

Hospital Authority A's Need

Hospital Authority A (HAA) is located in a large densely populated metropolitan area in a highly active seismological area in Canada. As many experts have stated, "it is not a matter of 'if,' but 'when' an emergency event or disaster will occur."

Expectations

HAA is expected to play a large leadership role in an emergency event by the:

- Provincial and Federal Governments; and
- general public.

Requirements

The following requirements apply:

- Recently, the Federal Government announced that they are creating legislation to ensure employers are required to provide Emergency Preparedness training. The risk of non-compliance with this legislation is not known at this time. The Federal Government is not providing any financial support to implement a training program.
- HAA is an accredited teaching hospital and as such, receives critical funding to support its operations and to provide training. As part of its impending accreditation audit, HAA needs to demonstrate that its staff is trained to handle emergency events or disasters.

HAA Background

HAA has 5,000+ staff with diverse roles in six different sites. Most HAA positions require coverage 7 days a week, 24 hours a day. HAA is a highly unionized environment with four powerful unions involved. They use contractors for security, laundry, catering and janitorial.

Their Emergency Preparedness Leader has been in his position for 10+ years and is well respected for his experience and depth of knowledge. He has however been the only dedicated resource for Emergency Preparedness and has had operational responsibilities as well as training responsibilities. Recently he announced that he will be retiring within the next four months.

HAA uses the Health Emergency Incident Command System (HEICS) (as advocated by the Provincial Ministry of Health). A recent survey found that many staff could not even identify HAA's different emergency codes and associated colors, let alone perform their complex Emergency Preparedness roles in the event of emergencies or disasters.

Existing Training

The existing Emergency Preparedness education and training program is very limited and consists of:

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1. **A 15-minute video on Emergency Preparedness:**
 - Delivered monthly to new employees during their orientation. (Note: Physicians, residents, tenants and volunteers are not included in the New Employee Orientation.)
 - No further education, training or practice is offered to the general staff after the 15-minute basic employee orientation.
2. **One education and training session: 3 to 4 hours for staff who are assigned the role of Incident Commander (either at 3 AM or Leader On-Call staff).**
 - When enrollments are high enough, refreshers of 2 -3 hours are made available.
 - Sporadically, the Emergency Preparedness Leader is invited to deliver a 30 minute-or-less education session about the emergency codes to staff working in specific areas.

The Analysis

Hospital funding is in extreme crisis. The Senior Leadership Team meets weekly to discuss severe budget shortfalls and strategies to allocate limited resources. An analysis and a comprehensive training plan for HAA have been completed.

Learner Analysis

The following risks and constraints were identified from the Learner Analysis:

Learner Analysis Findings	
Category	Description
Language	Several English second language learners.
Ages	Wide spread in ages of target population.
Educational Experience	Diverse educational experience from high school/trades training to advanced degrees.
Job Responsibilities	Very diverse range of job roles and responsibilities from trades to porters to highly trained medical staff.
Confidence	Low rating in confidence of self and coworkers to handle an emergency event or disaster.
Preferred Instructional Strategies	Preference for classroom training. Strong resistance to using computers for learning because of: <ul style="list-style-type: none"> • Lack of confidence organizationally in online learning • Wide range in computer literacy

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	<ul style="list-style-type: none"> • Low rating in confidence of self and coworkers to handle an emergency.
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Context Analysis

The following risks were identified from the **Context Analysis**:

Context Analysis Findings	
Category	Description
Accreditation as a Teaching Hospital	<ul style="list-style-type: none"> • HAA must demonstrate that their staff can perform in an emergency event or disaster to receive accreditation and its associated funding to continue operating as a teaching hospital.
Attendance at Existing Training	<ul style="list-style-type: none"> • None of HAA’s Emergency Preparedness training is deemed as mandatory therefore attendance at Emergency Preparedness Training Session is poor. • Staff is often not freed up by Supervisors to attend the Emergency Preparedness Training Sessions because of staff shortages and backfill problems. • Limited timeframe for duration of training solutions (30 minutes) for basic level. • Several other training initiatives compete with resources and the scheduling of training.
Support from Senior Leadership Team (SLT)	<ul style="list-style-type: none"> • Do not recognize importance of emergency training and the risks of not providing a comprehensive training plan. • The HAA is operating at a deficit and therefore the SLT is challenged to allocate additional funding for this training initiative.
Documentation and Training Materials	<ul style="list-style-type: none"> • Procedures are documented but the location of these procedures and how to use them has been inconsistently trained. • Very little training documentation exists.

