



Enhancing Health Care Emergency Preparedness: Tools for Success

Rachel Lehman, Acting ASPR TRACIE Program Director

Unclassified



Presenter



Rachel Lehman

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**HHS Administration for Strategic Preparedness and Response
Center for Preparedness**

Ms. Lehman is the Acting Director of the Administration for Strategic Preparedness and Response's (ASPR) Technical Resources, Assistance Center, and Information Exchange (TRACIE) Program. In her role as acting director, she oversees the day-to-day operations of the program, provides guidance on emerging issues and gaps/challenges, and acts as a liaison for the program. Previously, Ms. Lehman was an analyst in ASPR's Office of Critical Infrastructure Protection where she held multiple roles including leading communications, helping manage the Healthcare and Public Health (HPH) Sector Partnership, and working on all-hazards risk assessment for the HPH Sector.

Disclosure of Relevant Financial Relationships

- Rachel Lehman reports no relevant financial relationships or relationships she has with ineligible companies of any amount during the past 24 months.

ASPR's Technical Resources, Assistance Center, and Information Exchange

ASPR TRACIE was developed as a health care emergency preparedness information gateway to address the need for:

- Enhanced and rapid technical assistance (TA)
- A comprehensive, one-stop, national knowledge center for health care system preparedness
- Multiple ways to efficiently share and receive information between various entities, including peer-to-peer
- A way to leverage and better integrate support (force multiplier)
- Ways to prepare deployed and field staff via resources developed with our cadre of subject matter experts

ASPR TRACIE: Three Domains



- Self-service collection of audience-tailored materials
- Subject-specific, subject matter experts (SME) reviewed “Topic Collections”
- Unpublished and SME peer-reviewed materials highlighting real-life tools and experiences



asprtracie.hhs.gov



- Personalized support and responses to requests for information and technical assistance
- Accessible by toll-free number (1-844-5-TRACIE), email (askasprtracie@hhs.gov), or web form (ASPRtracie.hhs.gov)



1-844-5-TRACIE



- Area for password-protected discussion among vetted users in near real-time
- Ability to support chats and the peer-to-peer exchange of user-developed templates, plans, and other materials

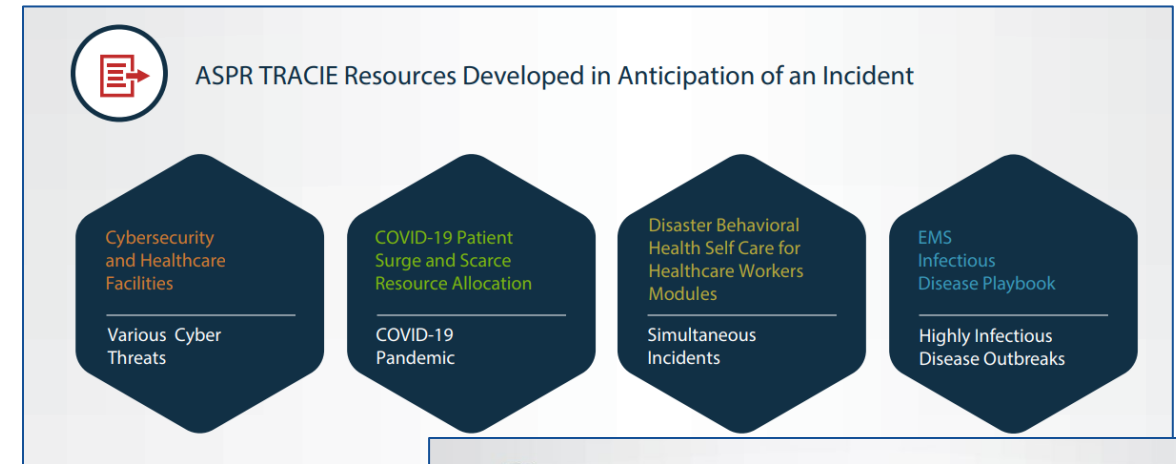


askasprtracie@hhs.gov

ASPR TRACIE Supports All Phases of Emergency Management

Support all phases of emergency management:

- Searchable resource library
- 500+ ASPR TRACIE developed resources
- 60 Topic Collections
- Resources Pages
- Virtual based learning opportunities



Topic Collections

[Active Shooter and Explosives](#)

[Blood and Blood Products](#)

[Burns](#)

[Climate Change and Healthcare System Considerations](#)

Communications

- [Communication Systems](#)
- [Information Sharing](#)
- [Risk Communications/Emergency Public Information and Warning](#)
- [Social Media in Emergency Response](#)

[Crisis Standards of Care](#)

[Cybersecurity](#)

Decontamination

- [Hospital Patient Decontamination](#)
- [Pre-Hospital Patient Decontamination](#)

[Disasters and Healthcare Disparity](#)

[Electronic Health Records and Downtime Procedures](#)

Emergency Management

- [Emergency Operations Plans/ Emergency Management Program](#)
- [Exercise Program](#)
- [Hazard Vulnerability/Risk Assessment](#)
- [Healthcare-Related Disaster Legal/Regulatory/ Federal Policy](#)
- [Incident Management](#)
- [Training and Workforce Development](#)

[Ethics](#)

[Family Reunification and Support](#)

[Fatality Management](#)

Healthcare Coalitions

- [Coalition Administrative Issues](#)
- [Coalition Models and Functions](#)
- [Coalition Response Operations \(including Mutual Aid\)](#)

[Healthcare Facility Evacuation/Sheltering](#)

