PUBLIC HEALTH SYSTEM TRAINING
IN DISASTER RECOVERY
(PH STriDR)

Trainer Guide

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INTRODUCTION

Welcome to Public Health System Training in Disaster Recovery (PH STriDR)!

This training program is designed for local public health agency workers and focuses on individual and organizational contributions to disaster recovery. This guide provides trainers with detailed information to prepare for and deliver the training program.

As disasters increase in frequency and severity, there is a greater role for the local public health workforce in disaster recovery. The contribution of each individual within the local public health agency is important to community and agency recovery efforts. Through four 90-minute, interactive, face-to-face sessions, this training program introduces: the concept of community disaster recovery; the disaster recovery roles of the local public health agency and the individuals who work within it; and potential personal/family and workplace considerations in the recovery phase. It also provides an opportunity for learners to create a vision of successful disaster recovery in their agency and community.

For those who are using a competency-based approach for professional development, Appendix C contains information relating this training program to published competencies in disaster health.

Thank you for your interest and participation in this training program and for your contribution toward building local public health agency capability to participate in disaster recovery activities!
PREPARING FOR THE TRAINING PROGRAM

Online Access to Training Materials

Two websites are available for this training program, one for the trainers and one for the learners. The trainer materials include: this trainer guide, four (4) PowerPoint presentations with Trainer Notes (one for each session); four (4) Learner worksheets (one for each session); one (1) Master Copy of Session 1: Disaster Recovery Activities Worksheet; and one (1) link to the informational handout for Self Care (Tips for a Survivor of a Disaster or Traumatic Event) to be used in Session 3.

The learner materials include: four (4) PowerPoint presentations (one for each session), four (4) Learner worksheets (one for each session), one (1) link to the informational handout for Self Care (Tips for a Survivor of a Disaster or Traumatic Event) to be used in Session 3, and online links to additional resources. Trainers should provide the link to the learner page to all training participants prior to the start of training.

Trainer Page: http://ncdmph.usuhs.edu/Learn/PHSTriDR/TrainerResources.htm

Learner Page: http://ncdmph.usuhs.edu/Learn/PHSTriDR/Learner.htm

Scheduling Training Sessions

1. The intent of the training program is for all workers in your local public health agency to participate. Learners will attend four face-to-face training sessions, each 90 minutes in duration.

2. This training program has been designed to allow for the learners to reflect on what they have learned and to investigate additional information between sessions. It is recommended to allow an approximately one month gap between the first and second sessions, between the second and third sessions, and between the third and fourth sessions.

3. Ideally, learners can be grouped into cohorts of approximately 20-25 learners who will progress through the four sessions together. However, staffing, space, and other requirements in your agency may require larger or smaller cohorts. Work with your agency leadership to plan enough cohorts to accommodate your agency workforce and schedule enough training sessions to accommodate the number of cohorts.

4. Consider staffing, workload, space, and other requirements in creating your training schedule. Work with your agency leadership to communicate training session schedules.
Attendance

1. Trainers are not expected to take attendance at training sessions or maintain attendance records.

Room and Equipment Considerations

1. Ideally, each training session will be held in a room that has a projector and screen for showing PowerPoint slides. If this is not possible, consider making hardcopies of slides for your learners and presenting the information on the slides via these handouts.
2. Each training session should also have a flipchart or whiteboard and markers.
3. The training rooms should accommodate small group work.

Small-Group Work

1. The size of small groups can vary depending on the overall number of learners present in the training session. Groups of 4 or 5 learners per group would work well if you have 20-25 learners in the room. If you have a larger class, consider having larger groups or a greater number of groups.
2. The trainer guide provides suggestions for group size in different activities. However, trainers may tailor the approach to what works best for your group.

Preparing to Teach the Training Sessions

This trainer guide provides detailed information about each training session. For your convenience, five items are listed below that trainers should look for in advance:

1. This curriculum focuses on disaster recovery and some difficult experiences may be discussed. Prior to the start of training, identify contact information for your agency’s employee assistance program or other resource to which you can refer a learner who experiences an adverse emotional response during the training and may benefit from psychological care.

2. The “Notes” areas in the PowerPoint presentation slides provide additional background information relevant to the material on the slides. In cases where the “Notes” pages are substantial, the slides have been included in this trainer guide as screenshots with supplemental background text. This is provided for your easy reference during session presentations.

3. For session 1, determine if your jurisdiction and/or local public health agency has a hazard vulnerability analysis (HVA) and/or threat and hazard identification and risk assessment (THIRA). If so, identify key points that can be shared with the learners and whether a copy of the document may be shared with the learners.
HVAs are required for accreditation by the Joint Commission, so many hospitals, behavioral healthcare facilities, homecare, and medical laboratories will have completed an HVA. (The Joint Commission, accessed August 4, 2014.) THIRAs are required by State Administrative Agencies (SAAs) receiving funding under the FY 2012 Homeland Security Grant Program (HSGP) and the Emergency Management Performance Grant (EMPG) program, and by the 31 Urban Areas receiving funding under the FY 2012 Urban Areas Security Initiative (UASI) grant program. (THIRA Frequently Asked Questions, accessed August 4, 2014).

