



Using a POETE Process to Solve Problems in Disasters and Beyond

Michael Prasad, MA, CEM®

Agenda

Planning
Organizing
Equipping
Training
Exercising



2024

© BARTON DUNANT. ALL RIGHTS RESERVED

2

The POETE Process is a continuous improvement project management tool, which can be used by any organization to help solve problems in (as in “before, during, and after”) disasters, as well as for day-to-day operations. The acronym represents Planning, Organizing (aka staffing), Equipping, Training, and Exercising – and can be applied on an all-hazards/all-threats basis for emergencies, disasters, and more. Also, Continuous Improvement Planning.

Through a series of case examples – and hopefully some suggestions from the audience, this session will show participants how they can take this process back to their own organizations, for both internal use; and to collaborate, coordinate, and cooperate with others. Like S.M.A.R.T. goals, the POETE Process is a best practice in professional Emergency Management, and which if you are not in Emergency Management as an organization, you will see how it can work its magic for your organization anyway.



Introduction & Housekeeping

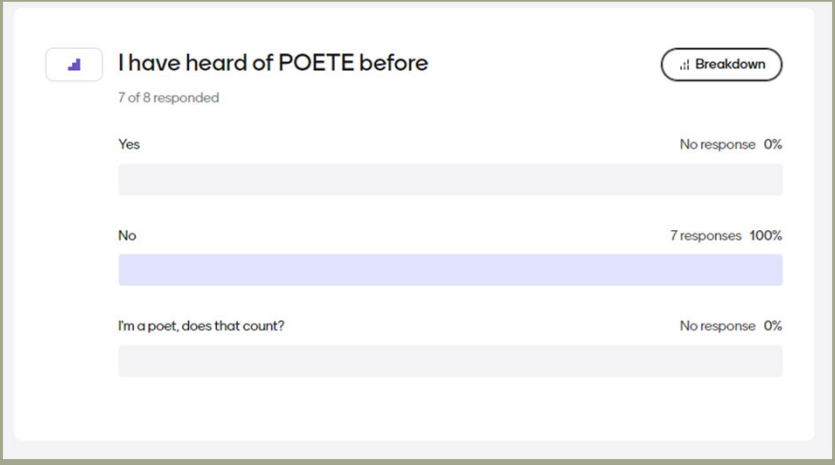
Welcome!

- Descriptions
- Safety Information
- Courtesy Items

2024

© BARTON DUNANT. ALL RIGHTS
RESERVED

3



Our Case Examples Today

NJOEM – Hurricane Timeline

- Statewide Response
- Deliberative Planning into Operational Planning

NJ Red Cross – Supportive Community

- County by County – Aggregated Statewide
- Used to identify in-state capacity for Operational Planning

Pediatric Mass Care Feeding Concern

- Nationwide
- Changes needed at the State, Local, Territorial and Tribal, AND at the Federal Level

20XX

© BARTON DUNANT. ALL RIGHTS RESERVED

5

The first case study is an example of ‘during’ or response/disaster state focused, even though it is the ramp up to a hurricane in the 120 hours before landfall.

The second has the majority of work done in the Preparedness phase. The results should be baked in to the first steps needed for a state-level response by the Red Cross. Something which requires logistical support from our division and/or national headquarters.

The third is all the phases, and all the levels.



Planning – is the process of developing and implementing plans, in any organization – including continuity plans, contingency plans, emergency action plans, etc. To paraphrase President Dwight Eisenhower, “Plans are not as valuable as the Planning process.” And of course, there is the classic “If you fail to plan, you plan to fail.” This collaborative process of planning should result in new or modified plans, but there is value in the networking, the understanding of the capabilities and capacities of others, and your own internal organization’s needs for cross-walking one set of plans with others.



What are some of the plans your organization has?

8 of 8 responded • 17 responses

Most popular

fundraising 2

Also prominent

- advocacy 1
- educate middle scholar 1
- educate the public 1
- education 1
- engage more volunteers 1
- engagement with towns 1
- eops 1
- health illness 1
- help other 1
- monitor water quality 1
- outreach 1
- program event planning 1
- providing services 1
- spreading awareness 1
- volunteer 1

Case Examples – Planning/Plans

NJOEM – Hurricane Timeline

- Plans were established after Hurricane Irene
- Revised/Revisited Annually

NJ Red Cross – Supportive Community

- Process was in place – without a formal plan for it – since 2010
- Performed in each NJ County, and then aggregated for the state

Pediatric Mass Care Feeding Concern

- National Scope
- Work in Progress

2024

© BARTON DUNANT. ALL RIGHTS RESERVED

∞



Organizing – is defining who does what in your plans and also who designed what in your plans. And who their back-ups are. This is usually more position driven than name driven (i.e., the press secretary is the public information officer, rather than “Sam is the public information officer”). This way the plans do not need to be updated as frequently as staff changes. This step also helps “right-size” the various roles needed for supporting operations and also continuity roles. In other words, it helps identify when some is assigned more than one hat to wear at the same time.



