

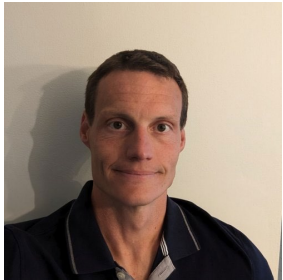


Creating an Optimal
Environment for Quality
Healthcare for Individuals,
Families, and Communities

Strengthening Nursing Home Emergency Preparedness: Insights from Telligen's Online Assessment Tool and Collaborative Strategies for Building Resilience

CMS 2024
Quality
Conference
Resilient and Ready Together

Creating an Optimal
Environment for Quality
Healthcare for Individuals,
Families, and Communities

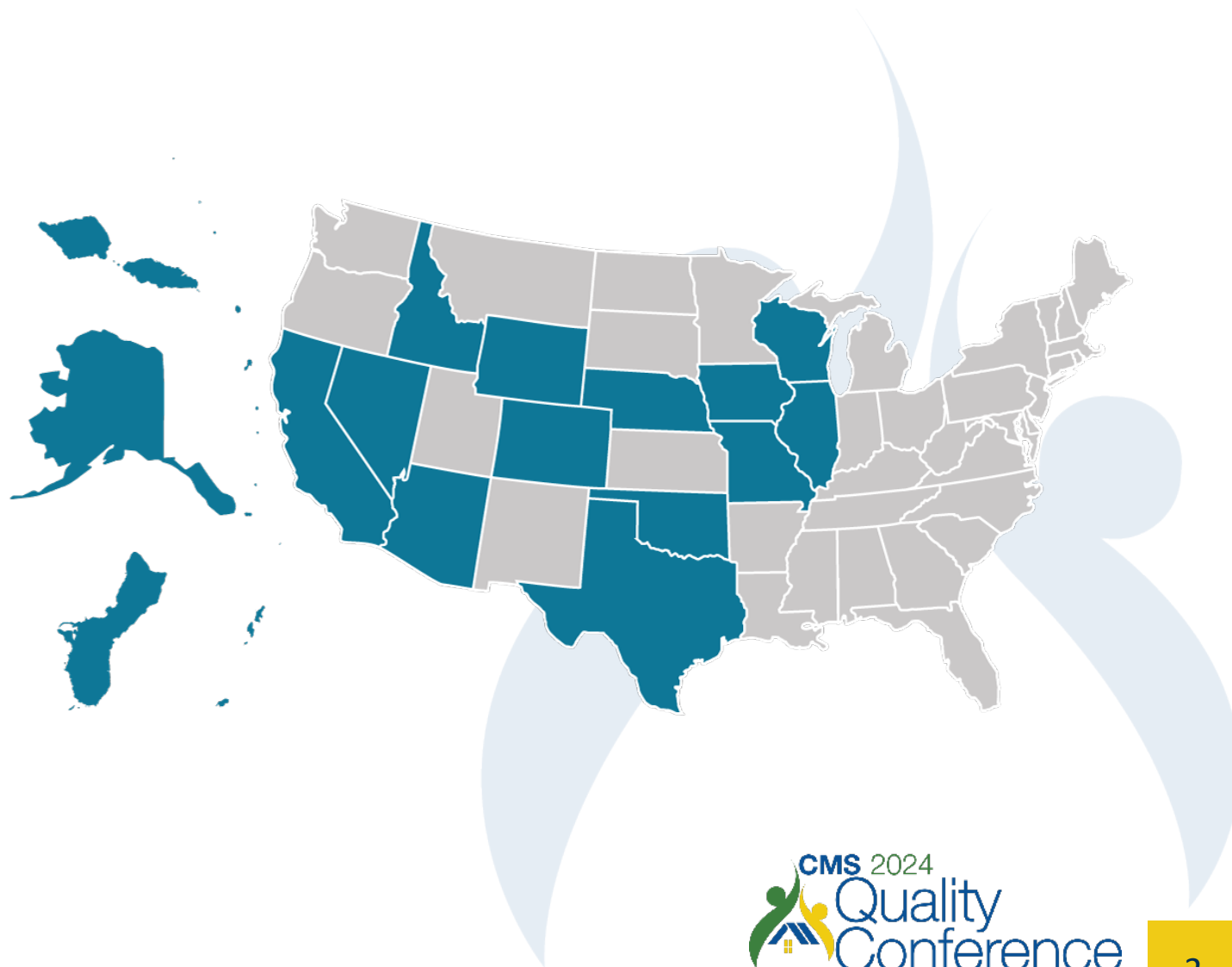


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Telligen is a Centers for Medicare & Medicaid Services (CMS) Quality Innovation Network-Quality Improvement Organization (QIN-QIO) for Colorado, Illinois, Iowa and Oklahoma and a Hospital Quality Improvement Contractor (HQIC) covering 15 states and American Samoa.