If an HVA and/or THIRA is available to you, identify key points that can be shared with the learners and whether a copy of the document may be shared. If none are available, you may find the following examples useful: NACCHO Hazard Vulnerability Analysis Example: Pima County: http://www.naccho.org/toolbox/tool.cfm?id=2693; NACCHO Hazard Vulnerability Analysis Example: Elbert, CO: http://www.naccho.org/toolbox/tool.cfm?id=2951; Threat and Hazard Identification and Risk Assessment, Portland Urban Area: https://www.portlandoregon.gov/rdpo/article/455639.

4. For Session 2, find and review your jurisdictional or local public health agency’s recovery plan, if one exists. If no recovery plan is available, identify components within a disaster response plan that may relate to recovery. Identify key points to be shared with learners in a 10 minute discussion.


5. For Session 3, identify who employees in your local public health agency can contact with questions regarding human resources policies, workplace safety, compensation, and liability issues during disaster recovery. Download and make copies of the Session 3 Handout for Self Care (Tips for a Survivor of a Disaster or Traumatic Event), from: http://store.samhsa.gov/shin/content//SMA13-4775/SMA13-4775.pdf.

NOTE: If you encounter difficulty in opening any of the links to online resources in this trainer guide, you may wish to copy and paste the link into the browser or try an alternate web browser.
Questions

1. If you have any questions please contact Dr. Daniel Barnett or Dr. Brian Altman:

   Daniel Barnett, MD, MPH                                      Brian Altman, PhD
   Associate Professor                                            Education Director, HJF
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   Baltimore, Maryland 21205

   Email (preferred method of contact):                          Email (preferred method of contact):
   dbarnet4@jhu.edu                                                brian.altman.ctr@usuhs.edu
   Office: (410) 502-0591                                          Office: (240) 833-4433
   Fax: (410) 955-0617
STRATEGIES FOR TRAINERS

1. This curriculum has been designed to be applicable to Local Public Health Agencies in a wide range of geographic settings and in places that have a variety of experiences with disasters. Activities have been developed to allow learners to focus attention on types of disasters and issues that they feel are most salient to their environment. For that reason, you will find that some of the activities have flexibility. You can help facilitate learner input by focusing on issues that are relevant to your particular learners' needs. You may also wish to invite guest speakers with disaster recovery experience from your agency or other agencies involved in disaster recovery to present on the topics included in the training program.

2. The training program has been designed with small and large group discussions to allow learners to learn from each other as well as the trainer. Please encourage the learners to share their prior experiences with disaster recovery and their knowledge about the topics in the training.

3. As part of this training, some difficult experiences may be discussed. Should a learner experience an adverse emotional reaction, please let the learner determine if he or she wishes to continue participating in the training session. Also, please be aware of appropriate resources within your organization, such as an employee assistance program to refer a learner who may benefit from psychological care.

4. There may be times in the training when a learner raises an important issue or question, but you do not have time to explore it at that point. You may wish to use part of a flipchart as a "Parking Lot" for topics or questions to save for discussion or follow-up at a later time. At the end of each session, if there are remaining questions in the “Parking Lot,” discuss with the learners how those could be raised in future training sessions or discussed in other ways in your local public health agency.

5. This trainer guide provides suggested time durations for each activity in the training program. These are suggestions. If you feel that your learners need more or less time for particular activities, please adjust the time durations accordingly.

6. The learner website contains many links to resources for additional exploration. If you feel that some of these should be highlighted further in your training session, given your learners' needs, please feel free to draw additional attention to them.

7. After each session, you may find it useful to take a few moments to reflect on which parts of the session worked well and which parts you might want to do differently in the future. It may also be helpful to jot down some of the issues that were raised in the discussion and any suggestions identified to address them.
8. Above all, encourage learner participation!
## OVERVIEW OF SESSIONS

### Session 1: Disaster Recovery Activities in the Local Public Health Agency
Session 1 provides a brief overview of disasters, and how disaster recovery fits into the emergency management cycle. Learners then discuss likely hazards in their area and potential disaster recovery activities of their local public health agency.

### Session 2: Your Roles and Responsibilities in Disaster Recovery
Learners work in pairs to identify and discuss potential job-related roles and responsibilities in disaster recovery, overlap with their day-to-day job roles, and the people and organizations they may work with to fulfill these roles. The lesson concludes with a full group discussion of these topics.

### Session 3: Personal/Family and Workplace Considerations for Disaster Recovery
Session 3 is organized around the idea that disaster recovery impacts local public health agency workers in both their personal/family and employee roles. Potential personal and family and workplace issues are introduced, and learners reflect on the considerations that are most relevant to them.

### Session 4: What Does a Successful Disaster Recovery Look Like?
Learners work in small groups to identify indicators of successful disaster recovery that are pertinent to their jobs and the services they provide. Learners then discuss as a group what a successful disaster recovery would look like in their local public health agency and community.
SESSION 1: DISASTER RECOVERY ACTIVITIES IN THE LOCAL PUBLIC HEALTH AGENCY

Session Focus: This session introduces the concept of community disaster recovery and focuses on the role of the local public health agency in the broader system-level recovery effort.

Learning Objectives:

1A. List various types of natural and human-generated disasters that are likely to occur in your area.