Where is your organization at now?

8 of 8 responded

> We have a team that develops and maintains our plans



> We regularly exercise and review our plans



> As part of the evaluation process, we fix our plans



Case Examples – Organizing/Staffing

NJOEM – Hurricane Timeline

- Along the ESF's, and
- Support Agencies
- Organized by NJOEM/NJSP

NJ Red Cross – Supportive Community

- Paid Staff and volunteer liaisons from the Red Cross, and
- County OEMs + others
- NJ State's Department of Human Services, lead for Mass Care

Pediatric Mass Care Feeding Concern

- Network map of Staffing
- Work in Progress

2024

© BARTON DUNANT. ALL RIGHTS RESERVED

11

Almost all of the non-governmental disaster related work at the state level, flows through the NJ State's Department of Human Services. This is somewhat different for each state. In New York, for example, the relationship is more directly connected to that state's Division of Homeland Security and Emergency Services. And there is also a connection between FEMA and the Red Cross, directly as well.



Equipping – is the logistical tools (sites, systems, supplies, stuff) needed by the staff to support the work in the plans. This should also include contingency equipment (or upgrades to existing tools) needed at continuity sites, when the threat dictates an evacuation from the primary site(s). In other words, if you use a fax machine for your day-to-day work, and have to relocate to a hotel conference room to work, can you get a fax machine there? Or maybe your work cell phone does not have its “hotspot” activated for budgetary reasons, but during a disaster that feature could be turned on to allow you to work from home or on the road.



More questions about your organization

8 of 8 responded

> Are you very dependent on the internet/electricity?



> Can you operate at another site, within 24 hours?



> Without power, we could still inform staff of a site change



Case Examples – Equipping/Equipment

NJOEM – Hurricane Timeline

- Systems - EMMET
- Department-Specific
- PIO Work

NJ Red Cross – Supportive Community

- MS-Teams
- Spreadsheets

Pediatric Mass Care Feeding Concern

- Durable Medical Equipment (DME)
- Consumable Medical Supplies (CMS)
- Personal Assistance Services (PAS)

2024

© BARTON DUNANT. ALL RIGHTS RESERVED

14

The way to get started is to quit talking and begin doing.

