of the Statewide Training and Exercise Manager to conduct four regional Integrated Preparedness Plan Workshops (IPPW). Then the Statewide Planning Manager leads the development and update of the IPP narrative.

Staff will maintain records of all changes and will ensure that the most recent version of the IPP is made available to members on the Coalition's information sharing platform [Basecamp](#) and on [the website](#). Information requests and suggested edits can be sent to azcheradmin@azhha.org.

Preparedness Activity Considerations

The AzCHER Preparedness Training and Exercise Program priorities correspond with the four capabilities identified in ASPR's [2017-2022 Health Care Preparedness and Response Capabilities](#) document. These priorities are ranked according to risk assessments and operational gaps identified by Coalition members at planning sessions and workshops.

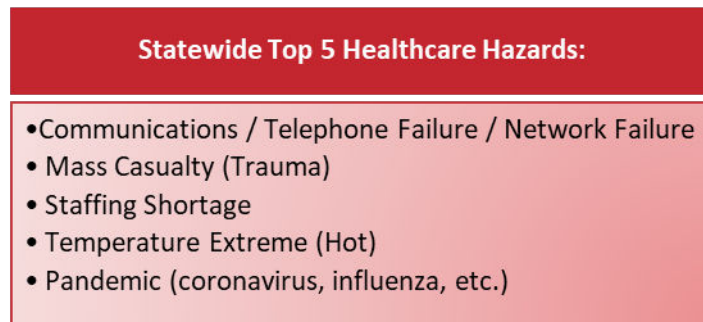
Through their own emergency preparedness programs, members identify and prioritize gaps and determine mitigation strategies, to include addressing deficiencies through coordination, planning, training, and/or resource acquisition. AzCHER collects this information from members during the annual Community Hazard Vulnerability Analysis / Resource and Gap Assessment process and from the regional IPPWs, particularly focusing on identifying those gaps that affect the care of pediatrics and members with disabilities and other access and functional needs (DAFN). Additionally, trainings and exercises are overall assessed through review of the Arizona Department of Emergency and Military Affairs' (AzDEMA)

Threat and Hazard Identification and Risk Assessment, the ADHS Jurisdictional Risk Assessment (JRA), and previous exercise and real-world corrective actions.

Threats, Hazards, and Risks

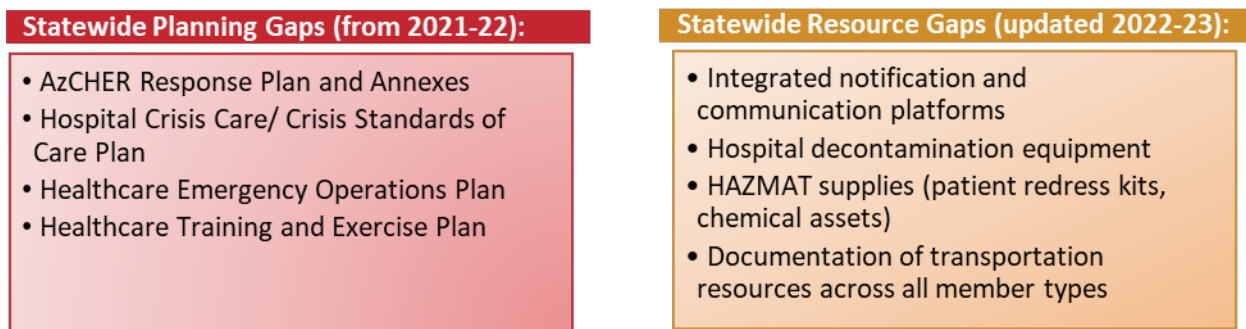
The 2022-23 AzCHER CHVA identified the following hazards posing a risk to the healthcare delivery system:

Figure 1



The 2022-23 AzCHER RGA identified the following resource and planning gaps:

Figure 2



Capability Assessments, Corrective Actions, and Improvement Plans

AzCHER uses a corrective action work plan spreadsheet to track the implementation of areas of improvements. This helps align and assess reoccurring gaps or trends in real-world incidents, discussion or operational based exercises and identifies specific improvements made among plans, trainings, future exercise, and resources.