1B. Identify local public health agency recovery activities for disasters likely to occur in your area.

Session Overview:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
<th>Slides</th>
</tr>
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<tbody>
<tr>
<td>1 PowerPoint Presentation</td>
<td>20-30 minutes</td>
<td>#1-19</td>
</tr>
<tr>
<td>2 (Optional) Full Group Discussion</td>
<td>10 minutes</td>
<td>#20</td>
</tr>
<tr>
<td>3 Full Group Discussion</td>
<td>5 minutes</td>
<td>#21</td>
</tr>
<tr>
<td>4 Small-Group Activity</td>
<td>40 minutes</td>
<td>#22</td>
</tr>
<tr>
<td>5 Summary and Question &amp; Answer Session</td>
<td>5 minutes, or more if additional time remains</td>
<td>#23-24</td>
</tr>
</tbody>
</table>

Total Duration: 90 minutes

Equipment Needed:

1. Session 1 PowerPoint Presentation file
2. Copies of Session 1 Handout: Disaster Recovery Activity Worksheet for each learner
3. One Master Copy of the Session 1 Handout: Disaster Recovery Activity Worksheet for the trainer
4. Projector and screen for PowerPoint presentation; Note: if not available, substitute hard copies of the slide presentation (PDF)
5. Flipchart or whiteboard and markers

Trainer Preparation:

1. Review Session 1 PowerPoint Presentation
2. Review Session 1 Section of Trainer Guide
3. Additional Online Resources are Available in Appendix B
4. Determine if your jurisdiction and/or local public health agency has a hazard vulnerability analysis (HVA) or threat and hazard identification and risk assessment (THIRA). HVAs are required for accreditation by the Joint Commission, so many hospitals, behavioral healthcare facilities, and medical laboratories will have completed an HVA. (The Joint Commission, accessed August 4, 2014). THIRAs are required by State Administrative Agencies receiving funding under the FY 2012 Homeland Security Grant Program and the Emergency Management Performance Grant program, and by the 31 Urban Areas receiving funding under the FY 2012 Urban Areas Security Initiative grant program. If an HVA and/or THIRA is available to you, identify key points that can be shared with the learners and whether a copy of the document may be shared.


**After Session Trainer Follow-Up:** Fill out the left-hand column of the Master Copy of the Session 1: Disaster Recovery Activity Worksheet with all of the hazards identified in today’s discussion as likely to occur in your community. For those hazards discussed by a small group, use the Disaster Recovery Activity Worksheets collected from each group to add to the remaining four columns on the Master Copy. Review Trainer Preparation section for Session 2.

**SESSION 1 ACTIVITIES**

**Activity 1:** PowerPoint Presentation

**PowerPoint Slides:** #1-19

**Materials Needed:** Session 1 PowerPoint file; projector; screen; flipchart or whiteboard and markers

**Activity Description:** Slide topics include: [Curriculum Purpose and Importance, General Overview of Disasters, System View of Recovery, Local Public Health Agency Roles and Responsibilities in Recovery, and Hazard Vulnerability Analysis (HVA) and Threat and Hazard Identification and Risk Assessment (THIRA) for Disaster Recovery.]

**Duration of Activity:** 20-30 minutes
The Stafford Act provides the legal authority for the federal government to provide assistance to states during declared major disasters and emergencies. In the absence of a specific request, the President may provide accelerated federal assistance where it is necessary to save lives or prevent severe damage. (ASTHO Emergency Authority and Immunity Toolkit, Robert T. Stafford Disaster Relief and Emergency Assistance Act)

The National Disaster Recovery Framework (NDRF) is “a guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community and build a more resilient Nation.” (National Disaster Recovery Framework, 2011.)

Disaster recovery is community-driven, based on public involvement, and a partnership among local agencies, jurisdictions, officials, and the state and federal government. (Long Term Community Recovery Planning Process, A Self Help Guide, FEMA 2005)

If the effects of a disaster exceed the state’s capability to respond, the governor can request federal assistance through the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Stafford Act).

The slide image shows the National Planning System, which includes guidance to support State, territorial, tribal, and local governments and to address the inclusion of individuals, communities, and businesses in planning efforts. The system provides a layered approach for synchronized planning at all levels. (FEMA IS-230.c, Fundamentals of Emergency Management, accessed on August 4, 2014)
Slide 17

**System View of Recovery**
- Where is your agency in this diagram?
- Thinking about the other levels in the diagram, who else does your agency coordinate with in disasters?

Where is your agency in this diagram? Think about where you fit into this picture. You likely fit in both the individual and jurisdictional levels. That means that your individual planning for recovery should be complementary to your jurisdictional planning, and so on up the levels.

Thinking about the other levels in the diagram, who else does your agency coordinate with in disasters? There are likely many individuals and organizations that your local public health agency will coordinate with in disaster recovery.


Slide 19

**Assessing Risk**
- Planning tools for assessing community risks and hazards include Hazard Vulnerability Analysis (HVA) and Threat and Hazard Identification and Risk Assessment (THIRA).
- These can be used to assess the capability of a community to respond to and recover from specific hazards.
- They can be used within a health department to assess organizational risk and capability to respond and recover.
- Does the health department have one or both of these? Does the community?

