Module: Public Health Disaster Planning for Districts

Organization: East Africa HEALTH Alliance, 2009-2012

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Principles of Disaster Planning and Introduction to the District Disaster Planning Matrix

Compiled By The Eastern Africa Disaster Management Training Core Team

Narrated by Dr. Roy William Mayega

Part 1

Principles of Disaster Planning

Why do we plan?

- Would the audience please share with me your own thoughts regarding why people plan?

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Why do we plan for health emergencies?

- To get better prepared to respond to the disaster and save lives

- To know the resources needed and activities anticipated

- Resources are limited and have to be used in the best possible way

Good plans are:

- **Operational**
  - Simple to use
  - Written to include operational-level detail
  - Accompanied by Standard Operating Procedures and Checklists

- **Consensus-based**
  - Written by a group
  - Are developed by consensus among stakeholders

- **Capability-based**
  - Based upon what we are actually capable of doing

- **Objective-based**
  - Include measurable objectives

- **Compliant**
  - In line with National Guidelines and policies

Consensus-based planning

- The best plans are written by those whom will actually *implement* the plan
- Plans can be viewed as "contracts" that result from the negotiation of various stakeholders
  - "The planning is more important than the plan"
- Requires a *very* well-organized facilitation process in order to save time

Good Objectives are SMART

- **Specific**
  - Good objectives state exactly how tasks are to be performed
- **Measurable**
  - Good objectives describe measurable signs of progress
- **Attainable**
  - Good objectives are within our ability to achieve

- **Realistic**
  - Good objectives are based upon realistic expectations
- **Time-based**
  - Good objectives have a time schedule for completion

Good Objectives answer 5 questions:

- **WHAT** tasks should we perform?
- **WHO** will perform the tasks?
- **HOW** will we perform the tasks?
- **WHEN** will we perform the tasks?
- **WHERE** will we perform the tasks?

Types of Plans

- According to time
  - Short-term
  - Intermediate term
  - Long term

- According to degree of detail
  - Strategic Plans
  - Operational Plans

Disaster Plans

- **Strategic Plans**
  - Broad and general
    - i.e. protocols
  - Describe *WHAT* actions are to be performed

- **Operational Plans**
  - Detailed and focused
  - Describe:
    - HOW actions will be performed
    - WHO will perform them
    - WHEN will actions be performed
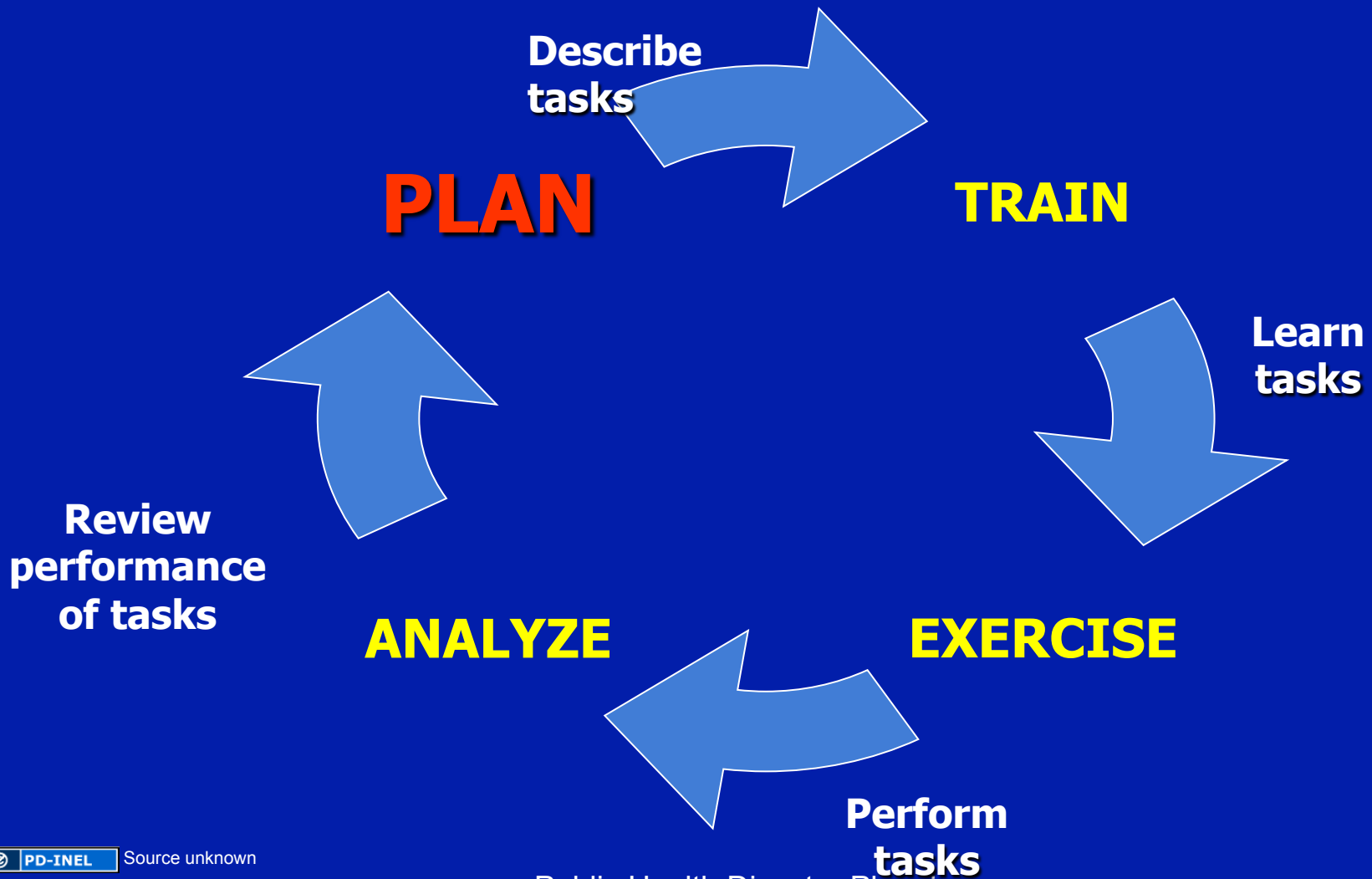   - WHERE actions will be performed