[Hospital Surge Capacity and Immediate Bed Availability](#)

[LGBTQI+ Community Members and Disaster Preparedness and Response](#)

Location-Specific Collections

- [Alternate Care Sites \(including shelter medical care\)](#)
- [Ambulatory Care and Federally Qualified Health Centers \(FQHC\)](#)
- [Dialysis Centers](#)
- [Homecare and Hospice](#)
- [Long-term Care Facilities](#)
- [Pharmacy](#)
- [Rural Disaster Health](#)
- [Virtual Medical Care](#)

[Mass Distribution and Dispensing/ Administration of Medical Countermeasures](#)

[Mass Gatherings/Special Events](#)

[Mental/Behavioral Health \(non-responders\)](#)

[Patient Movement, MOCCs, and Tracking](#)

[Pediatric/Children](#)

[Populations with Access and Functional Needs](#)

[Pre-Hospital \(e.g., EMS\)](#)

[Pre-Hospital Mass Casualty Triage/Trauma](#)

Recovery and COOP

- [Continuity of Operations \(COOP\)/ Business Continuity Planning](#)
- [Recovery Planning](#)
- [Responder Safety and Health](#)

Specific Hazards

- [Bioterrorism and High Consequence Biological Threats](#)
- [Chemical Hazards](#)
- [Coronaviruses](#)
- [Ebola/VHF](#)
- [Influenza Epidemic/Pandemic](#)
- [Natural Disasters](#)
- [Radiological and Nuclear](#)
- [Utility Failures](#)
- [Veterinary Issues](#)
- [Volunteer Management](#)
- [Workplace Violence](#)
- [Zika](#)

Health Care Emergency Preparedness Resources at Your Fingertips

[Access our ASPR TRACIE-developed resources here.](#)

[Access our 2023 Year in Review Report here.](#)



Assistance Center



ASSISTANCE CENTER

Visit the [TA Summary page](#) for the most up-to-date set of TA responses.

How to Request Technical Assistance



Contact Us Online



1-844-5-TRACIE
(587-2243)



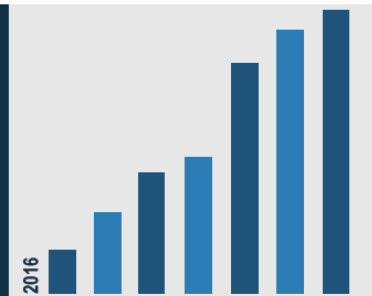
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Hospital Lockdown Resources

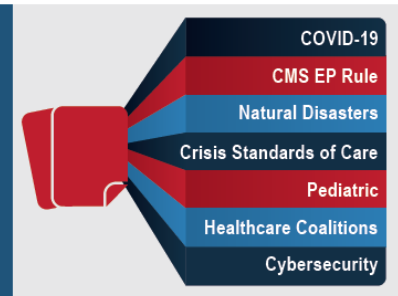


This ASPR TRACIE TA response provides resources related to active shooter, hostage-taking, and other potentially violent incidents that include information on hospital lockdowns.

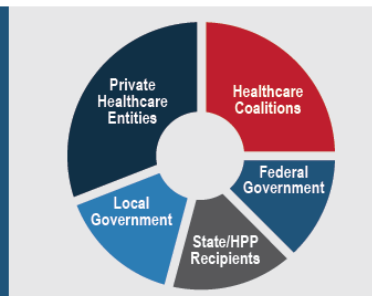
TA Requests by Calendar Year



Top TA Requests by Category and Ranking



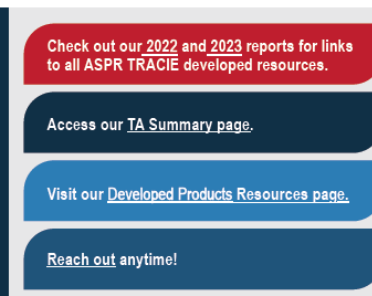
TA Requests by Entity Type



Customer Satisfaction by Category



Find Out More



Contact Us



Information Exchange

Information Exchange Discussion Board

Username / Email Address

Log in

Apply for Access

[Forgot Password](#)



INFORMATION EXCHANGE

RECENT ACTIVITY

CATEGORIES

Recent Activity

Below Are The Threads That Have Been Posted Recently

Building Security Assessment

We are looking for a firm to come to our site to give us an assessment regarding updating our security system (cameras, access points, etc.) How can we better secure our building? If any has worked with such a firm we would be grateful for your referral.

Category [Ask Your Peers](#) | Topic [Share Your Experiences](#) | Created on 7/11/2022 | Posts 0

Summer/ Fall Forecast

Category [Ask Your Peers](#) | Topic [Preparing for Summer-Related Hazards/ Events](#) | Created on 6/12/2015
| Updated on 6/15/2022 | Posts 4

Post-disaster Changes/Growth in Emergency Preparedness & Response

This is an open thread for Public Health Emergency Preparedness programs to discuss how their programs have changed in response to/after significant events like COVID-19.