Walt Disney



2024

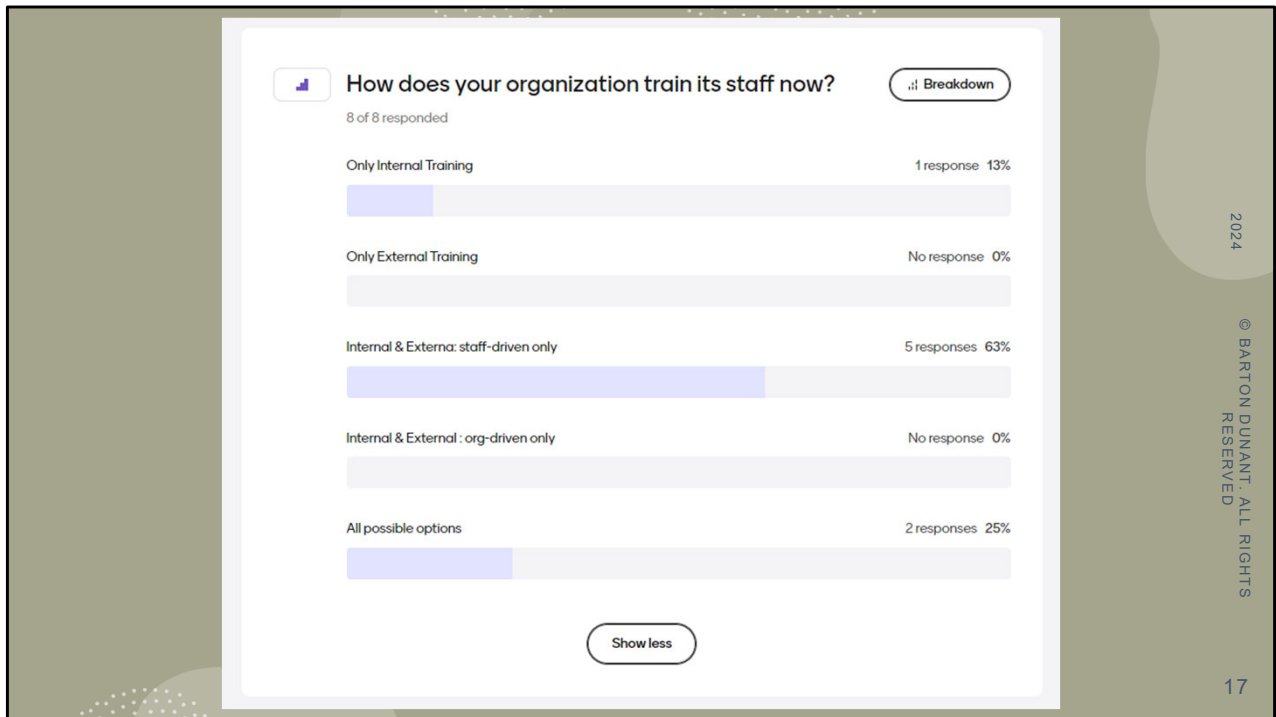
© BARTON DUNANT . ALL RIGHTS RESERVED

15

We are more than half way through the POETE process, in terms of letters. The first three are a lot of talking about what needs to be done, rather than working towards what has to be done. Or as Yoda said – “Do or Do Not, there is no Try”. Anyone baffled as to what I have been talking about?



Training – is just that, the training needed by the staff – using the equipment! – to support the work in the plans. If you are the press secretary, have you had crisis communications training? Do you know how to operate in a Joint Information Center (JIC), where you may not be the biggest fish in the pond? Training is also where we get to collaborate, coordinate, cooperate and even communicate with our partners, suppliers, stakeholders, etc. A great opportunity to network and learn the capabilities and capacities of others, too. “Train like you fight, fight like you train”.



Really take a hard look at how well you support your staff in taking external training – there is significant networking benefits.

Case Examples – Training

NJOEM – Hurricane Timeline

- Annual Training/Review
- Highlights Decision Points
- Gaps?

NJ Red Cross – Supportive Community

- Part of new staff orientation
- Gaps?

Pediatric Mass Care Feeding Concern

- Building Training for
 - Shelter Operators
 - Mass Care Feeding
 - Disaster Health Services
 - Logistics
- Built Overview/Awareness Webinar

2024

© BARTON DUNANT. ALL RIGHTS RESERVED

18



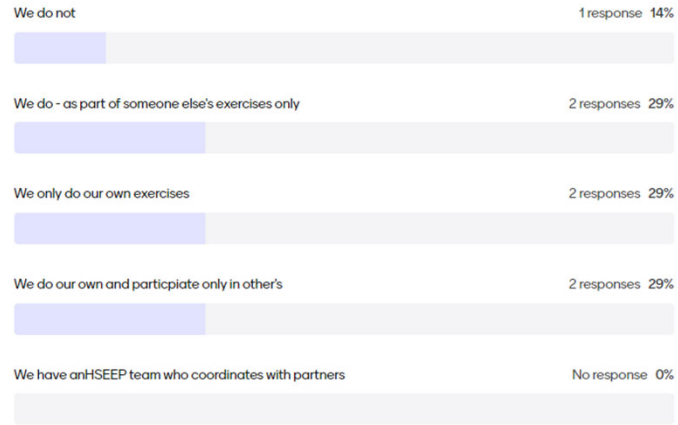
Exercising - finally, this is the step which puts it all together: practicing what is in the plan, by the people designated in the plan (and their backups!), using both primary and secondary equipment, and the training they have already received beforehand. Another key element of exercising is the after-action review/improvement plan process, which is that feedback loop for changes needed (to the plans, organization, equipment, training, and even future exercises, as determined by those who participated in the exercise(s) themselves.



Last one - tell us about how you exercise your plans and people?