Accreditation Standards and Regulations

AzCHER leadership, membership, and staff will understand the legal and regulatory requirements, such as the Centers for Medicare and Medicaid Services (CMS) Guidance for Emergency Preparedness- Appendix Z of the State Operations Manual and the Joint Commission Emergency Management Chapters, for preparedness as well as those laws and regulations affecting response. This will be demonstrated through:

1. Documentation of federal, state, and local statutory / regulatory requirements as well as national accreditation requirements that impact emergency medical care.
2. Documentation of the process and information required to request necessary waivers and suspension of regulations.
3. Support of crisis standards of care planning, including the identification of appropriate legal authorities and protections necessary to support crisis standards of care activities.
4. Maintenance and awareness of standing contracts, Coalition Memorandum of Understanding (MOU), for resource support during emergencies.
5. Maintenance of the CMS Emergency Preparedness Rule webinar.

Preparedness Priorities

AzCHER hosted four regional IPPWs in March 2023 to determine priorities for this multi-year preparedness cycle. These priorities are linked to corresponding core HPP capabilities, a rationale based on existing strategic guidance, hazard vulnerability analysis, resource gap assessment, and past After-Action Reports (AAR)/Improvement Plans (IP).

Based on the above-mentioned considerations, the IPPW participants determined the following priorities will be the focus for the multi-year cycle of preparedness:

Table 1

Preparedness Priorities
1. Foundation for Healthcare and Medical Readiness
2. Health Care and Medical Response Coordination
3. Continuity of Health Care Service Delivery
4. Medical Surge

Priority 1: Foundation for Healthcare and Medical Readiness

The community’s healthcare organizations and other stakeholders (coordinated through a sustainable Health Care Coalition) have strong relationships, identify hazards and risks, and prioritize and address gaps through planning, training, exercising, and managing resources.

Corresponding HPP Objectives:

- Establish and operationalize a Health Care Coalition
- Identify risk and needs
- Develop an Integrated Preparedness Plan
- Train and prepare the health care and medical workforce
- Ensure preparedness is sustainable

Corresponding CMS Requirements

- Establishment of the Emergency Preparedness (EP) program: 0001
- Develop and maintain EP program: 0004

- Maintain all annual EP updates: 0006
- EP program patient population: 0007
- Process for EP collaboration: 0009
- Development of EP policies and procedures: 0013
- Policies and procedures of risk assessment: 0019
- Names and contact information: 0030
- Emergency officials contact information: 0031
- EP training and testing: 0036
- EP training program: 0037
- EP testing requirements: 0039

Corresponding Joint Commission Standards

- Emergency Management (EM) program: EM.09.01.01
- EM leadership: EM.10.01.01
- Hazard and vulnerability analysis: EM.11.01.01
- Staff education and training: EM.15.01.01
- Testing the Emergency Operations Plan (EOP): EM.16.01.01
- Evaluation of EM program: EM.17.01.01

Rationale

- Annual CHVA/RGA to identify hazards and gaps that help build healthcare and medical readiness.
- Monthly meetings with ADHS.
- Regional meeting with local emergency planning committees.

Planning Factors

- CHVA
- RGA
- IPP/ Multi-year training and exercise calendar

Support Tools

- Mobile phone application
- Website
- Duty Officer Warm Line
- AzCHER Connect

Supporting Training Courses

- Introduction to AzCHER
- Basics of Emergency Management
- Hospital Incident Command System and Nursing Home Incident Command System
- Introduction to Emergency Planning
- Introduction to Exercise Design and Evaluation
- Introduction to Healthcare Hazard Vulnerability Analysis
- All Coalition leadership is required, and members are encouraged to complete [IS-100, 200, 700, and 800](#)

Supporting Exercises

All exercises are developed using the principles of the National Incident Management System (NIMS), which help align and build a foundation of healthcare and medical readiness among all members. All exercises are compliant with the Homeland Security Exercise and Evaluation Program (HSEEP).

Priority 2: Health Care and Medical Response Coordination

Healthcare organizations, AzCHER, and the ADHS (lead Emergency Support Function, health and medical services (ESF-8) agency), plan and collaborate to share and analyze information, manage, and share resources, and coordinate strategies to deliver medical care to all populations during emergencies and planned events.