HVA and THIRA can provide information on the likely hazards that may affect your area, and for which your local public health agency may play a role in recovery. If information from these documents can be shared with the learner, it can enrich the upcoming discussion about local public health agency roles in disaster recovery.

HVAS are required for accreditation by the Joint Commission, so many hospitals, behavioral healthcare facilities, homecare, and medical laboratories will have completed an HVA. (The Joint Commission, accessed August 4, 2014).

THIRAs are required by State Administrative Agencies (SAAs) receiving funding under the FY 2012 Homeland Security Grant Program (HSGP) and the Emergency Management Performance Grant (EMPG) program, and by the 31 Urban Areas receiving funding under the FY 2012 Urban Areas Security Initiative (UASI) grant program. (THIRA Frequently Asked Questions, accessed August 4, 2014).


Activity 2: (Optional) Full Group Discussion

**PowerPoint Slide:** #20

**Materials Needed:** Jurisdictional or local public health agency hazard vulnerability analysis (HVA) or threat and hazard identification and risk assessment (THIRA), if available.


**Activity Description:** If a jurisdictional or agency HVA or THIRA is available, share and discuss key points.

**Duration of Activity:** 10 minutes

Activity 3: Full Group Discussion

**PowerPoint Slide:** #21

**Materials Needed:** Flipchart or whiteboard and markers; Master Copy of Session 1 Handout: Disaster Recovery Activity Worksheet.

**Activity Description:** Ask learners to list probable hazards in the community. Record the list on the whiteboard or flipchart. Trainers may supplement the list with additional hazards that they identified in their trainer preparation for this session. Retain the final list so it can be transferred to the Master Copy of the Disaster Recovery Activity Worksheet.

**Duration of Activity:** 5 minutes

Activity 4: Small-Group Activity

**PowerPoint Slide:** #23

**Materials Needed:** Session 1 Handout: Disaster Recovery Activity Worksheet

**Activity Description:** Break into small groups to fill in the Session 1 handout: Disaster Recovery Activity Worksheet for one natural disaster and one human-generated disaster identified in the full group discussion. Each group can select the hazards they wish to focus on. All groups should record their thoughts on the handout and return it to the trainer at end of class (20 minutes). Small groups report out to full group (20 minutes).

**Duration of Activity:** 40 minutes (20 minutes to fill out the worksheet and 20 minutes to discuss)
Activity 5: Summary & Question and Answer Session

PowerPoint Slides: #23-24

Materials Needed: None.

Activity Description: Summary of the Session, Remaining “Parking Lot” Issues, and Question and Answer Session.

Duration of Activity: 5 minutes, or more if additional time remains
SESSION 2: YOUR ROLES AND RESPONSIBILITIES IN DISASTER RECOVERY

Session Focus: This session begins to identify workers’ individual roles and responsibilities in disaster recovery and how those roles matter to the overall agency recovery effort.

Learning Objectives

2A. Describe potential individual job duties in the disaster recovery phase.

2B. Compare and contrast your day-to-day job activities and your potential disaster recovery activities.

2C. Discuss ways in which your work and your colleagues’ work contribute to the overall recovery effort of the local public health agency.

Session Overview:

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<tr>
<th>Total Duration: 90 minutes</th>
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</thead>
<tbody>
<tr>
<td>Activity</td>
</tr>
<tr>
<td>1  PowerPoint Presentation</td>
</tr>
<tr>
<td>2  (Optional) Trainer Presentation of Key Points from Jurisdictional Recovery Plan</td>
</tr>
<tr>
<td>3  Small-Group Activity</td>
</tr>
<tr>
<td>4  Full Group Discussion</td>
</tr>
<tr>
<td>5  Summary and Question &amp; Answer Session</td>
</tr>
</tbody>
</table>

Equipment Needed:

1. Session 2 PowerPoint Presentation file
2. Copies of the filled-in Master Copy of the Session 1 Handout: Disaster Recovery Activity Worksheet for each learner
3. Copies of the Session 2 Handout: How You Contribute to Disaster Recovery for each learner
4. Projector and screen for PowerPoint presentation; Note: if not available, substitute hard copies of the slide presentation (PDF)
5. Flipchart or whiteboard and markers

Trainer Preparation:

1. Make copies of the filled-in Master Copy of the Disaster Recovery Activity Worksheet from Session 1, and review key points from this handout.
2. Review Session 2 PowerPoint Presentation
3. Review Session 2 Section of Trainer Guide
4. Additional Online Resources are Available in Appendix B
5. Find and review jurisdictional or local public health agency’s recovery plan, if one exists. If no recovery plan is available, identify components within the jurisdictional and/or agency disaster response plan that may relate to recovery. Identify key points to be shared with learners in a 10 minute discussion.


After Session Trainer Follow-Up: Review Trainer Preparation section for Session 3.

SESSION 2 ACTIVITIES

Activity 1: PowerPoint Presentation

PowerPoint Slides: #1-7

Materials Needed: Session 2 PowerPoint file; projector; screen; flipchart or whiteboard and markers; Master Copy of the Disaster Recovery Activity Worksheet

Activity Description: Slide topics include: [Review of Session 1; Review of the Master Copy of the Disaster Recovery Activity Worksheet]

Duration of Activity: 15 minutes

Activity 2: (Optional) Trainer Presentation of Key Points from Jurisdictional Recovery Plan

PowerPoint Slide: #8

Materials Needed: Jurisdictional and/or agency recovery plan or response plan if no recovery plan is available.