Category [ASPR TRACIE Topic Areas](#) | Topic [Training and Workforce Development](#) | Created on 3/31/2022 | Posts 0

STATISTICS

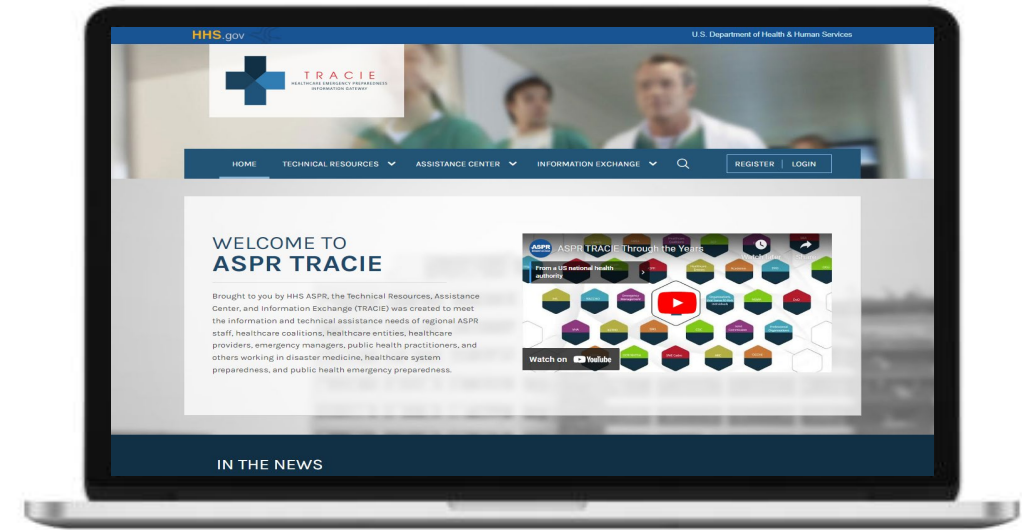
Categories 20
Topics 184
Threads 155
Members 11046

RECENT THREADS

[Building Security Assessment](#)
[Summer/ Fall Forecast](#)
[Post-disaster Changes/Growth in Emergency Preparedness & Response](#)
[Centers for Disease Control and Prevention. Race to End COVID.](#)
[Partner Playbook for Testing and Vaccination Events.](#)

ASPR TRACIE Web-Based Learning Opportunities

- [National Webinars](#)
- [COVID-19 Speaker Series](#) (42)
- [Health Care System Preparedness Considerations Speaker Series](#) (21)
 - Specialty Surge Annexes (Burn, Pediatrics)
 - Innovations in Hospital Design
 - Utility Failures
 - Mass Casualty Incidents
 - Cyber Threats



Select ASPR TRACIE Resources

Select Natural Disasters Resources

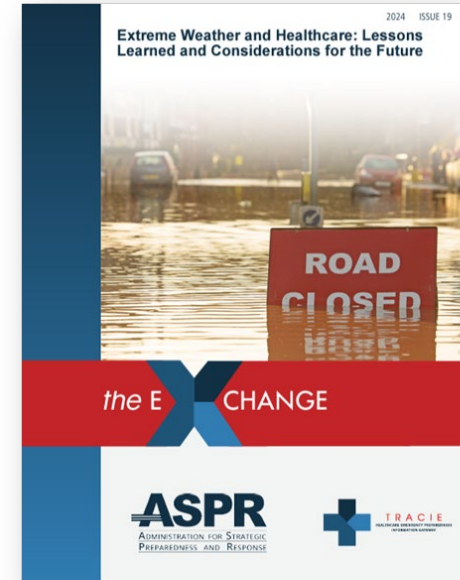
- [Climate Change Resilience and Healthcare System Considerations](#)
- [Climate Change and Healthcare System Considerations Topic Collection](#)
- [Extreme Heat Events: Lessons from Seattle's Record-Breaking Summers](#)
- [Healthcare Facility Extreme Weather Resilience and Mitigation](#) (Webinar)
- [Healthcare Facility Evacuation/Sheltering Topic Collection](#)
- [Hurricane Resources Page](#)
- [Major Earthquakes & Cascading Events: Potential Health and Medical Implications](#)
- [Managing the Storm After the Storm: Healthcare in TX Recovers from Severe Winter Weather](#)
- [Natural Disasters Topic Collection](#)
- [Post-Disaster Lessons Learned: Dialysis Patient Management](#)
- [The Exchange Issue 6: Evacuating Healthcare Facilities](#)
- [The Exchange Issue 10: Preparing for and Responding to Wildfires and Planned Outages](#)



The Exchange, Issue 19

Extreme Weather and Healthcare: Lessons Learned and Considerations for the Future

- Supporting the Community through Historic Flooding: Central Vermont Medical Center's 2023 Experience
- Hot Spots: Reflecting on the Summer of 2023
- Extreme Weather and Healthcare – Are you Ready for a Burn Disaster?
- Climate Resilience and Mitigation: The Federal Perspective



Select Utility Outages Resources

- [Challenges and Considerations for Healthcare Facilities and Residents Affected by Planned Power Outages](#)
- [Identifying and Overcoming Healthcare Communications Vulnerabilities: Nashville, TN](#)
- [Impacts of Planned and Unplanned Power Disruptions on California's Public Health and Medical Systems](#)
- [Lessons Learned from the Medstar Health System Outage](#)
- [Managing the Storm after the Storm: Healthcare in TX Recovers from Severe Winter Weather](#)
- [Sudden Water Loss and Actionable Considerations](#) (Recording)
- [The Hurricane Ian Experience at Lee Health: Wreckage, Resilience, and Recovery](#) (Recording)
- [Utility Failures Topic Collection](#)



[A suite of tip sheets](#) that can help health care facility managers and emergency planners identify issues to consider when planning for and responding to various types of utility failures ([electricity](#), [fuel](#), [oxygen](#), [communications](#), and [water](#)).