Strategic plans

- Do:
  - Identify main strategy
  - Provide overview of response
  - Identify collaborations

- Do not:
  - Engage operational level workers and stakeholders
  - Describe detailed actions
  - Provide references, forms or templates

Example of Operational Planning

Strategic objective	Operational objectives	Actions	Checklists	Responsible parties	Timing	Location
Outbreak investigation	A single point of contact for case and outbreak reporting has been designated					
	The decision if an outbreak investigation is indicated has been made					
	Team composition and team leader have been decided					
	Team objectives, roles and responsibilities have been decided for this investigation					
	Etc.					

The disaster planning cycle

Describe tasks

PLAN

TRAIN

Learn tasks

Review performance of tasks

ANALYZE

EXERCISE

Perform tasks

Public Health Disaster Planning for Districts

Plan

- Collaborate with others
- Make the plan
- Highlight standards and indicators
- Assign tasks
- Make relevant checklists

Train

- Train response teams
- Ensure that tasks are learnt
- Conduct exercises and drills
- Assess performance of exercises

Exercise

- Implement the plan
- Implement the pre-disaster activities
- Implement response activities in case of a disaster
- Implement the post disaster activities after the disaster

Analyse

- Monitor and Evaluate the plan
- Check on actual performance
- Assess what worked and what did not work
- Improve the plan (Plan maintenance)

Problem Issues
in Current Disaster Plans

- Cumbersome to use
- Checklists that tend to fail
- Focus on tasks rather than management
- Many possible hazards and scenarios
- Lack of clear objectives and measures of effectiveness

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Please see original image of Dilbert cartoon at http://blog.wisefaq.com/wp-content/uploads/2009/12/TheDilbertDisasterRecoveryPlan.png

Challenges of emergency planning for public health emergencies

- Plans must be written by *consensus* among *all of* the *stakeholders*
  - Planners
  - Responders
  - Managers

- Planning should not be an end in itself
- It should not be more important than the *plan*
- It should be is a way for everyone to learn the plan so that it is implemented

Part 2

Introduction to the District Disaster Planning Matrix

The SOA Matrix

- In planning for disasters, we can use the SOA Matrix:

- SOA Stands for:
  - Strategic Objectives
  - Operational Objectives
  - Activities

The SOA Matrix: Strategic and Operational Objectives

– Strategic Objectives (These have already been prepared for you based on the SHERE Standards)

– Operational Objectives (These have been prepared for you based on the SPHERE Standards)

  • The prepared strategic objectives and operational objectives are contained in a matrix that we shall give to you

  • This matrix is called the 'SOA Library'

The SOA Matrix: Activities

Activities:

- Under each operational objective, we may have several activities

- Since the Objectives have been set for you, Your task is to

  - Select the appropriate activities under each operational objective

  - Revise the objectives if needed, so as to suit your district situation

The Planning Matrix

Strategic objective	Operational objectives	Activities	Responsible parties	Timing and Location	Budget

Capabilities:

- The SOA Library has summarized for you 5 planning areas for your plans
- These are based on the SPHERE standards
- They are:
  - 1. Response Management (Standards Common to all disasters)
  - 2. Water
  - 3. Shelter
  - 4. Food
  - 5. Health Services

Capabilities:

- In terms of response, these 5 planning areas called 'capabilities'
- When taken together, they constitute what is called 'capacity'
- When you make a plan for all these in a disaster, we call this 'Capability Based Planning'

From Capabilities to Strategic and Operational Objectives

- These capabilities have been used as the basis for developing strategic objectives

- The strategic objectives have been used as the basis for preparing operational objectives

- These are contained is an electronic planning template called 'the SOA Library'

Extension Activity 3.4b:

- Study the Capabilities, Strategic Objectives and Operational Objectives in the District Disaster Planning Matrix labeled: Extension Activity 3.4b: **The District Disaster Planning Matrix**
  - Familiarize your self with the objectives
  - This is the matrix that you are going to use to prepare your district disaster plan
  - The strategic and operational objectives have been extracted from the SPHERE Manual
  - Let us have a brief exercise to demonstrate this

Extension Activity 3.4b:

- In the SPHERE Manual, examine the key intervention areas under 'Standards Common to All Disasters' *(this is the SPHERE Equivalent to the capability: 'Response Management') (Page 24)*

- *The page has a list of the 8 common standards, starting with the standard 'Participation'*

- Are the standards related to the operational objectives in your planning matrix in 5.1?

- *(Check standard by standard and compare with the corresponding operational objectives)*

Extension Activity 3.4b:

- Now let us do the same for the capability: 'Water and Sanitation'

- This one has several strategic objectives (Corresponding with the intervention areas in the SHERE Manual)

- These are namely (Participants should state)

Additional Source Information

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