

STATEWIDE MEDICAL AND HEALTH EXERCISE

HOSPITAL OBJECTIVES

**How To Use This Document:** *The purpose of this document is to provide sample objectives   
and capabilities for exercise planners to select from in designing their Statewide Medical and Health Exercise (SWMHE). These capabilities and their supporting objectives were identified based on the Multi-Year Training and Exercise Plan developed by CDPH. To access this document, please visit www.californiamedicalhealthexercise.com*

*To use this document, insert your agency/organization’s name in the bracketed text in the header that reads “INSERT NAME OF AGENCY/ORGANIZATION HERE”. Review the suggested capabilities and objectives and* ***consider them as options to create an Exercise Plan that is tailored to the unique characteristics of your organization*** *and community. Select and modify as needed. According to the Federal Emergency Management Agency (FEMA),* ***ten or fewer objectives are recommended for a functional exercise****.*

## APPLICABLE CAPABILITIES

* HPP Capability: Emergency Operations Coordination

Definition: Emergency operations coordination regarding healthcare is the ability for healthcare organizations to engage with incident management at the Emergency Operations Center or with on-scene incident management during an incident to coordinate information and resource allocation for affected healthcare organizations. This is done through multi-agency coordination representing healthcare organizations or by integrating this coordination into plans and protocols that guide incident management to make the appropriate decisions. Coordination ensures that the healthcare organizations, incident management, and the public have relevant and timely information about the status and needs of the healthcare delivery system in the community. This enables healthcare organizations to coordinate their response with that of the community response and according to the framework of the National Incident Management System (NIMS).

* HPP Capability: Medical Surge

Definition: The Medical surge capability is the ability to provide adequate medical evaluation and care during incidents that exceed the limits of the normal medical infrastructure within the community. This encompasses the ability of healthcare organizations to survive an all-hazards incident, and maintain or rapidly recover operations that were compromised.

* HPP Capability: Healthcare System Preparedness

Definition: Healthcare system preparedness is the ability of a community’s healthcare system to prepare, respond, and recover from incidents that have a public health and medical impact in the short and long term. The healthcare system role in community preparedness involves coordination with emergency management, public health, mental/behavioral health providers, community and faith-based partners, state, local, and territorial governments to do the following:

* Provide and sustain a tiered, scalable, and flexible approach to attain needed disaster response and recovery capabilities while not jeopardizing services to individuals in the community.
* Provide timely monitoring and management of resources.
* Coordinate the allocation of emergency medical care resources.
* Provide timely and relevant information on the status of the incident and healthcare system to key stakeholders.

# PROPOSED OBJECTIVES

## OBJECTIVE ONE

Activate the Hospital Incident Command System (HICS) and Emergency Operations Plan (EOC) within [insert number of minutes] of notification of a Mass Casualty Incident (MCI). *HPP Capability 1: Healthcare System Preparedness, HPP Capability 3: Emergency Operations Coordination*

Sample Task(s):

* Establish the command structure to manage the incident and meet objectives.
* Develop an Incident Action Plan (IAP) that identifies objectives, priorities, and the operational period.
* Disseminate the approved IAP, to include the sharing of IAP information in incident briefings and dissemination of the IAP with other programs.
* Report and document the incident by completing and submitting required forms, situation reports, documentation, and follow-up notations to partner agencies/organizations.

## OBJECTIVE TWO

Activate medical surge plan within [insert number of minutes] of notification of an MCI. *HPP Capability 10: Medical Surge*

Sample Task(s):