Ice Breaker Questions

- What is your comfort level with emergency preparedness planning?
- What is one element of a comprehensive emergency preparedness plan?

Session Objectives

Participants will be able to:

- Recognize the value of a gap analysis to assess emergency preparedness plans and for system-level improvement
- Describe the challenges and barriers faced by nursing homes in preparing for public health emergencies and natural and man-made disasters
- Discover best practices to foster a culture of readiness and resilience during an emergency

Introduction

- Natural and man-made disasters and public health emergencies, such as the recent COVID-19 pandemic, have significantly impacted nursing homes, highlighting the critical need to address underlying challenges in emergency preparedness
- These challenges significantly hinder the ability of nursing homes to effectively respond to emergencies, jeopardizing the safety and well-being of residents and staff members

Nursing Home Emergency Preparedness Regulations

§ 483.73 Emergency Preparedness

- The LTC facility must establish and maintain an emergency preparedness program that meets the requirements of this section. The emergency preparedness program must include, but not be limited to, the following elements:



Emergency Plan



Policies and Procedures



Communication Plan



Training and Testing



Emergency and Standby Power Systems

September 2023 OIG Report: Call to Action

U.S. Department of Health and Human Services
Office of Inspector General



Data in Brief
September 2023, OEI-06-22-00100

Nursing Homes Reported Wide-Ranging Challenges Preparing for Public Health Emergencies and Natural Disasters

Key Results

Although most nursing homes met Federal emergency preparedness requirements, an estimated 77 percent reported challenges with preparedness activities intended to ensure that resident care needs are met during an emergency. The most frequently cited concerns among nursing homes were ensuring proper staffing during emergencies and transporting residents during evacuations.

In June 2022, an estimated 77 percent of nursing homes located in areas at greater risk for natural disasters reported experiencing challenges with emergency preparedness activities. Administrators reported concerns across seven topic areas, with activities related to ensuring proper staffing during emergencies and transporting residents during evacuations being the most problematic. An estimated 62 percent of nursing homes reported at least one challenge regarding staffing and an estimated 50 percent noted at least one challenge regarding transportation. Other challenges reported by some nursing homes related to securing beds for evacuated residents and planning for infection control and quarantine during emergencies.

We found that even those nursing homes that meet the Federal requirements for emergency preparedness face challenges with critical aspects of emergency preparedness. Specifically, we found that only 24 percent of nursing homes in areas at high risk for disasters received a deficiency for not meeting emergency preparedness requirements established by the Centers for Medicare & Medicaid Services (CMS) during their most recent compliance survey—but an estimated 77 percent of nursing homes reported at least one challenge with preparedness activities.

We also found that nursing homes reporting challenges had lower community resilience compared to other nursing homes, indicating that availability of community resources may be a factor in nursing homes' experience with preparedness activities. Further, an estimated one in five nursing homes reported difficulties coordinating preparedness activities with multiple community partners.

Why OIG Did This Review

OIG has identified emergency preparedness and nursing home safety as priorities. Nursing home failures to adequately plan for and respond to public health emergencies and natural disasters have led to tragic results. Although such outcomes were not typical, they point to the need to identify the source of breakdowns and to strengthen nursing home preparedness efforts.

How OIG Did This Review

We surveyed a random sample of 199 nursing homes located in geographic areas rated by the Federal Emergency Management Agency (FEMA) as having a very high or relatively high risk for natural hazards. We received responses from 168 nursing homes and projected the results to all nursing homes in the FEMA risk areas. Respondents rated how challenging each of 49 preparedness activities were for their facility. The activities covered seven topic areas related to emergency preparedness capabilities that are important for ensuring safety of residents during emergency events.