Activity Description: To orient the learner to the community-specific context, discuss key points from existing recovery plans or the recovery components of general disaster response plans relevant to your jurisdiction and/or agency.

Duration of Activity: 10 minutes
Activity 3: Small-Group Activity

PowerPoint Slide: #10

Materials Needed: Session 2 Handout: How You Contribute to Disaster Recovery

Activity Description: As a group, select just one hazard from the Session 1: Disaster Recovery Activity Worksheet to be the focus for today’s discussion of individual roles and responsibilities (Slide #8).

Break into groups of 2 to fill in the “Session 2 Handout: How You Contribute to Disaster Recovery” for the disaster selected in the full group discussion. Encourage learners to think about how their individual day-to-day job duties would support or contribute to the local public health agency activities in short-, Intermediate-, and long-term recovery that are listed on the Master Copy of Session 1: Disaster Recovery Activities Worksheet.

Each person should fill out his/her own sheet. Learners can work together to fill in their sheets, or fill in their sheets independently and then discuss with their partner. Learners should identify the ways in which their partner’s disaster recovery activities contribute to overall local public health agency recovery efforts (Slide #9).

Duration of Activity: 25 minutes

Activity 4: Full Group Discussion

PowerPoint Slide: #11

Materials Needed: Flipchart or whiteboard and markers

Activity Description: As a group, reflect on the Session 2 Handout: How You Contribute to Disaster Recovery. Encourage the learners to share what they discovered about the relationship of their day-to-day job to their potential disaster recovery role, and what type of information, support, or relationships may be helpful to them in disaster recovery. You may use the Suggested Discussion Questions below to help generate conversation. You may consider capturing some of these thoughts on the flipchart or whiteboard.

Suggested Discussion Questions:
Which sections of the handout were the most challenging for you to complete and why?
Can anyone share with the group how your partner’s role is essential to the local public health agency’s recovery activities?
For the disaster recovery job activities that do not overlap with your day-to-day job duties, what are some ways to increase your confidence to perform these disaster recovery roles?
What materials/information/support might you need?
Can anyone give me an example of a relationship you need to build to better accomplish your potential...
disaster recovery activities?
How do you envision your disaster recovery roles and responsibilities being similar or different in other types of disasters (e.g. hurricane vs. tornado vs. earthquake)?
What are some ways that we as an agency can better prepare for our recovery-related job activities with regard to future disasters?

**Duration of Activity:** 35 minutes

**Activity 5:** Summary & Question and Answer Session

**PowerPoint Slide:** #12-13

**Materials Needed:** None.

**Activity Description:** Summary of the Session, Remaining “Parking Lot” Issues, and Question and Answer Session.

**Duration of Activity:** 5 minutes, or more if additional time remains
SESSON 3: PERSONAL/FAMILY AND WORKPLACE CONSIDERATIONS FOR DISASTER RECOVERY

Session Focus: This session provides learners with the opportunity to reflect on personal/family and workplace considerations that relate to disaster recovery and to identify resources to prepare for these considerations in advance of a disaster.

Learning Objectives:

3A. Describe common personal and family support issues encountered beyond the first 72 hours of a disaster and resources that can help you prepare in advance.

3B. Identify resources available to you, your family, and your coworkers to address psychological well-being and self care.

3C. State who you may contact if you have questions about workplace safety policy, compensation, and liability in disaster recovery.

Session Overview:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
<th>Slides</th>
</tr>
</thead>
<tbody>
<tr>
<td>PowerPoint Presentation</td>
<td>5 minutes</td>
<td>#1-7</td>
</tr>
<tr>
<td>PowerPoint Presentation</td>
<td>20 minutes</td>
<td>#8-28</td>
</tr>
<tr>
<td>Individual Activity</td>
<td>15 minutes</td>
<td>#29</td>
</tr>
<tr>
<td>Full Group Discussion</td>
<td>5 minutes</td>
<td>#30</td>
</tr>
<tr>
<td>PowerPoint Presentation (continued)</td>
<td>10 minutes</td>
<td>#31-37</td>
</tr>
<tr>
<td>Full Group Discussion</td>
<td>30 minutes</td>
<td>#38</td>
</tr>
<tr>
<td>Learner Follow-up</td>
<td>Negligible</td>
<td>#39</td>
</tr>
<tr>
<td>Summary and Question &amp; Answer Session</td>
<td>5 minutes, or more if additional time remains</td>
<td>#40-42</td>
</tr>
</tbody>
</table>

Equipment Needed:

1. Session 3 PowerPoint Presentation file
2. Copies of Session 3 Handout for Self Care (Tips for a Survivor of a Disaster or Traumatic Event), from: [http://store.samhsa.gov/shin/content//SMA13-4775/SMA13-4775.pdf](http://store.samhsa.gov/shin/content//SMA13-4775/SMA13-4775.pdf), one for each learner
3. Copies of Session 3 Handout: Personal Preparedness for Disaster Recovery for each learner
4. Projector and screen for PowerPoint presentation; Note: if not available, substitute hard copies of the slide presentation (PDF)
5. Flipchart or whiteboard and markers
Trainer Preparation:

1. Identify whom employees in your local public health agency can contact with questions regarding human resources policies, workplace safety, compensation, and liability issues during disaster recovery. Be prepared to share this information at Slide #31.
3. Review Session 3 PowerPoint Presentation
4. Review Session 3 Section of Trainer Guide
5. Additional Online Resources are Available in Appendix B

After Session Trainer Follow-Up: Review Trainer Preparation section for Session 4.