Corresponding HPP Objectives

- Develop and coordinate healthcare organizational and Coalition response plans
- Utilize information sharing procedures and platforms
- Coordinate response strategy, resources, and communications

Corresponding CMS Requirements

- Policies and procedures including evacuation: 0020
- Policies and procedures for sheltering: 0022
- Policies and procedures for medical docs: 0023
- Policies and procedures for volunteers: 0024
- Arrangement with other facilities: 0025
- Roles under a waiver declared by Secretary: 0026

Corresponding Joint Commission Standards

- EOP: EM.12.01.01
- EOP Communications: EM.12.02.01
- EOP Staffing: EM.12.02.03
- EOP Safety and Security: EM.12.02.07
- EOP Resources and Assets: EM.12.02.09

Rationale

- Regional situational awareness meetings
- Regional coordination between AzCHER and Emergency Medical Services (EMS) Councils
- Regional coordination between long term care and fire departments
- General body meetings
- Regional steering committee meetings

Planning Factors

- Emergency Response Plan
- Healthcare facility emergency operations plans
- Resource sharing flowcharts

Support Tools

- Mobile phone application

- Arizona Health Alert Network (AzHAN)
- Staffing vendor list
- Duty Officer Warm Line

Supporting Training Courses

- Hospital Emergency Response Team (HERT)
- Hospital Incident Command System and Nursing Home Incident Command System

Supporting Exercise

- Discussion- and operations-based exercises are planned to test response plans and communications across healthcare sectors.
- Workshops will be conducted with public health and emergency management to align response roles and resource sharing for the healthcare delivery system.

Priority 3: Continuity of Health Care Service Delivery

Health care organizations, with support from AzCHER and ADHS, provide uninterrupted, optimal medical care to all populations in the face of damaged or disabled health care infrastructure. Health care workers are well trained, well-educated, and well equipped to care for patients during emergencies. Simultaneous response and recovery operations result in a return to normal or, ideally, improved operations.

Corresponding HPP Objectives

- Identify essential functions for health care delivery
- Plan for continuity of operations, maintain access to non-personnel resources during an emergency
- Develop strategies to protect health care information systems and networks
- Protect responders' safety and health
- Plan for and coordinate health care evacuation and relocation
- Coordinate health care delivery system recovery

Corresponding CMS Requirements

- Primary/alternate means for communication: 0032
- Methods for sharing information: 0033
- Emergency power: 0041

Corresponding Joint Commission Standards

- EOP Utilities: EM.12.02.11
- Continuity of Operations Plan: EM.13.01.01

Rationale

- Weekly AzCHER staff meetings
- Monthly Arizona Hospital and Healthcare Association (AzHHA) staff meetings

Planning Factors

- Continuity of Operations Plan (COOP)
- Healthcare facility COOP template
- Cybersecurity plan and toolkits

Support Tools

- FirstNet cell phone communication
- Alternate work locations

Supporting Training Courses

- Recorded COOP training

Supporting Exercises

- Discussion- and operations-based exercises are planned to test COOP objectives for the Coalition and its members.

Priority 4: Medical Surge

Health care organizations, including hospitals, EMS, and out-of-hospital providers, deliver timely and efficient care to their patients even when the demand for healthcare services exceeds available supply. AzCHER, in collaboration with ADHS, coordinates information and available resources for its members to maintain conventional surge response. When an emergency overwhelms the Coalition's collective resources, AzCHER supports the health care delivery systems transition to contingency and crisis surge response and promotes a timely return to conventional standards of care as soon as possible.

Corresponding HPP Objectives

- Plan for medical surge
- Respond to a medical surge

Corresponding CMS Requirements

- Procedures for tracking patients and staff: 0018
- Sharing information on occupancy/needs: 0034
- Long term care family notifications: 0035
- Integrated health systems: 0042

Corresponding Joint Commission Standards

- EOP Patient clinical and support: EM.12.02.05

Rationale

- Crisis Standards of Care Workshops
- Mass Casualty Incident (MCI) pre-alert exercises and meetings
- MCI patient tracking and reunification workgroup meetings
- Medical Response and Surge Exercise (MRSE) planning team meetings
- HERT workgroup
- Evaluation or participation in local healthcare facility discussion- and operations-based exercises
- Regional situational awareness meetings