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Context Analysis Findings	
Category	Description
Location of Target Audience	<ul style="list-style-type: none"> Target audience is located in six separate sites, in different facilities spread out throughout the Lower Mainland.
Support for Online Learning	<ul style="list-style-type: none"> No compensation/time off plan for learners who participate in online learning No learning management system Lack of access to computers
Training Resources and Subject Matter Expertise	<ul style="list-style-type: none"> The Emergency Preparedness Leader is the only person at HAA with Emergency Preparedness subject matter expertise and is leaving within four months. Several trainers will be required to implement the number of training sessions required across the six HAA sites.
Return on Investment and Evaluation	<ul style="list-style-type: none"> No Return on Investment or evaluation framework exists.

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Key Questions	
Risks	Strategies
1. Given the risks and constraints at HAA, what kind of instructional strategies would you recommend. Why?	
2. What steps could you take to increase organizational support at HAA?	

Key Questions	
Risks	Strategies
3. Given the constraints of the unionized environment and backfill/staff shortages, what strategies would you recommend to increase attendance at training sessions?	
4. What strategies would you suggest to support and maintain this educational program (i.e. resources, subject matter experts)?	

Key Questions	
Risks	Strategies
5. Are there any other critical risks and strategies that should be considered?	

Notes:

EMERGENCY PREPAREDNESS 12 MONTH CALENDAR

Preparing a Family Emergency Kit doesn't have to be daunting. Use the following calendar to help you organize the items for your kit. Your supplies may be stored together in one large container, such as a garbage can on wheels, or several small ones. Food items could be kept on a specific shelf in the pantry.

Visit these websites for more information about preparing your own Family Emergency Kit:

- Family Emergency Preparedness. Get Prepared: http://www.getprepared.ca/index_e.asp,
- Provincial Emergency Program: <http://www.pep.gov.bc.ca/index.html>

Check (√) each month as you complete it.

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Family Disaster Supplies and Preparedness Activities 12 Month Calendar		
	Purchases	Activities
MONTH 1	<ul style="list-style-type: none"> Water – 2.5 litres per person and pet per 24hrs Hand-operated can opener and bottle opener Instant drinks (coffee, tea, powdered milk) 2 flashlights with batteries 	<ul style="list-style-type: none"> Make your family disaster preparedness plan Inventory disaster supplies already on hand, especially camping gear If you fill your own water containers, mark them with the date filled Date water/food containers if they are not dated Conduct a home hazard hunt
MONTH 2	<ul style="list-style-type: none"> Canned meat, stew, or pasta meal - 5 per person Sanitary napkins Videotape Family-size first aid kit 	<ul style="list-style-type: none"> Change battery and test smoke detector (purchase and install a detector if you don't have one) Videotape your home, including contents, for insurance purposes. Store the tape with friends or family who live out of town.
MONTH 3	<ul style="list-style-type: none"> Canned fruit - 3 cans per person Any foods for special dietary needs (enough for 3 days) 2 rolls of toilet paper per person Crescent wrench (es) (for utility shutoff tools) 	<ul style="list-style-type: none"> Conduct a home fire drill Check with your child's day care or school to find out about their disaster plans Locate gas meter and water shutoff points and attach/store wrench or shutoff tool near them Establish an out-of-state contact to call in case of emergency
MONTH 4	<ul style="list-style-type: none"> Canned vegetables - 4 per person Extra baby bottles, formula, and diapers, if needed Extra pet supplies; food, collar, leash Large storage container(s) for preparedness supplies 	<ul style="list-style-type: none"> Place a sturdy pair of shoes and a flashlight under your bed so that they will be handy during an emergency Place a supply of prescription medicine(s) in storage container and date the medicine(s) if not already indicated on its label Include photocopies of your prescriptions. Start putting supplies in storage container(s) and include blankets or sleeping bags for each family member