Select Mass Casualty and Patient Surge Resources

- [Active Shooter and Explosives TC](#)
- [Considerations for Assessing Regional Patient Load-Balancing Effects during COVID-19](#)
- [Emergency Operations Plans/ Emergency Management Program TC](#)
- [Exchange Issue 18: Innovations in Health Care Surge Capacity Management](#)
- [Hospital Mass Casualty Response Plan Considerations](#)
- [Hospital Surge Capacity and Immediate Bed Availability TC](#)
- [Mass Casualty Hospital Capacity Expansion Toolkit](#) and [Toolkit Demonstration](#)
- [Medical Operations Coordination Cells Toolkit \(Third Edition\)](#)
- [Patient Movement, MOCC, and Tracking Topic Collection](#)
- [Response to the Bryce Canyon Tour Bus Mass Casualty Incident \(Speaker Series Recording\)](#)



Crisis Standards of Care Resources



[CSC Resource Page](#)



[CSC Topic Collection](#)



[CSC Briefs](#)

Health Care Providers
Planners
Principles

Public Messaging
Support for Clinical
Allocation Decisions



[Hospital Surge Capacity and Immediate Bed Availability Topic Collection](#)



[Hospital Crisis Standards of Care Resource Allocation Annex Template](#)



[Crisis Standards of Care: Lessons From the COVID-19 Pandemic](#) (Speaker Series)

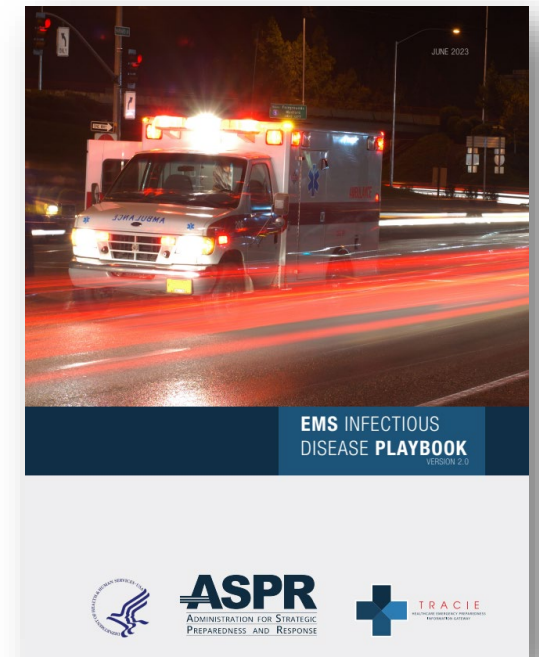
Select Pandemic and Emerging Infectious Diseases Resources

Resources

- [Avian Influenza Quick Facts](#)
- [Considerations for the Use of Temporary Surge Sites for Managing Seasonal Patient Surge](#)
- [EMS Infectious Disease Playbook](#)
- [Healthcare Coalition Infectious Disease Surge Annex Template](#)
- [Healthcare Coalition Influenza Pandemic Checklist](#)
- [Infection Prevention and Control: Incorporating Lessons Learned in Managing Special Pathogens](#) (webinar)
- [Outbreak Considerations for Long-Term Care Communities](#)
- [Step Care for Ebola/Viral Hemorrhagic Fever Patients: Guidance for International Field Hospitals](#)

Topic Collections and Resource Pages

- [Mpox Resource Page](#)
- [Infectious Diseases Resource Page](#)
- [Coronaviruses \(e.g., SARS, MERS and COVID-19\) TC](#)
- [COVID-19](#)
- [Influenza Epidemic/ Pandemic TC](#)
- [Ebola/VHF TC](#)
- [Zika TC](#)



Disaster Available Supplies in Hospitals (DASH) Tool

- Online, interactive tool built on the Tableau platform.
- Designed to help mitigate hospital supply shortages by pre-identifying likely needed products and their quantities.
- Recommendations are based on user inputs about the hospital and the community it serves.
- Preparedness tool – not intended to be used during response to an incident.

Hospital Pharmacy Module

Estimates supplies of medications a hospital should have in its pharmacy to meet seriously injured patient needs for 48 hours following an MCI.

USE THE MODULE

Personal Protective Equipment Module

Estimates minimum personal protective equipment (PPE) needed by hospital personnel managing patients suspected or known to be infected with a special pathogen.

USE THE MODULE

Burn Supply Module

Estimates supplies needed to care for critical burn patients with an average 40% burn surface area for the first 48 hours after a burn incident.

USE THE MODULE

Trauma Supply Module

Estimates supplies needed to care for seriously injured trauma patients for the first 48 hours after an MCI.

