Presenters

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The **National Nurse-Led Care Consortium (NNCC)** is a membership organization that supports nurse-led care and nurses at the front lines of care.

NNCC provides expertise to support comprehensive, community-based primary care.

- Policy research and advocacy
- Technical assistance and support
- Direct, nurse-led healthcare services
Questions Welcomed

To ask a question or make a comment for our panelists, type it into the **Questions** pane in the Go To Webinar control panel.

We’ll address all audience questions during Q&A!
Learning Objectives

• Understand the requirements of the CMS Rule as they relate to communications
• Identify communication strategies to be used during an emergency
• Create a plan to incorporate communications into new or existing emergency preparedness plans
CMS Rule: What is Required?
Subpart A — FQHCs Conditions for Coverage

- 491.1 Purpose and scope.
- 491.2 Definitions.
- 491.3 Certification procedures* (self-attestation for FQHCs)
- 491.4 Compliance with Federal, State and local laws.
- 491.5 Location of clinic.
- 491.6 Physical plant and environment.
- 491.7 Organizational structure.
- 491.8 Staffing and staff responsibilities.
- 491.9 Provision of services.
- 491.10 Patient health records.
- 491.11 Program evaluation.
- 491.12 Emergency preparedness.
The CMS Emergency Preparedness Final Rule outlines four core elements of emergency preparedness:
The FQHC must develop and maintain an emergency preparedness communication plan that complies with Federal, State, and local laws and must be reviewed and updated at least annually.

The communication plan must include all of the following:

1. Names and contact information for the following:
   i. Staff.
   ii. Entities providing services under arrangement.
   iii. Patients’ physicians.
   iv. Other RHCs/FQHCs.
   v. Volunteers.
(c) Communication Plan

2. Contact information for the following:
   
   i. Federal, State, tribal, regional, and local emergency preparedness staff.

   ii. Other sources of assistance.

3. Primary and alternate means for communicating with the following:
   
   i. FQHC’s staff.

   ii. Federal, State, tribal, regional, and local emergency management agencies.
4. A means of providing information about the general condition and location of patients under the facility's care as permitted under 45 CFR 164.510(b)(4).

5. A means of providing information about the FQHC's needs, and its ability to provide assistance, to the authority having jurisdiction or the Incident Command Center, or designee.
Key Communications Strategies
Communication Planning

Why didn’t you talk to me before making this decision?

I left you a voice-mail, an email, and a text message. I also messaged you on Skype, Slack, WhatsApp, Twitter, and Facebook.

Did you try leaving a note on my chair?

It’s stuck to your buttocks.
Communication during a crisis is **CRITICAL**

Question:

What is “a line?”

Answer:

It depends…
“A line” can be...
According to CMS, the Communications Plan must include:

Primary and alternate means of communication
Detailed contact information for internal/external communications
   Staff, vendors, volunteers, affiliates, contracted service providers, local/regional emergency prep staff, other assistance organizations
Ability to share condition and location of patients who may need additional support services
Ability to share any needs and ability to support incident response
Purposes of Communication

- To form & maintain relationships
- To convey feelings
- To solve problems
- To persuade
- To make decisions
- To give information
- To reduce stress
What do people need from your communication?

- To gain wanted facts
- To feel empowered in decision-making
- To be included as a participant, not a spectator
- To restore or preserve well-being and normalcy
What do people feel during a crisis?

**Common feelings**
- Denial
- Fear, anxiety, confusion, dread
- Hopelessness or helplessness
- Seldom panic

**Common questions**
- Am I safe? Is my family safe?
- What may affect me?
- What can I do?
  - Protect myself, my family
- Who/what caused this?
- Can you/someone fix it?
Who does a health center communicate with?