“77% of nursing homes located in areas at greater risk for natural disasters reported experiencing challenges with emergency preparedness activities”



“62% of nursing homes reported at least one challenge regarding staffing and an estimated 50% noted at least one challenge regarding transportation”



“Availability of community resources may be a factor in nursing homes' experience with preparedness activities”



“One in five nursing homes reported difficulties coordinating preparedness activities with multiple community partners”

Telligen's Emergency Preparedness Plan (EPP) Assessment

Overview and background:

- Standardized review of EPPs and decreased unexplained variation in the plans
- Co-designed with nursing home leaders, trade associations, and health departments
- Serves as a gap analysis and provides a comprehensive checklist
- After completion, nursing homes receive an automated email with targeted resources to strengthen gaps that were identified in their plan
- Telligen created a dashboard of results, to engage corporate leadership
- Incorporated completion of the assessment into our B.E.S.T. in Class award

Telligen's EPP Assessment Elements

RISK ASSESSMENT

Captures and analyzes threat risk and resilience

EMERGENCY PLAN

Establishes hierarchy of command, create policies and procedures, and plan for recover efforts

COMMUNICATION PLAN

What and how the organization will communicate to mobilize resources, interact and provide updates to internal and external partners

TRAINING PLAN

Driven by the after-action plan to identify areas to strengthen policies and procedures

Engagement Strategy

To engage corporate leadership, Telligen created a gap analysis summary report that identifies trends and areas of concern across the system



EPP Element	Percent of Nursing Homes Implementing EPP Element	
Does your Emergency Preparedness Team include at least one member from each department of your facility?	94%	Yes
Risk Assessment		
When did your facility last complete a Community risk assessment?		01/01/0001
When did your facility last complete a Facility risk assessment?		01/01/0001
Does your plan address all potential risks as identified by your risk assessments using an all-hazards approach?	100%	Yes
Does your risk assessment use internal and external perspectives?	94%	Yes
Emergency Plan		
When was your Emergency Plan last reviewed?		04/10/2023
Does your plan clearly outline staff and/or volunteer roles in the event of an emergency?	100%	Yes
Does your plan include what equipment or supplies (medical and non-medical) your facility would need during an emergency?	100%	Yes
Does your plan include public health emergencies (pandemic, infection outbreaks, etc.)?	100%	Yes
Does your plan include a staffing plan for extended/reduced hours, use of volunteers, etc.?	88%	No

Engagement Strategy (cont.)

- In 2023, the B.E.S.T. in Class recognition award was introduced. It challenged participants to:
 - Sustain robust infection prevention practices and training
 - Complete a gap analysis for their emergency preparedness plans
 - Receive the Blue Ribbon in COVID-19 Vigilance award for three quarters
 - Meet the criteria for preventable emergency department visits



“Our designation by Telligen for B.E.S.T. in Class has been a great honor. The process has built our confidence and provided clear direction following the chaos of the Pandemic... Attaining B.E.S.T. in Class has improved the trust with residents and families, and we have seen improved referral volume!”

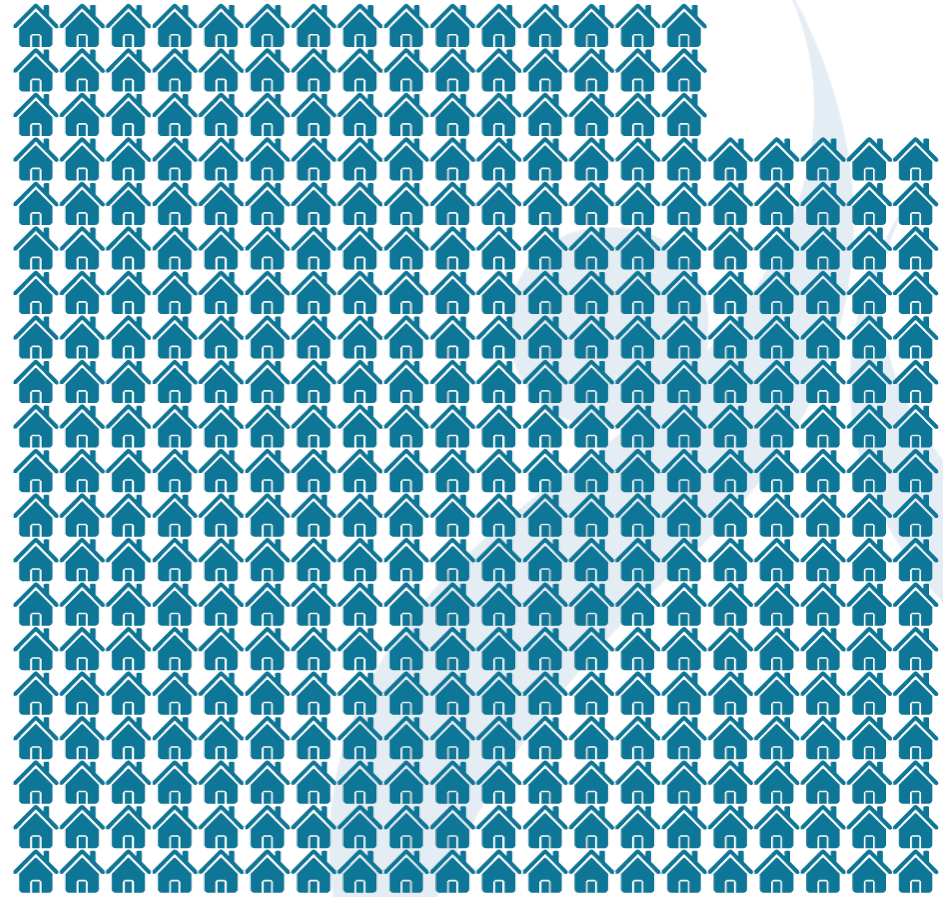
*Don Backstrom,
Executive Director at Clermont Park*