Planning Factors

- Emergency Response Plan
- Surge annexes to the response plan

Support Tools

- Mobile phone application
- AzHAN
- Staffing vendor list
- Duty Officer Warm Line
- List of HERT-certified hospitals

Supporting Training Courses

- Scenario-specific surge trainings, such as chemical surge
- HERT trainings

Supporting Exercises

- Chemical surge table-top exercise (TTX), discussion-based exercise
- Operation-based exercise, MRSE, is an annual requirement of the HPP grant
- Crisis standards of care functional, operations-based exercise

Program Reporting and Methodology

By continuously monitoring improvement actions, AzCHER can periodically examine capabilities to ensure they are sufficient, accurate, and effective to handle the threats, hazards, and risks facing the Coalition and its members and can inform future Integrated Preparedness Cycle activities.

The following fields are tracked for program reporting:

- HPP capability and corresponding objective
- Exercise name
- Areas for improvement
- Recommended action steps
- Responsible staff member or membership sector
- Target date of completion
- Status update

In alignment with the POETE program (Plan, Organize, Equip, Train, and Evaluate), the IPP process begins with an assessment of all written AAR/IPs followed by a review and analysis of all gaps or reoccurring trends among the improvement items. At the end of the process, all updated IPP materials are uploaded into the Coalition Assessment Tool for review by state and federal funding agencies.

All training and exercises adhere to the current guidelines and regulations of the ASPR HPP grant. In addition, this training and exercise program seeks to be HSEEP compliant to ensure a consistent approach to planning, conducting, and evaluating the training and exercise activities as well as implementing improvement planning. According to HSEEP, exercise priorities and objectives should be

designed with an increasing level of complexity over time. Figure 3 below demonstrates the HSEEP progressive approach.

Figure 3



Within 120 days after each exercise, AzCHER drafts, reviews, and distributes AARs to partners involved in Coalition-based exercises or real-world events. The AAR is the document that summarizes key information related to evaluation and the resulting analysis and improvement of capabilities. Generally, AARs also include basic exercise information, such as the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and point of contact. The AAR includes an overview of performance related to each exercise objective and associated capabilities, while highlighting strengths and areas for improvement. The HSEEP has defined a standard format for the development of AAR's, this format allows for consistency across jurisdictions and nation-wide emergency preparedness communities to gain a broad view of capabilities.

Coordination with members and community partners from all regions of Arizona is essential to the AzCHER training and exercise program. Therefore, all trainings and exercises have virtual and in-person options combined with American Sign Language interpreters and other accommodations to increase accessibility for members located in remote or rural locations and for members with DAFN. Additionally, on demand training modules for members provide enhanced flexibility and access. All partners and Coalition members, especially representatives and members of the DAFN community, are routinely engaged in the planning process of all trainings and exercises through work groups, steering committees, and general body meetings.

To further align with community exercises across Arizona, AzCHER encourages all members and partners to regularly participate in Incident Command System (ICS) and NIMS training. Online training can be found at [FEMA's Emergency Management Institute's student portal](#).

Training and Exercise Calendar for BP5 (2023-2024)

The priorities in the first row of the following tables rank each activity in order of importance from Priority 1 to Priority 6 with room to add more prioritized activities as needed.

Quarter 1 (July-September 2023)

	Activity	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
July	Planning			Chemical Plans & TTX	MRSE 2024	FSE 2024	
	Organizing						
	Equipping						
	Training	100 - Introduction Emergency Management & ICS Basics for Healthcare July 20, 2023 10:00 am - 12:00 pm	190 - New Member Orientations July 13, 2023 9:00am - 11:00 am				HERT Tucson Main Campus July 12
	Exercises						
August	Planning						Cybersecurity TTX
	Organizing			Chemical Plans & TTX	MRSE 2024	FSE 2024	
	Equipping						
	Training	102 - Hospital Incident Command System (HICS) /Nursing Home Incident Command System (NHICS) 08/10/2023 10:00 am - 12:00 pm	140 - Hospital Emergency Response Team (HERT) Other Agency /Facilities Valleywise HERT Training				
	Exercises						
September	Planning						CSC TTX
	Organizing			Chemical Plans & TTX	MRSE 2024	FSE 2024	Cybersecurity TTX