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Performance Where it Counts:
 Saving Lives through Emergency Preparedness Training
 Hospital Authority A – Case Study Description

Family Disaster Supplies and Preparedness Activities 12 Month Calendar		
	Purchases	Activities
MONTH 5	<ul style="list-style-type: none"> • Canned, ready-to-eat soup - 2 per person • Liquid dish soap • Plain liquid bleach • Portable am/fm radio (including batteries) • Anti-bacterial liquid hand soap • Disposable hand wipes 	<ul style="list-style-type: none"> • Make photocopies of important papers and put in the storage container • Talk with neighbors to find out who may have skills or training that would be beneficial after a disaster (i.e., first aid, child care, amateur radio, tree removal, small engine repair, heavy equipment operations, wilderness survival, light rescue, carpentry, etc.)
MONTH 6	<ul style="list-style-type: none"> • Quick-energy snacks (granola bars, raisins, peanut butter) • 6 rolls of paper towels • 3 boxes of facial tissue • Sunscreen • Anti-diarrhea medicine • Latex gloves, 6 pairs, (for first aid kit) 	<ul style="list-style-type: none"> • Check to see if your stored water has expired and needs to be replaced. (Replace every 6 months if you filled your own containers.) • Store-bought water will have an expiration date on the container.) • Put an extra pair of eyeglasses in the supply container • Store two rolls of quarters with the emergency supplies and locate the pay phone nearest to your home • Find out about your workplace disaster plans
MONTH 7	<ul style="list-style-type: none"> • Whistle • ABC fire extinguisher • 1 large can of juice per person • Adult and children vitamins • A pair of pliers and/or vise grips 	<ul style="list-style-type: none"> • Take a first aid/CPR class • Identify neighbors who might need help in an emergency, including those with limited mobility or health problems and children who might be alone • Show family members where and how to shut off the utilities
MONTH 8	<ul style="list-style-type: none"> • Box of crackers or graham crackers • Dry cereal • “Child proof” latches or other fasteners for cabinet doors and drawers • 1 box of large, heavy-duty garbage bags • Camping or utility knife 	<ul style="list-style-type: none"> • Secure shelves, cabinets, and drawers to prevent them from falling and/or opening during earthquakes • Meet with neighbors to inventory expensive equipment that could be shared in the event of an emergency, such as chain saws, chippers/shredders, utility trailers, snow blowers, and 4-wheel drive vehicles
MONTH 9	<ul style="list-style-type: none"> • Extra batteries for flashlights, radio, and hearing aids (if needed) • Heavy rope • Duct tape • Crowbar 	<ul style="list-style-type: none"> • Make a small preparedness kit for your car. Include food, water, blanket, small first aid kit, a list of important phone numbers, and quarters for pay phones. • Secure water heater to wall studs (if not already done)

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Family Disaster Supplies and Preparedness Activities 12 Month Calendar		
	Purchases	Activities
MONTH 10	<ul style="list-style-type: none"> • Hammer and assorted nails • Screw drivers and assorted wood screws • Heavy duty plastic tarps • Extra toothbrush per person and toothpaste 	<ul style="list-style-type: none"> • Make arrangements to have someone help your children if you're are at work when an emergency occurs • Conduct an earthquake drill at home • Replace prescription medicines as required by expiration dates
MONTH 11	<ul style="list-style-type: none"> • Package of paper plates • Package of napkins • Package of eating utensils • Package of paper cups • Masking tape • Kitchen-size garbage bags (1 box) 	<ul style="list-style-type: none"> • Make arrangements to have someone to take care of your pets if your are at work when an emergency occurs • Exchange work, home, and emergency contact phone numbers with neighbors for use during an emergency • Start a Neighborhood Watch Program if none exists
MONTH 12	<ul style="list-style-type: none"> • Heavy work gloves • Box of disposable dust masks • Safety goggles • Antiseptic • Sewing kit 	<ul style="list-style-type: none"> • Check to see if your stored water has expired and needs to be replaced. (Replace every 6 months if you filled your own containers. • Store-bought water will have an expiration date on the container.) • Check the dates on stored food and replace as needed

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