Impact: Completions as of February 9, 2024



385
COMPLETIONS

385 nursing homes have completed Telligen's Emergency Preparedness Assessment and received real-time resources to address any identified gaps.



Impact



As of February 2024, 92.8% of nursing homes have confirmed having an emergency preparedness plan.

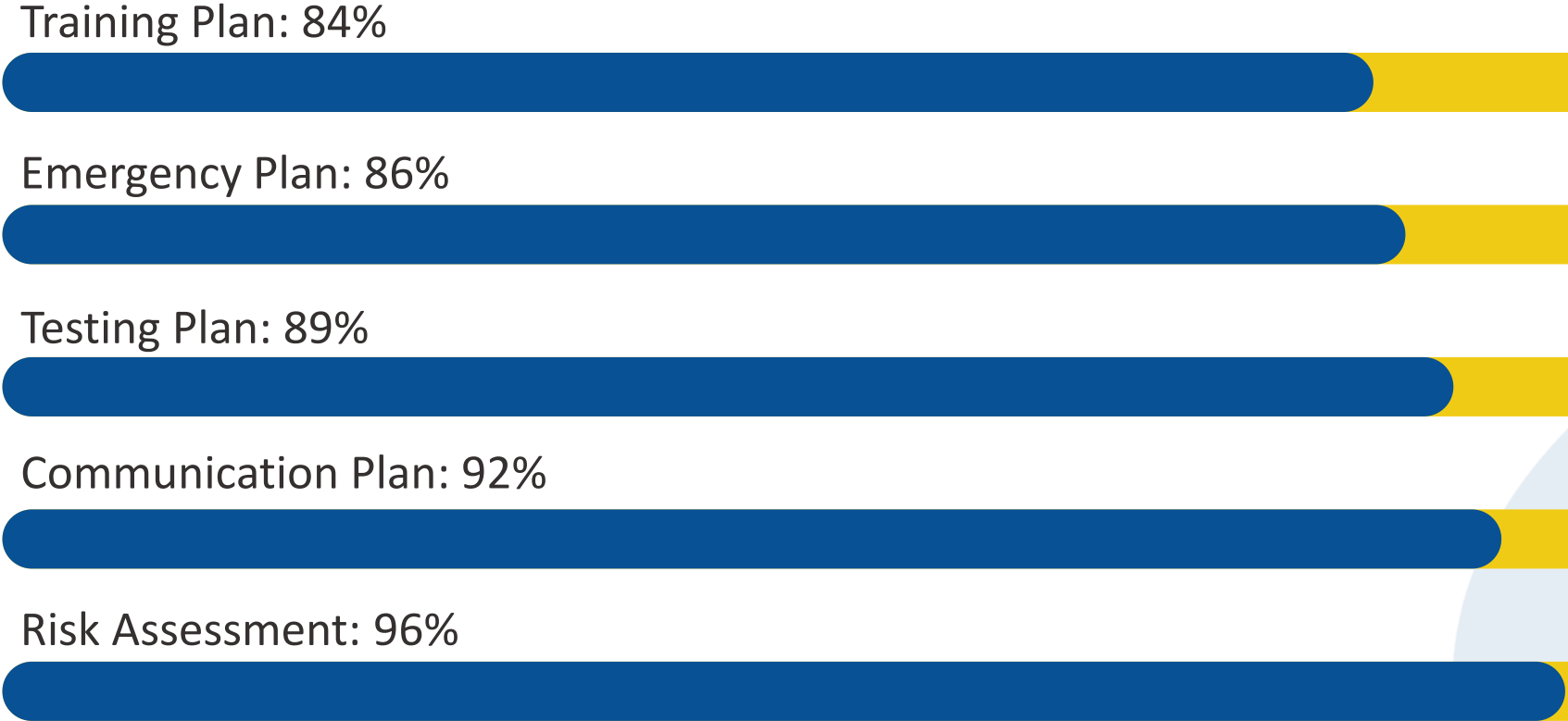


22 corporations have required all of their nursing homes to complete Telligen's Emergency Preparedness Assessment.

“The EPP assessment was a good measuring stick in identifying critical elements of the EPP, to ensure that they have been met and successfully implemented.”

*Jackie Palmer-Hosey,
Assistant Administrator at
Sunny Hill Nursing Home*

Assessment Results



**Goal: 100%
Compliance**

Emergency Preparedness Survey Tags

Testing & Training: 341



Plan, Policy & Program: 315



Communication: 152



Subsistence Needs: 83



Emergency Power: 71



Tags included in data:

- Testing and Training:
E0036, E0037, E0039
- Plan, Policy and Program:
E0001, E0006, E0004, E0013, E0020, E0022, E0023, E0024
- Communication:
E0029, E0030, E0031, E0032, E0033, E0035
- Subsistence Needs:
E0015
- Emergency Power:
E0041

Emergency Preparedness Enhanced Technical Assistance (TA)



Technical Assistance: Training

- Assess existing training and collaborate with nursing homes to fill gaps
- Complement nursing homes' training infrastructure
- Identify opportunities to enhance training on existing policies and procedures
- Establish a cadence of regular training schedule
- Provide best practices to secure leadership support and buy in

Technical Assistance: Exercises & Drills

Our 1:1 customized TA includes asking the nursing home to:

- Pick the top 3-5 threats from the Hazard Vulnerability Assessment for focused tabletop exercises
 - Challenge – choose different drills each time
- Select the policy & procedure you want to emphasize during these events
 - Communication plan, evacuation plan and/or shelter in place plan
- Set objectives and identify factors for success – establish what you hope to achieve
- Identify an evaluator role to observe and report back findings

Technical Assistance: After Action Review