USE THE MODULE

<https://dashtool.org/>

Select Mass Violence and Workforce Safety Resources

Resources

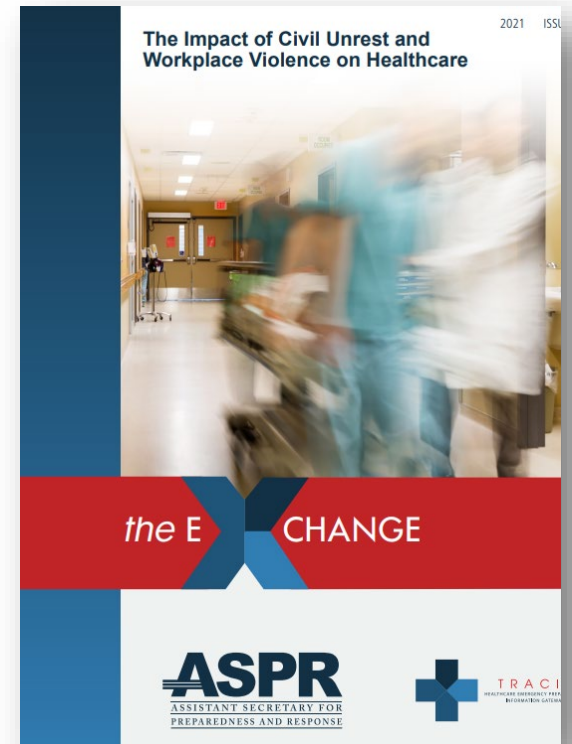
- [Civil Unrest During a Pandemic: Notes from Minneapolis](#)
- [Healthcare Workplace Violence Speaker Series](#)
- [Mass Violence/Active Shooter Incident Tip Sheets](#)
- [Mass Violence Resource Page](#)
- [On-Campus Healthcare Armed Assailant Planning Considerations](#)
- [Strategies for Healthcare Workplace Violence Prevention: Risk Assessment and De-Escalation](#) (webinar)
- [Resources for Hospitals During Civil Unrest](#) (TA response)

Topic Collections

- [Active Shooter and Explosives](#)
- [Workplace Violence](#)

Exchanges

- [Issue 3: Preparing For and Responding to No-Notice Events](#)
- [Issue 7: Providing Healthcare During No-Notice Incidents](#)
- [Issue 14: The Impact of Civil Unrest and Workplace Violence on Healthcare](#)



Select Behavioral Health Resources

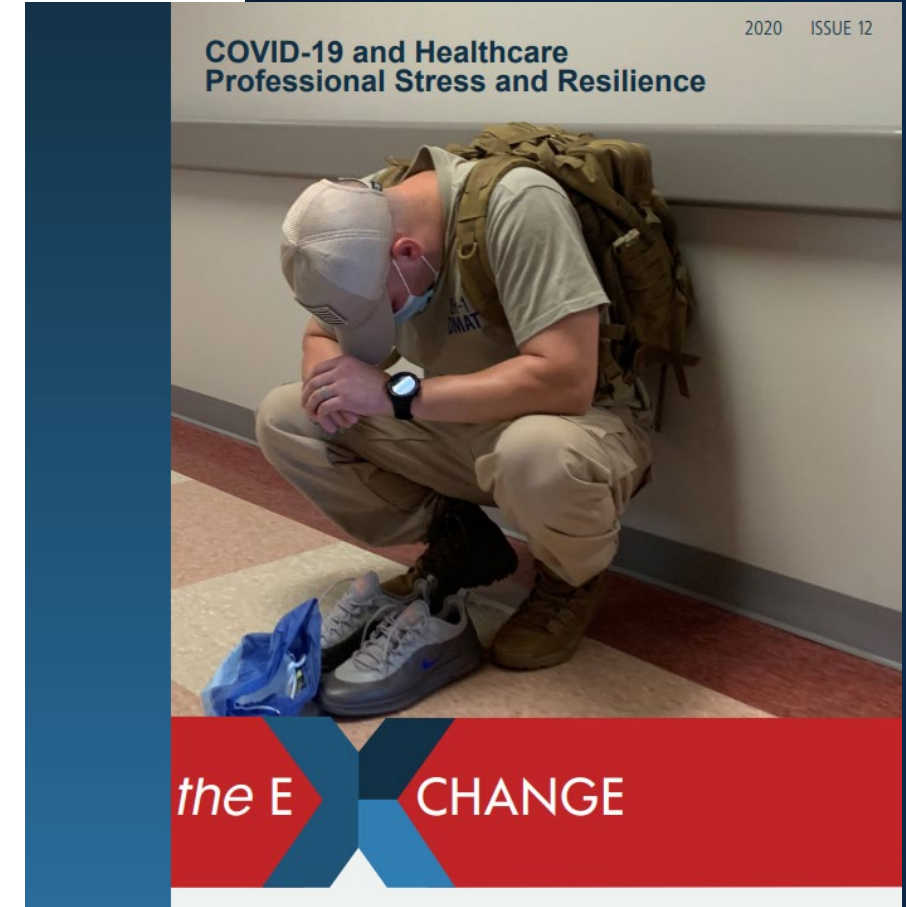
- [Disaster Behavioral Health Resource Page](#)
 - [Disaster Behavioral Health: Resources at Your Fingertips](#)
 - [Mini Modules to Relieve Stress For Healthcare Workers](#) ([more comprehensive modules](#) also available)
 - [Opioids: Frequently Asked Questions](#)
 - [Self-Care for Healthcare Workers Modules](#)
 - [Tips for Retaining and Caring for Staff after a Disaster](#)

Topic Collections

- [Mental/Behavioral Health \(non-responders\)](#)
- [Disasters and Healthcare Disparity](#)
- [Responder Safety and Health TC](#)

Exchange Issues

- [Issue 4: Disaster Behavioral Health and Resilience](#)
- [Issue 12: COVID-19 and Healthcare Professional Stress and Resilience](#)



Select Workforce Shortage Resources



[Healthcare Provider Shortages-Resources and Strategies for Meeting Demand](#)



[Health Care Facility Onboarding Checklist](#)