- Internal
- Patients
- Community
- External Agencies
- Media
Seven Cs of communication

1. Clear
2. Concise
3. Complete
4. Correct
5. Concrete
6. Courteous
7. Considerate
Oh, no! He's in trouble!

Oh, no! I don't know how to operate the can opener!
Barriers to getting the communication

- Access to information
- Language barriers
- Socioeconomic challenges/access to resources
- Cultural beliefs
- Geography
Developing a Communications Plan

1. Identify your objectives
2. Identify target audiences
3. Design key messages
4. Select methods of communication
5. Establish criteria for activation and authorities
   a) Refer to emergency plan, and policies and procedures
6. Train and test the plan
7. Review annually and implement improvements
## Communication Tool Matrix

<table>
<thead>
<tr>
<th>Tool</th>
<th>Internal</th>
<th>Patients</th>
<th>External</th>
<th>Community</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landline Phones</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cell Phones</td>
<td>✓</td>
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<tr>
<td>Ham Radio</td>
<td></td>
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<td>✓</td>
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<tr>
<td>Two-Way Radio</td>
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<tr>
<td>Email</td>
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<tr>
<td>Fax</td>
<td>✓</td>
<td></td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Mass Notification System</td>
<td>✓</td>
<td></td>
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<td></td>
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<tr>
<td>Website</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Social Media</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Use of Social Media During Disasters

- 18% use Facebook to get information about emergencies.
- 30% in metro areas would sign up for alerts.
- 20% in non-metro areas would sign up for alerts.
- 1 in 5 experienced an emergency posted something about it on a social site.
- 80% expect emergency responders to monitor social sites.
- 1 in 5 would try an online channel to get help if unable to reach EMS.
- More than 1/3 expect help to arrive within 1 hour of posting need to social site.
- 24% would use social tools to tell others they’re safe.

American Red Cross
<table>
<thead>
<tr>
<th>DATE/Time</th>
<th>Message [DELETE THIS LINE BEFORE UPLOAD]</th>
<th>Sample</th>
<th>Web address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Being prepared to act quickly during severe #wx can be a matter of life and death. Make sure you're prepared</td>
<td>109</td>
<td></td>
</tr>
<tr>
<td></td>
<td>We're calling on you to be a 'force of nature' in your community. Prepare for severe #wx</td>
<td>90</td>
<td><a href="http://www.ready.gov/severe-wx">www.ready.gov/severe-wx</a></td>
</tr>
<tr>
<td></td>
<td>Each year many people are killed or seriously injured by severe #wx, despite advance warning. Know your risk</td>
<td>109</td>
<td></td>
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<tr>
<td></td>
<td>#safetytip: Be prepared for all types of severe #wx - build an emergency kit, plan for power loss with batteries and alternative ch</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Be prepared: hear the warning with @usnoaaagov Weather Radio and spread the word when severe #wx threatens</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td></td>
<td>NOAA Weather Radios broadcast official Weather Service warnings, watches, forecasts and other hazards 24/7</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Watches = severe weather is possible in upcoming days</td>
<td>53</td>
<td></td>
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<tr>
<td></td>
<td>Warnings = severe conditions have begun or will begin soon</td>
<td>57</td>
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<td></td>
<td>Severe #wx affects everyone in the US: you should know the safest shelter in your home or workplace</td>
<td>99</td>
<td></td>
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<tr>
<td></td>
<td>Register now for emergency text alerts</td>
<td>38</td>
<td><a href="http://www.anahicalert.net">www.anahicalert.net</a></td>
</tr>
<tr>
<td></td>
<td>During severe #wx, let others know you're safe via social media, text messages or a phone call</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update your emergency contact numbers &amp; communication plan, ensure all family members know how to get in contact</td>
<td>112</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If you have a plan and are informed, you'll be able to respond with less stress or worry when severe #wx threatens</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If you have an electric garage opener, find the manual release lever &amp; learn how to operate it in case the power goes out</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td></td>
<td>During an extended power outage ATMs, credit cards and gas pumps may not work. Have a good supply of cash &amp; fill your tank</td>
<td>122</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get enough batteries to keep your important electronics powered; consider a back up smartphone power source</td>
<td>107</td>
<td></td>
</tr>
<tr>
<td></td>
<td>So we can better communicate local information with you, please turn on the Geolocation features on your device</td>
<td>112</td>
<td><a href="https://support.twitter.com/forms">https://support.twitter.com/forms</a></td>
</tr>
</tbody>
</table>
Making a Plan: Overview of the Template
Steps in the EM Planning Process