	Equipping		140 - Hospital Emergency Response Team (HERT) Other Agency /Facilities Valleywise HERT Drill 2023 @ Main Campus				
	Training	170 - Intro Hazard Vulnerability Assessment SEPT 14, 2023					
	Exercises						

Quarter 2 (October-December 2023)

	Activity	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7
October	Planning						2024 AzCHER Conference	TTX AzCHER/AzHHA Cybersecurity
	Organizing			Chemical Plans & TTX	MRSE 2024	FSE 2024	CSC TTX	TTX AzCHER/AzHHA Cybersecurity
	Equipping							
	Training	110 - Intro Writing Emergency Plans 10:00 am - 12:00	190 - New Member Orientations					
	Exercises							
November	Planning					2024 AzCHER Conference		
	Organizing		Chemical Plans & TTX	MRSE 2024	FSE 2024		TTX AzCHER Cybersecurity	
	Equipping							
	Training	HERT Tucson South Campus Nov 19						
	Exercises							CSC TTX (Nov 13-17)
December	Planning	2024 Final Four College Basketball Playoffs				2024 AzCHER Conference		
	Organizing		Chemical Plans & TTX	MRSE 2024	FSE 2024			TTX AzCHER/AzHHA Cybersecurity

	Equipping							
	Training						130 - Introduction to Exercise Design & Evaluation and Homeland Security Exercise and Evaluation Program (HSEEP) 11/16/2023	
	Exercises							TTX AzCHER Cybersecurity

Quarter 3 (January-March 2024)

	Activity	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7
January	Planning						IPPW Statewide	2024 AzCHER Conference
	Organizing			MRSE 2024	FSE 2024	2024 Final Four College Basketball Playoffs		
	Equipping							
	Training	100 - Introduction Emergency Management & ICS Basics for Healthcare						
	Exercises		Chemical Plans & TTX					
February	Planning					IPPW Statewide	2024 AzCHER Conference	Cybersecurity 101
	Organizing		MRSE 2024	FSE 2024				
	Equipping				2024 Final Four College Basketball Playoffs			
	Training	102 - Hospital Incident Command System (HICS) /Nursing Home Incident						

		Command System (NHICS)						
	Exercises							
March	Planning						Cybersecurity 101	
	Organizing			FSE 2024		IPPW Statewide		
	Equipping							
	Training	170 - Intro Hazard Vulnerability Assessment						TTX AzCHER/AzHHA Cybersecurity
	Exercises		MRSE 2024		2024 Final Four College Basketball Playoffs			

Quarter 4 (April-June 2024)

	Activity	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
April	Planning					
	Organizing				FSE 2024	Cybersecurity 101
	Equipping					
	Training	110 - Intro Writing Emergency Plans 10:00 am - 12:00	190 - New Member Orientations			
	Exercises			MRSE 2024		
May	Planning					
	Organizing			Cybersecurity 101		
	Equipping					
	Training	HERT Tucson South Campus Nov 19			AzCHER Conference	
	Exercises		FSE 2024			
June	Planning					
	Organizing					
	Equipping					
	Training	Cybersecurity				
	Exercises					

Acronyms

Acronym	Definition
AAR	After Action Report
ADHS	Arizona Department of Health Services
ASPR	Administration for Strategic Preparedness and Response
AzCHER	Arizona Coalition for Healthcare Emergency Response
AzHAN	Arizona Health Alert Network
AZHHA	Arizona Hospital and Healthcare Association
CHVA	Community Hazard and Vulnerability Assessment
CSC	Crisis Standards of Care
DAFN	People with Disabilities and Other Access and Functional Needs
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-scale Exercise
HCC	Healthcare Coalition
HHS	Health and Human Services, U.S. Department of
HICS	Hospital Incident Command System
HPP	Hospital Preparedness Program
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
ICS	Incident Command Structure
IP	Improvement Plan

IPP	Integrated Preparedness Plan
IPPW	Integrated Preparedness Planning Workshop
LEP	Limited English Proficiency
MOU	Memorandum of Understanding
NDMS	National Disaster Management System
NHICS	Nursing Home Incident Command System
NIMS	National Incident Management System
NRF	National Response Framework
RGA	Resource and Gap Assessment
RSC	Regional Steering Committee
TTX	Table-top Exercise