Breakdown

7 of 8 responded



Show less

Case Examples – Exercising/Exercises

NJOEM – Hurricane Timeline

- Annual Exercise
 - Governor’s Staff?
 - SEMPS?
- Thanks to Climate Change, putting into “Practice” more frequently now

NJ Red Cross – Supportive Community

- TBD?
- Tied to NJOEM’s Hurricane Timeline Exercises

Pediatric Mass Care Feeding Concern

- Three Tabletop templates built
- Injects for FNX/FSE developed
 - MSEL
 - EEG

Check – Call - Care

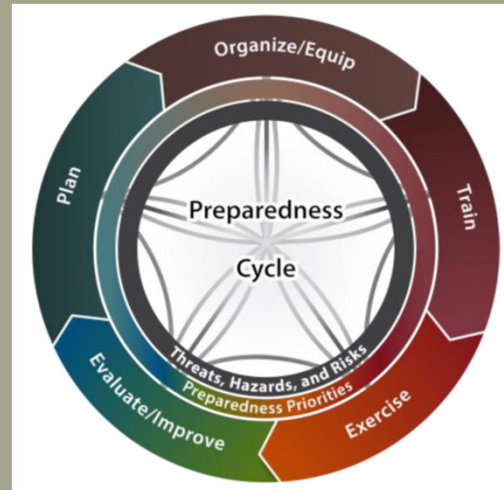
2024

© BARTON DUNANT. ALL RIGHTS RESERVED

21

Where POETE is applicable

- Before
- During
- After
- Steady-State
- Natural/Human-Made Incidents
- Product/Process Disasters
- Fictitious Disasters
- Just about anything!



Continuous Improvement Process

Also, our friends at FEMA are aligning the POETE process found in their HSEEP program to their internal – soon to be external Continuous Improvement Technical Assistance Program:

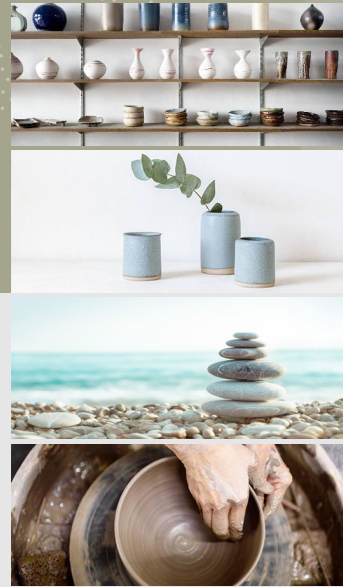
Please feel free to explore the CITAP and HSEEP resources available on FEMA's Preparedness Toolkit website:

CITAP: <https://preptoolkit.fema.gov/web/cip-citap>

HSEEP: <https://preptoolkit.fema.gov/web/hseep-resources>

Summary

Using the POETE process, any organization can problem-solve what is needed to make/fix any of their plans. This includes disaster and non-disaster plans, through a collaborative and coordinated planning process.



2024

© BARTON DUNANT. ALL RIGHTS RESERVED

23

So hopefully I have described how the POETE Process is a continuous improvement project management tool, which can be used by any organization to help solve problems before, during, and after disasters, as well as for day-to-day operations. Everyone should now know the acronym POETE and what it represents – and how it can be applied on an all-hazards/all-threats basis for emergencies, disasters, and more.

I also hope my three sets of case examples – [and some suggestions from the audience], this session showed how you can take this process back to your own organizations, for both internal use; and to collaborate, coordinate, and cooperate with others. Like S.M.A.R.T. goals, the POETE Process is a best practice in professional Emergency Management, and which can be applied to other allied fields, as well.

And homework!

More like a discount for the participants in today's session: Barton Dunant has a one-hour online training course, introducing POETE, where you may earn continuing education credit (subject to the approval of your certifying/licensing organization). Use code "psci24" to get 50% off the "100BD What is POETE" online self-paced class (normally \$10), through 12/31/24, at bit.ly/poete-class or the QR Code on this slide.



2024

© BARTON DUNANT. ALL RIGHTS RESERVED

24

Thank you

Michael Prasad, MA, CEM®
info@bartondunant.com
www.bartondunant.com

CEM® is a registered trademark of the IAEM-USA. Used with authorization.



2024

© BARTON DUNANT . ALL RIGHTS RESERVED

25

Additional References:

<https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>

<https://preptoolkit.fema.gov/web/cip-citap/templates-and-resources>

https://www.fema.gov/sites/default/files/documents/fema_continuity-assessment-tool.xlsx

<https://www.fema.gov/sites/default/files/2020-07/threat-hazard-identification-risk-assessment-stakeholder-preparedness-review-guide.pdf>