SESSION 3 ACTIVITIES

Activity 1: PowerPoint Presentation

PowerPoint Slides: #1-7

Materials Needed: Session 3 PowerPoint file; projector; screen; flipchart or whiteboard and markers

Activity Description: Slide topics include: [Introduction, Recap of Session 2, and Learning Objectives]

Duration of Activity: 5 minutes

Slide Notes:

Activity 2: PowerPoint Presentation

PowerPoint Slides: #8-28

Materials Needed: Session 3 Handout for Self Care (Tips for a Survivor of a Disaster or Traumatic Event) to hand out during Slide #22.

Activity Description: Slides topics include: [Recovery Continuum, National Disaster Recovery Framework, Go-kits, Personal/Family Disaster Recovery Considerations, and Psychological Well-being and Self Care]

Duration of Activity: 20 minutes
The National Disaster Recovery Framework (NDRF) is “a guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community and build a more resilient Nation.”

The recovery process can be described as a series of activities that move a community toward a successful recovery. Decisions made early in the recovery process can have a cascading effect on recovery progress. The figure shows the relationship of preparedness and response activities to the short-, intermediate-, and long-term recovery activities described in the Framework.


There are multiple programs and interventions available to assist in the provision of mental health services to people who have experienced a potentially traumatic event. Psychological First Aid is one example of an approach to promote psychological wellbeing.


Please handout the Session 3 Handout (Tips for Survivors of a Disaster or Traumatic Event). You may find it online at: http://store.samhsa.gov/shin/content//SMA13-4775/SMA13-4775.pdf. You can also find it in the online Trainer materials for this training program.

Activity 3: Individual Activity

PowerPoint Slides: #29

Materials Needed: Session 3 Handout: Personal Preparedness for Disaster Recovery

Activity Description: Distribute Session 3 Handout: Personal Preparedness for Disaster Recovery. Read the scenario on the handout. Ask learners to use the chart to think about potential considerations they may have in the disaster recovery phase. For each consideration, learners should also identify ways to be better prepared in advance and resources and contacts that can provide them with additional information or assistance. The elapsed time since the disaster’s onset has intentionally not been provided, and learners are encouraged to think broadly about considerations that may arise throughout the short-, intermediate- and long-term recovery phases. This handout will not be collected, and the learners can keep them for their own personal use and future reference.

Duration of Activity: 15 minutes

Activity 4: Full Group Discussion

PowerPoint Slides: #30

Materials Needed: Flipchart or whiteboard and markers

Suggested Discussion Questions:
Who identified concerns that may be applicable to others that they would like to share?
Who identified resources or solutions that might be useful for others as they work on Being Informed, Making a Plan, and Building a Kit that includes disaster recovery?

Duration of Activity: 5 minutes

Activity 5: PowerPoint Presentation

PowerPoint Slides: #31-37

Materials Needed: None.

Activity Description: Slides topics include: [Workplace Considerations for Disaster Recovery]

Duration of Activity: 10 minutes
**Slide Notes:**

Slide 39

<table>
<thead>
<tr>
<th>What Can I Do Right Now?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Are there volunteers to follow up on a workplace consideration that we have discussed today?</td>
</tr>
<tr>
<td>• Can you report back to the group at our next session?</td>
</tr>
<tr>
<td>• Please remember to follow appropriate practice within your agency when inquiring about organizational policy and procedures and/or raising concerns.</td>
</tr>
</tbody>
</table>

“Please remember to follow appropriate organizational policy.”

Please remind learners that some of these issues may not have easy answers and may take some time to be resolved. Learners should be mindful to follow appropriate practice within the local public health agency when inquiring about current organizational policy and procedure and/or voicing concerns.

**Activity 6: Full Group Discussion**

**PowerPoint Slides:** #38

**Materials Needed:** Flipchart or whiteboard and markers

**Activity Description:** As a group, identify workplace considerations that are relevant to your local public health agency in disaster recovery. Think about potential resources and strategies to begin to address any issues that may be raised.

**Suggested Discussion Questions:**

What are the workplace issues I need to be concerned about in disaster recovery?
What questions do I have regarding my local public health agency’s policies and procedures?
What information do I need to better prepare for my work-related responsibilities in recovery?
Where can I find this information?

**Duration of Activity:** 30 minutes

**Activity 7: Learner Follow-Up: What Can I Do Right Now?**

**PowerPoint Slides:** #39

**Materials Needed:** None.

**Activity Description:** Please remind learners that some of these issues may not have easy answers and may take some time to be resolved. Learners should be mindful to follow appropriate practice within the local public health agency when inquiring about current organizational policy and procedure and/or voicing concerns.