**STEP 1**
Form a Collaborative Planning Team
- Identify Core Planning Team
- Form a Common Framework
- Define and Assign Roles and Responsibilities
- Determine a Regular Schedule of Meetings

**STEP 2**
Understand the Situation
- Identify Threats and Hazards
- Assess Risk
- Prioritize Threats and Hazards

**STEP 3**
Determine Goals and Objectives
- Develop Goals
- Develop Objectives

**STEP 4**
Plan Development (Identifying Courses of Action)

**STEP 5**
Plan Preparation, Review, & Approval
- Format the Plan
- Write the Plan
- Review the Plan
- Approve and Share the Plan

**STEP 6**
Plan Implementation & Maintenance
- Train Stakeholders
- Exercise the Plan
- Review, Revise, and Maintain the Plan

Source: FEMA
Traditional EM Plan Format

- Hazard-specific Annexes
- Functional Annexes
- Base Plan
- Communications
Health Center Communications Plan Template

- Coming soon!
- CMS EP Rule compliant
- Detailed template includes sections on Command and Control and Concept of Operations
  - Internal and external communication policies and procedures
  - Risk communication and message development
  - Information collection, documentation, and reporting
Template Key

**KEY**

[text] = placeholders, parts that need to be substituted, e.g. [Staff Title/Committee]

[text] = instructions, additional explanation, e.g. [Edit as appropriate.]

**bold italics** = name of a document being referenced to, e.g. PIO Contact List

The content of this Communications Plan in accordance with clinical roles and responsibilities. [INCLUDE details here of health center, e.g., online vs. in-person; by job titles or business hours, etc.]

The plan will be conducted at each health center location [quarterly or annually], at minimum. Scenarios for the exercises are based on the top risks identified by the organization’s Hazard Vulnerability Analysis (HVA). Exercises will be planned by [Staff Title(s)] and members of the [EM Committee] and participation in exercises will be documented. Following each exercise, the [EM Committee or staff position] will conduct a “hotwash” to discuss player experiences, and strengths and weaknesses identified through the exercise. This information will be compiled in an After Action Report (AAR) and Improvement Plan (IP) in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) templates. Findings and recommendations will be reported to the [EM Committee and senior leadership team members].

See [Health Center’s] EMP for its Multi-year Training and Exercise Plan for details on specific exercises planned to test this Communications Plan.
Health Center Communication
Plan Elements

1. Purpose & Scope
   - Purpose, Scope

2. Assumptions
   - Key plan assumptions

3. Command and Control
   - Authority, (de)activation, roles & responsibilities

4. Concepts of Operations
   - Risk communications, staff notifications, patient notifications, in-network communications, external communications, maintenance of contacts, volunteers, information collection, documentation and reporting

5. Plan Development and Maintenance
   - Development, review, storage, training, testing

6. Standards, Regulations and Guidelines

7. Attachments
INTRODUCTION

• Title page and table of contents
• Authorization or what makes the plan “official”
• Revision record, i.e. what, when and who revised
• Distribution record, i.e. when, how and who received it
SECTION 1 - Purpose & Scope

- Provides the purpose of the plan
- Describes plan’s objectives and scope

Section 1 – Purpose and Scope

1.1 Purpose
The purpose of [Health Center]'s Communications Plan is to describe the policies and procedures for ensuring accurate and timely communications with staff, patients, in-network partners (as applicable), and external partners (e.g., public health, law enforcement, and emergency management (EM) authorities; entities providing services by contract; vendors; etc.) during emergencies and disasters.