* Activate plans, procedures, and protocols to ensure surge capabilities, inclusive of all populations (e.g., pediatric, people with disabilities and others with access and functional needs, etc.).
* Make appropriate notifications to staff and [insert agency/organization] partners within [insert timeframe].
* Assign roles and tasks associated with medical surge response.
* Activate protocols to support increased bed capacity (e.g., patient discharge, cancel elective procedures, etc.).
* Deploy staff, supplies and equipment to surge response areas within [insert timeframe] (e.g., triage and treatment, family information centers, mental/behavioral health, etc.).
* Establish communication between the Hospital Command Center (HCC), treatment areas, and other key response areas of the hospital[[1]](#footnote-1).
* Support the mobilization of incident-specific medical personnel and non-medical support personnel to increase capacity.
* During and after an incident, assist in the return movement of patients, to include the following:
  + Assist or coordinate with medical facilities; emergency medical services; local, State, tribal, and federal health agencies; emergency management agencies; state hospital associations; social services; and participating non-governmental organizations to assure the return of patients to their pre-incident medical environment (e.g., prior medical care provider, skilled nursing facility, or place of residence) or other applicable medical setting.
  + Facilitate the linkage of patients to healthcare services as requested.

## OBJECTIVE THREE

Ensure that a resource management system is in place that enables the hospital to obtain and maintain the staff, supplies, and equipment needed to respond during an MCI. *HPP Capability 3: Emergency Operations Coordination*

Sample Task(s):

* Implement processes to order, track, assign and release incident resources ordered by staff[[2]](#footnote-2).
* Activate plans and mutual aid agreements to obtain, share and/or return healthcare coalition resources as appropriate.
* Assess resource requirements during each operational period based on the evolving situation and coordinate with partners to obtain necessary resources during surge operations.

## OBJECTIVE FOUR

Maintain communications with jurisdictional partners (e.g., healthcare coalition partners, law enforcement, fire department, etc.) utilizing at least one redundant form of communications during the exercise to maintain situational awareness and support response. *HPP Capability 3: Emergency Operations Coordination*

Sample Task(s):

* Implement information sharing processes that supports ongoing communication to inform [insert agencies/organizations] of the operational status and resource needs of the healthcare organization.

## OBJECTIVE FIVE

Provide patients with at least a minimum standard of care during the evacuation of patients according to internal protocols and procedures. *HPP Capability 10: Medical Surge*

Sample Task(s):

* Identify the guidelines for crisis standards of care, including the effective allocation of scarce resources.
* Identify the appropriate legal authorities and protections for healthcare providers and institutions for implementation of crisis standards of care.

## OBJECTIVE SIX

Provide assistance to healthcare organizations located within the identified perimeter for potential evacuation or shelter in place orders with their operations. *HPP Capability 10: Medical Surge*

* Activate existing agreements or Memorandum of Understanding (MOU) with healthcare organizations.
* During the MCI, provide resource assistance to healthcare organizations and providers for evacuation and shelter-in-place operations.

## OBJECTIVE SEVEN

Procedures are in place to assess resource requirements for mental/behavioral health support and to provide such support during medical surge incidents to staff, patients, and families. *HPP Capability 10: Medical Surge*

Sample Task(s):

* Assess resource requirements during each operational period based on evolving situation and coordinate with the partners, including those able to provide mental/behavioral health services for the community, to obtain necessary resources.
* Ensure that staff, patients, and family are provided a mental/behavioral health screening and psychological first aid in the event of observable signs of compassion fatigue or trauma.
* Ensure that a contact list is provided of pre-identified resources that could provide mental/behavioral health support to staff, patients, and family according to the incident.

## OBJECTIVE EIGHT

Begin patient movement and internal patient tracking procedures within [insert number] minutes of receipt of first patient. *HPP Capability 10: Medical Surge*

Sample Task(s):

* Activate the HICS Patient and Family Assistance Branch Director position within [insert number] minutes of receipt of first MCI patient or HCC activation, whichever occurs first.
* Identify and separate victims from the MCI from regular Emergency Department traffic.
* During the incident, coordinate internal patient tracking of arriving victims, either via ambulance transport or private vehicle, and overall patient movement with local EMS Agency and/or Medical and Health Operational Area Coordinator (MHOAC) Program as appropriate.
* Coordinate patient identification/tracking with the arriving ambulance crews and the local EMS Agency and/or MHOAC Program if applicable.
* Coordinate patient discharge/reunification with support agencies (e.g., American Red Cross, train company).

1. Joint Commission EM.02.02.02 EP 1, 2. [↑](#footnote-ref-1)
2. Joint Commission EM.02.02.03 EP 6. [↑](#footnote-ref-2)