**Duration of Activity:** N/A
Activity 8: Summary & Question and Answer Session

PowerPoint Slides: #40-42

Materials Needed: None.

Activity Description: Summary of the Session, Remaining “Parking Lot” Issues, and Question and Answer Session.

Duration of Activity: 5 minutes, or more if additional time remains
SESSION 4: WHAT DOES A SUCCESSFUL DISASTER RECOVERY LOOK LIKE?

Session Focus: This session reflects on the previous sessions for the purpose of creating a common vision of successful recovery of the local public health agency and community following a disaster.

Learning Objectives:

4A. Characterize aspects of successful disaster recovery from the perspective of your workplace role/function.

Session Overview:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
<th>Slides</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. PowerPoint Presentation</td>
<td>5 minutes</td>
<td>#1-7</td>
</tr>
<tr>
<td>2. Full Group Discussion</td>
<td>15 minutes</td>
<td>#8</td>
</tr>
<tr>
<td>3. Small-Group Activity</td>
<td>25 minutes</td>
<td>#9</td>
</tr>
<tr>
<td>4. Full Group Discussion</td>
<td>25 minutes</td>
<td>#10</td>
</tr>
<tr>
<td>5. Individual Activity</td>
<td>10 minutes</td>
<td>#11</td>
</tr>
<tr>
<td>6. Summary and Question &amp; Answer Session</td>
<td>10 minutes</td>
<td>#12-14</td>
</tr>
</tbody>
</table>

Total Duration: 90 minutes

Equipment Needed:

1. Session 4 PowerPoint Presentation file
2. Projector and screen for PowerPoint presentation; Note: if not available, substitute hard copies of the slide presentation (PDF)
3. Flipchart or whiteboard and markers
4. Copies of Session 4 Handout: *Feedback Worksheet* for each learner

Trainer Preparation:

1. Review Session 4 PowerPoint Presentation
2. Review Session 4 Section of Trainer Guide
3. Additional Online Resources are Available in Appendix B
SESSION 4 ACTIVITIES

Activity 1: PowerPoint Presentation

PowerPoint Slides: #1-7

Materials Needed: Session 4 PowerPoint file; projector; screen; flipchart or whiteboard and markers

Activity Description: Slide topics include: [Recap of Previous Sessions, Reporting on “What Can I Do Right Now” Slide]

Duration of Activity: 5 minutes

Activity 2: Full Group Discussion

PowerPoint Slides: #8

Materials Needed: None.

Activity Description: Ask for volunteers to report back on anything that they have done since the last session to address the workplace considerations that were identified.

Duration of Activity: 15 minutes

Activity 3: Small-Group Activity

PowerPoint Slides: #9

Materials Needed: Flipchart or whiteboard and markers.

Activity Description: Divide learners into groups based on their day-to-day local public health agency role or function (e.g., clerical/support staff, environmental health staff, laboratory professional, etc.). Each group should discuss how their professional role is important to their agency’s recovery efforts and identify at least 3 indicators of successful disaster recovery that are pertinent to their jobs and the services they provide (10 minutes). Groups then report back to the larger group, and write these indicators on the flipchart or whiteboard if one is available (15 minutes).

Duration of Activity: 25 minutes (10 minutes for small-group work and 15 minutes for full group discussion)
Activity 4: Full Group Discussion

PowerPoint Slides: #10

Materials Needed: None.

Activity Description: In this activity, the learners are encouraged to look at the list of indicators they compiled and begin to think more broadly about what agency- and community-level recovery could look like.

Suggested Discussion Questions:
Thinking about the recovery indicators we came up with, what does disaster recovery look like for the agency as a whole? How does the agency contribute to community recovery?

Duration of Activity: 25 minutes

Slide Notes:

Slide 10

In the small-group activity, we encouraged the learners to think about disaster recovery from the perspective of their professional role and acknowledge the ways in which their recovery-related responsibilities contribute to agency recovery activities. Here, the learners will consider the disaster recovery activities of other job roles within the agency and how all of the local public health agency staff contribute to successful disaster recovery.

By the end of this discussion, learners will be able to describe what successful disaster recovery may look like at the agency and community levels. You may use the indicators of disaster recovery that were identified in the small groups to begin to create a vision for what successful agency and community recovery may entail. Consider using the whiteboard or flipchart to capture some of the ideas shared in this discussion.
Activity 5: Individual Activity

PowerPoint Slides: #11

Materials Needed: Session 4 Handout: Feedback Worksheet

Activity Description: Learners complete Session 4 Handout: Feedback Worksheet which is collected by the trainer. The handout is intended to gather feedback about the entire training program, not just Session 4. All learners should be encouraged to fill out the Feedback Worksheet, regardless of the number of sessions they attended. Learners should not include their name or any other identifying information on the handout.

Duration of Activity: 10 minutes

Activity 6: Summary and Question & Answer Session

PowerPoint Slides: #12-14

Materials Needed: None.

Activity Description: Final thoughts, Summary of the Session, Remaining “Parking Lot” Issues, and Question and Answer Session.