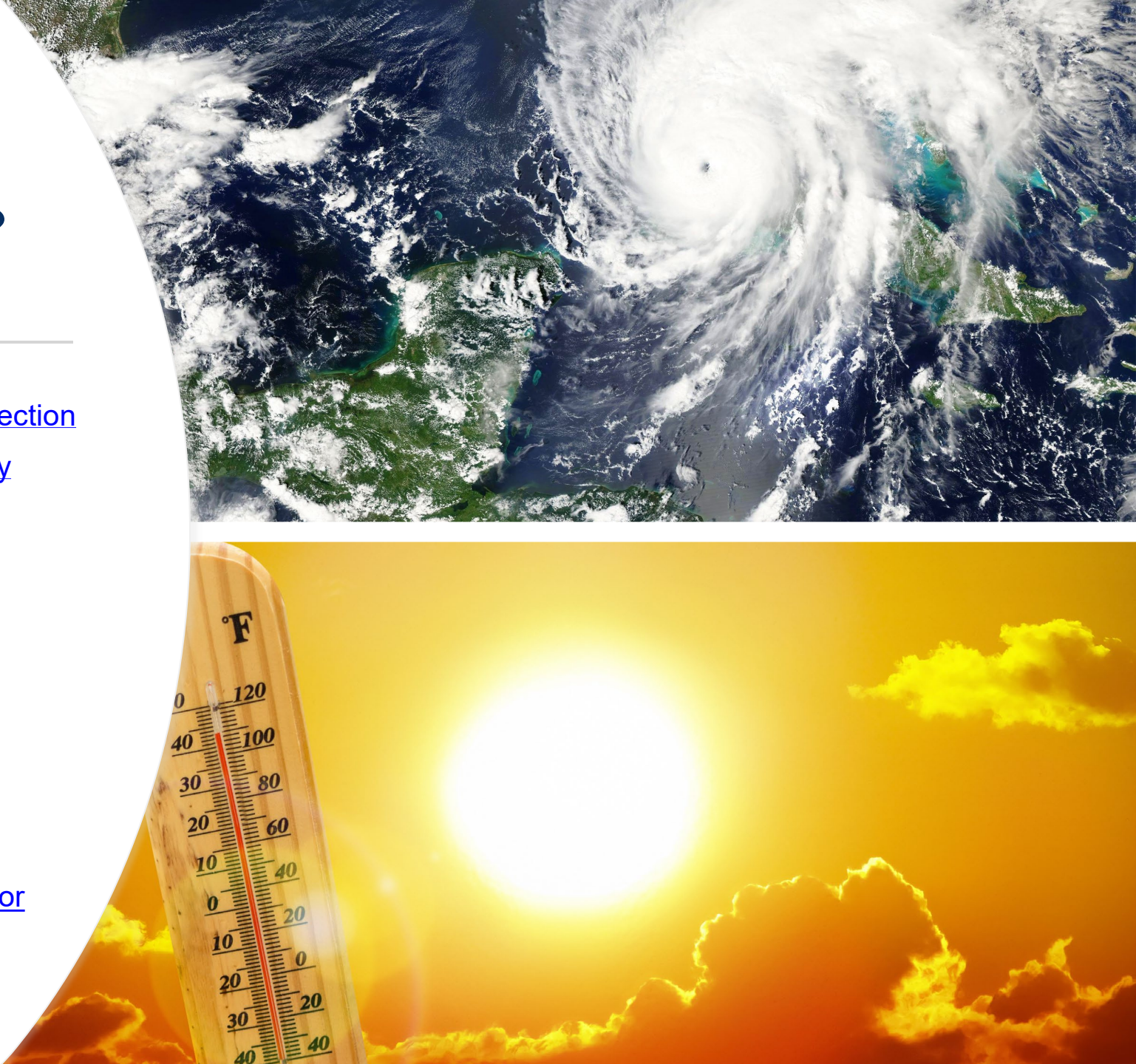
[Direct Care Workforce Resources](#) (TA Response)



[Economic and Behavioral Health Impacts from Disasters](#) (TA Response)

New to Health Care Emergency Management? Start Here!

- [Hazard Vulnerability/Risk Assessment Topic Collection](#)
- [ASPR TRACIE Evaluation of Hazard Vulnerability Assessment Tools](#)
- [Emergency Operations Plans/ Emergency Management Program Topic Collection](#)
- [Exercise Program Topic Collection](#)
- [Natural Disasters Topic Collection](#)
- [Responder Safety and Health Topic Collection](#)
- [ASPR TRACIE Resource Pages](#)
- [ASPR TRACIE Tools and Templates](#)
- [Emergency Preparedness Information Modules for Nurses in Acute Care Settings](#)



Resources for Health Care Coalitions



[Health Care Coalition Resource Page](#)



