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Certificate Programme in Healthcare Crisis Planning and Response

## Development of Crisis Management Plans

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Crisis Management Plan (CMP) is a critical document that outlines the strategies, procedures, and resources required to effectively manage a crisis in a healthcare organization. A well-developed CMP ensures that the organization is prepared to respond to various types of crises, such as natural disasters, infectious disease outbreaks, violence, and cyber attacks. In this explanation, we will discuss the key terms and vocabulary related to the development of crisis management plans in the context of the Certificate Programme in Healthcare Crisis Planning and Response.

1. **Crisis:** A crisis is a critical situation that poses a significant threat to the health, safety, or operations of a healthcare organization. Crises can be internal or external, sudden or slow-onset, and can have a significant impact on the organization's reputation, finances, and patient care.
2. **Crisis Management:** Crisis management is the process of planning, preparing, responding, and recovering from a crisis. It involves identifying potential crises, assessing their impact, developing strategies and procedures to mitigate their impact, and implementing and testing those strategies and procedures.
3. **Crisis Management Team (CMT):** A CMT is a group of individuals who are responsible for managing a crisis in a healthcare organization. The CMT should include representatives from various departments, such as nursing, administration, security, public relations, and legal.
4. **Crisis Communications:** Crisis communications is the process of communicating with internal and external stakeholders during a crisis. It involves developing key messages, identifying the appropriate communication channels, and ensuring that all stakeholders are informed in a timely and accurate manner.
5. **Crisis Plan:** A crisis plan is a written document that outlines the strategies, procedures, and resources required to manage a crisis in a healthcare organization. A crisis plan should be tailored to the organization's specific needs and should be reviewed and updated regularly.
6. **Crisis Simulation Exercise:** A crisis simulation exercise is a training exercise that simulates a crisis scenario in a healthcare organization. The exercise is designed to test the organization's crisis management plan and to identify areas for improvement.
7. **Hazard Vulnerability Assessment (HVA):** An HVA is a risk assessment tool that is used to identify and prioritize potential hazards in a healthcare organization. The HVA should be reviewed and updated regularly to ensure that it reflects the organization's current risk profile.
8. **Emergency Operations Center (EOC):** An EOC is a centralized location where the crisis management team can monitor the crisis situation, coordinate the response, and communicate with internal and external stakeholders.
9. **Incident Command System (ICS):** ICS is a standardized incident management system that is used to manage emergencies and incidents in a healthcare organization. ICS provides a clear chain of command, standardized communication protocols, and a common terminology for all personnel involved in the response.
10. **National Incident Management System (NIMS):** NIMS is a standardized incident management system that is used by federal, state, and local agencies to manage incidents and emergencies. NIMS provides a

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common terminology, standardized communication protocols, and a standardized incident management structure.

11. Business Continuity Planning (BCP): BCP is the process of planning for the continuation of critical business functions during and after a crisis. BCP ensures that the organization can continue to provide essential services and maintain patient care during a crisis.
12. Disaster Recovery Planning (DRP): DRP is the process of planning for the recovery of critical business functions and systems after a crisis. DRP ensures that the organization can restore critical systems and functions in a timely and efficient manner.
13. All-Hazards Approach: An all-hazards approach is a comprehensive approach to crisis management that takes into account all potential hazards, including natural disasters, technological hazards, and human-caused hazards. An all-hazards approach ensures that the organization is prepared to respond to any type of crisis.
14. Risk Assessment: A risk assessment is the process of identifying, analyzing, and prioritizing potential risks in a healthcare organization. A risk assessment should be conducted regularly to ensure that the organization is prepared to manage potential crises.
15. Mitigation: Mitigation is the process of reducing the impact of a potential crisis. Mitigation measures can include physical measures, such as building retrofits, and administrative measures, such as training and education.
16. Preparedness: Preparedness is the process of ensuring that the healthcare organization is ready to respond to a crisis. Preparedness measures can include developing a crisis management plan, conducting training and exercises, and ensuring that the organization has the necessary resources and supplies.
17. Response: Response is the process of managing a crisis in real-time. Response measures can include evacuation, emergency medical care, and communication with internal and external stakeholders.
18. Recovery: Recovery is the process of restoring the healthcare organization to normal operations after a crisis. Recovery measures can include repairing damaged infrastructure, restoring critical systems and functions, and rebuilding the organization's reputation.

In developing a crisis management plan, it is important to consider the specific needs and risks of the healthcare organization. The plan should be tailored to the organization's size, complexity, and risk profile. The following are some key factors to consider when developing a crisis management plan:

1. Identify potential crises: The first step in developing a crisis management plan is to identify potential crises that could affect the healthcare organization. This can be done through a hazard vulnerability assessment (HVA) that identifies and prioritizes potential hazards.
2. Assess the impact: Once potential crises have been identified, the next step is to assess their potential impact on the healthcare organization. This can be done through a risk assessment that considers the likelihood and potential impact of each hazard.
3. Develop strategies and procedures: Based on the risk assessment, the healthcare organization should develop strategies and procedures to manage each potential crisis. These strategies and procedures should be documented in a crisis management plan.
4. Identify resources: The crisis management plan should identify the resources required to manage each potential crisis. This can include personnel, equipment, supplies, and external resources.
5. Communicate with stakeholders: Crisis communication is a critical component of crisis management. The

crisis management plan should identify the internal and external stakeholders who need to be informed during a crisis and the communication channels that will be used.

6. Test and update the plan: The crisis management plan should be tested and updated regularly to ensure that it is effective and reflects the current risk profile of the healthcare organization.

In conclusion, the development of a crisis management plan is a critical component of healthcare crisis planning and response. A well-developed CMP ensures that the healthcare organization is prepared to manage potential crises and minimize their impact on patient care, staff, and the organization's reputation. By understanding the key terms and vocabulary related to crisis management, healthcare professionals can develop and implement effective crisis management plans that save lives, protect property, and maintain the trust of the community.