Provide the nursing home with guidance to complete the following:

- Hot wash: an immediate debrief to ask three questions
 - What went well? What didn't go well? Why didn't it go well?
- Complete the after-action and improvement plan with best practices and training schedule
- Secure leadership engagement and input
- Process to report information back out to everyone involved

Technical Assistance: Convening Community Partners

Utilizing our LEAD! LOA expertise, we partner with nursing homes to:

- Build local relationships for resiliency
- Understand local organizations – players, resources, assets, goals
- Participate in community connection points – coalition meetings, local networking events
- Use public narrative to share stories as a strategy to feel connected and motivate people to action
- Conduct 1:1s to make specific requests and offers
- Engage in follow-through and follow-up to ensure strong relationships



LEAD!LOA

LEADERSHIP &
ORGANIZING
IN ACTION



***“Plans are
nothing;
planning is
everything.”***

- Dwight David Eisenhower

Collaborative Planning with Community Partners

Collaborative Planning Challenges	Percentage of Nursing Homes
Infrequent collaboration on community-wide emergency preparedness activities (e.g., risk assessments)	20%
Not having adequate internal resources to develop strong collaborative relationships with community partners (e.g., staff, time)	20%
Community partners not including the nursing home in community-based drills	18%
Community partners not fully recognizing the emergency preparedness needs of the nursing home	16%
Community partners not prioritizing nursing homes during emergencies	16%
Community emergency preparedness activities not focusing on issues relevant to the nursing home's risk assessment	12%
Nursing homes reporting at least one challenge with collaborative planning	35%

Source: OIG analysis of survey data, 2022. See Table A-1 in the Appendix for confidence intervals.

Emergency Preparedness Plan

- All-hazards approach: an integrated approach to emergency preparedness planning that focuses on capacities and capabilities that are critical to preparedness for a full spectrum of emergencies or disasters



Case Study



Case Study (cont.)