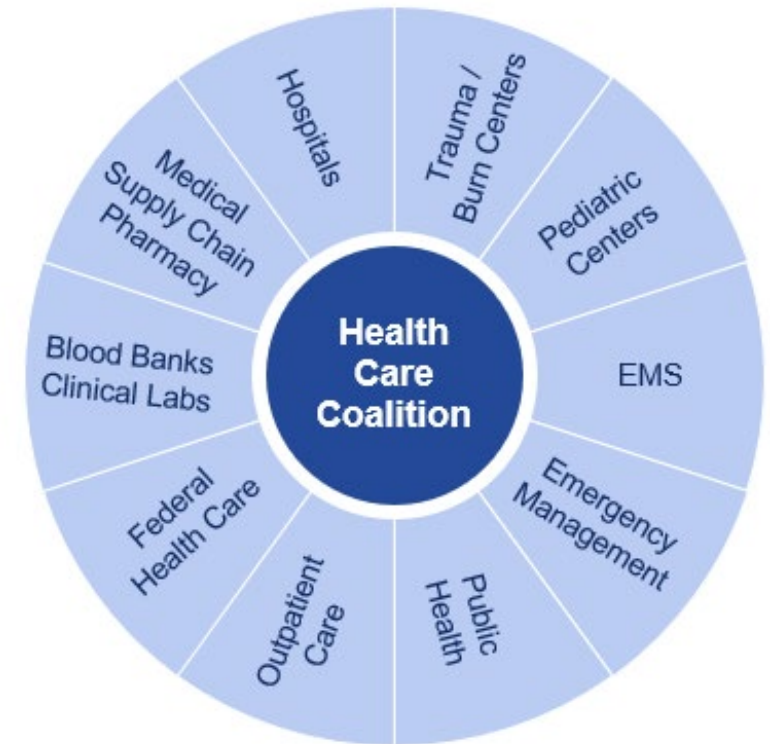
[Health Care Coalition Planning Templates and Specialty Surge Templates](#)



[Health Care Coalition Topic Collections](#)

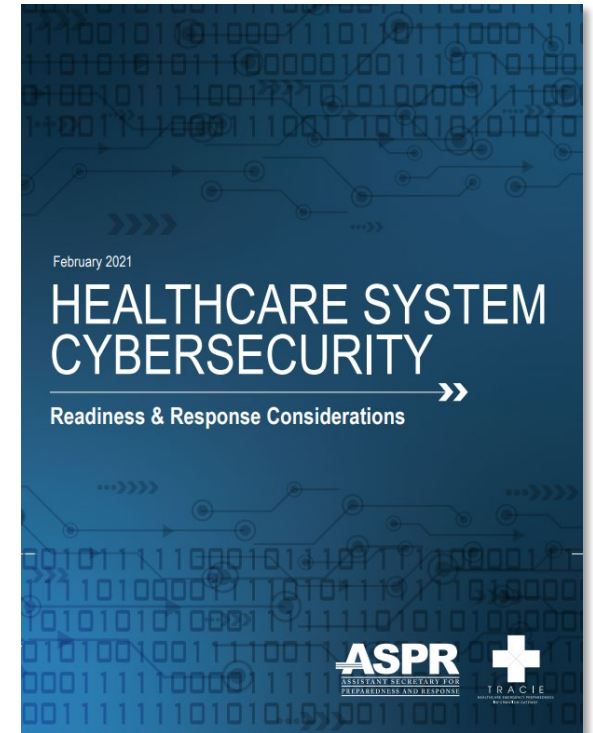


[Health Care Coalition Engagement in COVID-19 Assessment \(Infographic\)](#)



Select Cybersecurity Readiness and Response Resources

- [Healthcare System Cybersecurity: Readiness and Response Considerations](#) and accompanying [Overview Presentation](#) and [Webinar](#)
- Checklists for operational use before, after, or during a cyberattack:
 - [Hospital Downtime Operations](#)
 - [Hospital Downtime Preparedness](#)
 - [Cyber Incident Response](#)
 - [Cyber Incident System Restoration](#)
- [Cybersecurity Resource Page](#)
- [Cybersecurity Topic Collection](#)
- [Electronic Health Records and Downtime Procedures Topic Collection](#)

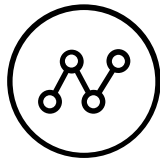


Cybersecurity Performance Goals

Strengthening the Cybersecurity of the Health Care Sector and Keeping
Patients Safe and Secure

Advancing the HHS Roadmap for Health Care and Public Health Sector Cybersecurity

HHS recently released the HHS Roadmap for Healthcare and Public Health (HPH) Sector Cybersecurity. This document overviews HHS' proposed framework to help the HPH Sector address cybersecurity threats and protect patients. It rests on four pillars of enhancing cybersecurity for the Sector:



Voluntary
**Cybersecurity
Performance
Goals**
for the Sector



**Incentives and
resources** to
implement
cybersecurity
best practices



**HHS
Cybersecurity
Strategy** to
increase
enforcement and
accountability



ASPR as the
One-Stop-Shop
for health care
cybersecurity

Why Cybersecurity Performance Goals (CPGs) Now?

Based on industry-specific analysis, the CPGs set a floor for cybersecurity expectations for all health care and public health organizations, no matter their size or cyber maturity. The CPGs map directly to existing cybersecurity frameworks, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework, the Healthcare Industry Cybersecurity Practices (HICP), and the National Cybersecurity Strategy.



Increasing attacks

Between 2018-2022, the HPH Sector saw a **93% increase in large, reported breaches** and a **278% increase in large breaches involving ransomware**.



Chronic underfunding

Cybersecurity planning efforts are chronically underfunded, leaving the Sector vulnerable and unable to address, or mitigate, cybersecurity risks.