1.2 Scope
Within the context of this plan, an “emergency” is any event that disrupts, or threatens to disrupt, health center operations. A “disaster” is an event that effects more than just the individual health center, and may overwhelm the community’s emergency response capacity. This plan includes communications policies, procedures, and draft messaging elements that may be adapted depending upon the type and scope of emergency or disaster affecting [Health Center].
• Outlines key assumptions of the plan, e.g. all contact information is kept current; staff must be trained; draft messages are pre-drafted etc.
SECTION 3 - Command and Control

- Describes authority to activate
- Outlines procedures for the activation and deactivation of the Plan
- Specifies roles and responsibilities of the health center and other partners across four phases of emergency management
SECTION 4 – Concept of Operations

- Risk Communications – organizational Public Information Officer (PIO)
- Notifications for:
  - Staff – list of staff, sample emergency codes, communications planning, draft emergency notifications and messages etc.
  - Patient – procedures for patient contact, instructions for the use of equipment, draft messages etc.
  - In-network – procedures for communicating with other locations etc.
  - External partners – procedures for communication with coalitions, PCA, etc.
  - Volunteers – when applicable
- Contact lists – collection, maintenance and updating
- Collection, documentation and reporting of information
SECTION 5 - Plan Development and Maintenance

- Describes how the Plan is developed, maintained, approved, distributed and stored
- Describes health center’s training and testing program
- Includes policies and procedures for the evaluation of training and exercises
- Describes methods to integrate lessons learned from both exercises and actual events into the plan
SECTION 6 – Standards, Regulations and Guidelines

- Lists all relevant regulatory standards that are applicable for the Plan and the health center (e.g. CMS EP Final Rule, HRSA PIN 2007-15, state regulations, etc.)

Section 6 - Standards, Regulations, and Guidelines

  http://bphc.hrsa.gov/about/pdf/pin200715.pdf
- New York State - Title 10 Section 702.7 - Emergency and disaster preparedness  
  https://www.health.ny.gov/regulations/nycrr/title_10/
- Full text—Emergency Preparedness Requirements for Medicare and Medicaid Participating Providers and Suppliers.  
Plan Attachments

- Attachment A – PIO Contact List
- Attachment B – List of Staff Trained and Assigned to Use Communications Equipment/Software
- Attachment C – Instructions for Using Communication Systems
- Attachment D – Staff Contact List
- Attachment E – Sample Emergency Codes
- Attachment F – Communications Planning Worksheet
- Attachment G – Draft Emergency Notifications and Communication Messages
- Attachment H – Partner Contact List
- Attachment I – Vendor Contact List
- Attachment J – Communications Log
- Attachment K – Volunteer Contact List (if applicable)
Additional Resources

• List of additional tools, templates and information

Additional Resources
Planning Tools, Templates, and Information
• Crisis & Emergency Risk Communication. (Centers for Disease Control and Prevention)
  http://emergency.cdc.gov/cerc/
• GETS/WPS Documents. (Department of Homeland Security)
  https://www.dhs.gov/publication/getswps-documents
• Office of the Assistant Secretary for Preparedness & Response (ASPR) Technical Resources, Assistance Center, and Information Exchange (TRACIE)
  https://asprtracie.hhs.gov/
## Resource Library

Find National Nurse-Led Care Consortium resources listed below. Some locked resources are available to members only. Click here to become a member or here to login if you are already a member. Other locked items can be accessed by clicking on the item and completing a form. Scroll over locked items to see how you can access them.

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Category</th>
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<tbody>
<tr>
<td>Feb 21, 2019</td>
<td>Bio-Personal Protective Equipment for Community Health Centers</td>
<td>Emergency Preparedness</td>
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<tr>
<td>Feb 11, 2019</td>
<td>Personal Protective Equipment</td>
<td>Emergency Preparedness</td>
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<td>Feb 11, 2019</td>
<td>Health Center Perspective</td>
<td>Emergency Preparedness</td>
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<td>Feb 11, 2019</td>
<td>Ebola Training &amp; Overview</td>
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<tr>
<td>Feb 11, 2019</td>
<td>Panel Discussion Q&amp;A</td>
<td>Emergency Preparedness</td>
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Questions?

- Slides available in handouts pane (right side of your screen)
- CME/CNE credit link will be sent to all attendees by Friday, March 8th