- Flooding has been identified as a threat risk during a rural nursing home's most recent hazard vulnerability assessment
- Emergency preparedness exercises have occurred but only infrequently; due to staffing shortages, day-to-day operations have been priority
- Recent heavy rainfall has created an increasingly emergent situation; the nursing home has reached out to their local emergency management agency to determine if and when evacuation would be needed
- Flood waters have exceeded barriers overnight and alerts have been sent out through the community
 - Nursing home staff cannot find the emergency preparedness plan and have elected to call 911 to start evacuating residents
 - Local EMS response times will be longer than anticipated due to other community 911 calls
- The Nursing Home Administrator called in additional staff to start transporting residents to the hospital by car
 - By the early morning, flood waters were no longer rising, however, roadways were damaged and critical supplies within the nursing home were dwindling
 - The Administrator located the emergency preparedness plan overnight and worked with the Director of Nursing to contact local authorities to access vital resources through contacts identified within the emergency preparedness plan

1. *What went well?*
2. *Where are areas for improvement?*
3. *Where could we have made these improvements?*

Collaborative Strategies for Building Resilience

Collaborative Planning Challenges	Potential solutions to build resilience
Inadequate internal resources to develop strong collaborative relationships with community partners (e.g., staff, time)	Leverage existing local meetings and events and be intentional about building relationships to streamline collaboration efforts across multiple priority areas, not just EPP
Infrequent collaboration on community-wide emergency preparedness activities	Call on QIO, local emergency volunteer agencies, and other local convening partners to help engage and lead partners to establish community-wide goals and shared vision with a regular cadence of meetings
Community partners not including the nursing home in community-based drills	Make specific requests via 1:1s to be included in community-based efforts while also inviting partners and hosting
Community partners not fully recognizing the emergency preparedness needs of the nursing home	Conduct outreach and education efforts to raise awareness with community partners about emergency preparedness needs of nursing homes. Share data and insights from nursing home assessments and emergency plans to inform community-wide planning efforts
Community partners not prioritizing nursing homes during emergencies	Establish and maintain strong relationships with key partners to ensure nursing homes are prioritized and adequately supported during emergencies; ensure commitments have been made and document agreements and action steps
Community emergency preparedness activities not focusing on issues relevant to the nursing home's risk assessment	Partner with community organizations and local QIO to identify, access, and use targeted resources and tools that address nursing home-specific emergency preparedness needs



Success Stories



Success Story

- Telligen hosted a collaborative event featuring lessons learned from nursing home leaders with lived experience
 - Colorado Marshall fire
 - Illinois tornadoes
 - Oklahoma wildfires
- Introduced and promoted Telligen's EPP readiness assessment tool
 - 19 nursing home leaders immediately completed the EPP assessment
 - 94% of respondents said they identified opportunities to improvement their current EPP as a result of the session

“I learned that proper prior planning is essential to having a thorough EPP, and that practice can help staff remain calm during the real thing.”

- Nursing Home Participant

Success Story (cont.)

- On Dec. 30, 2021, the Marshall Fire swept through Boulder County, destroying and damaging more than 1,000 homes and over 30 commercial structures
- Most destructive fire in Colorado history
- Telligen actively reached out to offer 1:1 support to affected nursing homes
- Telligen and partners (CHCA and LeadingAge-CO) recognized healthcare heroes in 11 healthcare facilities, including hospitals, skilled nursing, and assisted living through Certificates of Valor



Key Takeaways and Action Steps

KEY TAKEAWAYS

Completing a gap analysis and acting upon the findings results in a more comprehensive emergency preparedness plan

Review challenges and barriers faced by nursing homes in preparing for public health emergencies and natural and man-made disasters

Advance planning and numerous best practices help foster a culture of readiness and resilience during an emergency

ACTION STEPS

→ Apply the insights gained from this presentation to assess and improve emergency preparedness plans within your organization. QIOs and HQICs are here to help!

→ Foster a culture of continuous improvement by regularly evaluating and updating emergency preparedness plans in response to evolving threats, lessons learned from past emergencies, and changes in regulations or guidelines

Encourage feedback and participation from partners to drive ongoing improvements in preparedness efforts

→ Implement promising practices and foster ongoing collaboration and communication to strengthen resiliency and readiness for future emergencies

Thank You!

We appreciate your participation and engagement in today's session. Together, we can make a difference in building resilient communities and safeguarding the well-being for all!

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