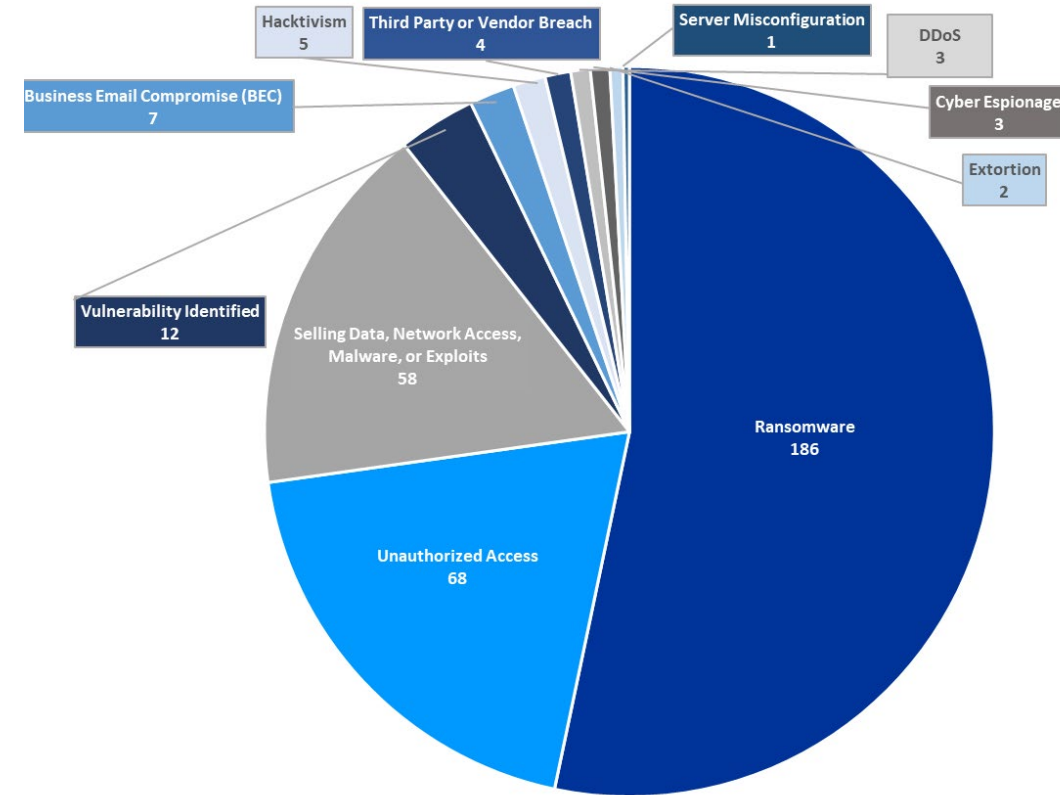
Evolving threat landscape

The type, size, frequency, and scale of impact of cybersecurity attacks is continuously evolving and, due to a myriad factors, the HPH Sector cannot keep up.



Requests for clear guidance

The HPH Sector has asked for help prioritizing most impactful practices to enhance cybersecurity tailored to their needs.



of cyberattacks on the HPH Sector, by type: Q3, 2023

What are the Health Care and Public Health Sector-specific Cybersecurity Performance Goals (CPGs)?

The HPH CPGs were developed and adapted from the 2023 DHS/CISA-led Cross-Sector CPGs and provide HPH Sector-specific cybersecurity guidance to health care and public health organizations at all levels of technical competency and resource-availability.

Overview

A **baseline set of recommended cybersecurity controls and best practices** with known risk-reduction values

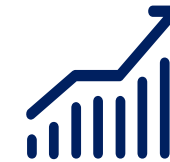
Developed by HHS, DHS/CISA, and the private sector community for information technology (IT) and operational technology (OT) owners and operators to improve the state of cybersecurity within HPH entities

HHS CPGs **work to simplify the confusion** of multiple frameworks and recommendations, and **support compliance** with other regulatory requirements

Benefits



Strengthen cyber preparedness



Improve cyber resilience



Protect patient information and safety

How Can Your Organization Take Immediate Action?

The HPH CPGs help provide layered protection at different points of potential exploitation in health care digital systems. Layered protection at key points along the cybersecurity attack chain are crucial to mitigating the impacts of cybersecurity attacks when they occur. The HPH CPGs are divided into two categories supporting this layered approach:



Essential Goals



Essential Goals **set a floor of safeguards** to help health care organizations **address common vulnerabilities**, improve response when events occur, and minimize residual risk.



Examples of Essential Goals

- Mitigate known vulnerabilities
- Enhance email security
- Implement multifactor authentication
- Promote strong encryption
- Use unique credentials
- Separate user and privileged accounts
- Establish both vendor and supplier cybersecurity requirements



Enhanced Goals



Enhanced Goals **enable organizations to mature their cybersecurity capabilities** and enhance the defenses needed to protect against less common, but potentially more impactful, attack vectors.



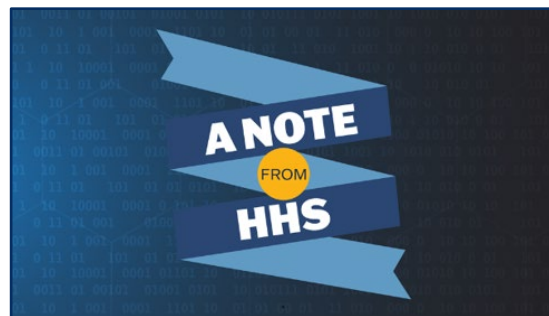
Examples of Enhanced Goals

- Develop and oversee an asset inventory
- Implement third party vulnerability disclosures
- Establish cybersecurity testing procedures and norms
- Segment networks, especially mission critical assets
- Centralize log collection
- Centralize incident planning and preparedness
- Manage device and systems settings in a consistent manner

Where Can Your Office Go For More Information?



Visit us at
HPHcyber.hhs.gov



Questions? Reach out to
CIP@hhs.gov

Questions?

Contact ASPR TRACIE- We are Here to Help You!



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