Duration of Activity: 10 minutes
This page intentionally left blank.
### Session 1: Disaster Recovery Activity Worksheet

<table>
<thead>
<tr>
<th>Human-Generated Hazard</th>
<th>Community Health Impact</th>
<th>Health Department Duties for Short-Term Recovery (days to weeks)</th>
<th>Health Department Duties for Intermediate Recovery (weeks to months)</th>
<th>Health Department Duties for Long-Term Recovery (months to years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical spill</td>
<td>Exposed population needs to be evaluated. A small percentage exhibit associated health problems.</td>
<td>Conduct health risk assessment of contaminant. Identify and conduct surveillance on the exposed population. Conduct environmental assessment in exposed area. Contribute to risk communication. Assess mental health needs in the community.</td>
<td>Re-assess exposure area for environmental contamination and provide necessary mitigation. Provide mental health resources to staff.</td>
<td>Continue to contribute to mitigation and provide training to staff. Continue to assess and monitor long term mental health needs.</td>
</tr>
<tr>
<td>Human-Generated Hazard</td>
<td>Community Health Impact</td>
<td>Health Department Duties for Short-Term Recovery (days to weeks)</td>
<td>Health Department Duties for Intermediate Recovery (weeks to months)</td>
<td>Health Department Duties for Long-Term Recovery (months to years)</td>
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</tbody>
</table>
Session 2: How You Contribute to Disaster Recovery

Gather in groups of two to fill in this handout. Using the disaster scenario selected in the full group discussion, answer the questions below. You may work with your partner to fill in your sheets, or you may fill in your sheets independently and then discuss.

Remember, continuing to maintain regular public health department operations and contributing to disaster-specific duties are equally important contributions to the recovery efforts of a disaster.

Disaster Scenario: 

List your three most essential day-to-day job duties:

1. 
2. 
3. 

List three recovery-related job activities you may lead or participate in for the selected disaster:

1. 
2. 
3. 

Check any activities that appear on both lists. If any recovery-related job activities are different than your day-to-day job duties, are there ways to increase your confidence to perform the recovery activities?

What materials/information/support might you need to increase your confidence to perform your recovery activities?
List at least three key people or divisions/units you would work with *inside* your health department to accomplish your disaster recovery activities:

1. 
2. 
3. 

List at least three key people or organizations you would work with *outside* your health department to accomplish your disaster recovery activities:

1. 
2. 
3. 

Do you already have established relationships with these individuals and organizations? If so, have you ever talked with them about the disaster recovery activities you listed above and how you may work with one another to successfully execute these activities?

If not, what are some ways to develop relationships with them before a disaster strikes?
Session 3: Personal Preparedness for Disaster Recovery

This worksheet is for your personal use only, and will not be collected by the trainer.

A natural disaster has impacted your community. Your family and pets are safe and your personal vehicle is undamaged. Your home has been damaged, but fortunately it can be repaired and construction is underway. However, you are temporarily unable to live there and must find alternative accommodations. Your health department has sustained minimal damage, but is serving many more people than prior to the disaster. You are actively engaged in disaster recovery duties and are expected to work long hours to help your community fully recover.

Please use the chart to think about your own personal/family situation and potential challenges you may encounter in the recovery phase of disaster. For each challenge, identify ways to prepare yourself and your family ahead of time. Include potential resources and contacts that can provide you with additional information or assistance.

<table>
<thead>
<tr>
<th>Recovery Phase Concerns</th>
<th>Preparedness Action</th>
<th>Resources/Contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am concerned that I will be stressed and overwhelmed by the impacts of the disaster.</td>
<td>Familiarize myself with resources for psychological self-care and professional assistance.</td>
<td>Employee assistance program</td>
</tr>
<tr>
<td></td>
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<td>(  ) _____ - ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td>My healthcare provider</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(  ) _____ - ________</td>
</tr>
<tr>
<td></td>
<td>Include the Disaster Distress Helpline number in my family plan (1-800-985-5990).</td>
<td></td>
</tr>
<tr>
<td>Challenge</td>
<td>Preparedness Action</td>
<td>Resources/Contacts</td>
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</tbody>
</table>
Session 4: Feedback Worksheet

Thank you for completing the Public Health System Training in Disaster Recovery (PH STRiDR) training program! We appreciate your feedback on the entire training program whether or not you were able to attend all of the sessions.

Overall, how useful was the information provided in this training? (circle one)

Very Useful   Somewhat Useful   Not Very Useful   Not at All Useful

Which of the following activity types were helpful to your learning? (Check all that apply.)

__ Large group discussions
__ Small group discussions
__ Individual work
__ PowerPoint presentations
__ Handouts

What topics covered in this training were valuable to you? (Check all that apply.)

__ Overview of the Disaster Cycle and Definition of Disaster Recovery
__ Probable Community Hazards
__ Overview of Incident Command System
__ Assessing Risk
__ Public Health Department Roles and Responsibilities in Disaster Recovery
__ Your Workplace Roles and Responsibilities in Disaster Recovery
__ Personal and Family Considerations for Recovery
__ Workplace Considerations for Recovery
Long Term Considerations for Mental Health

Envisioning Successful Community Recovery

How can you apply what you learned in this training program to better prepare for disaster recovery?

What suggestions do you have for future versions of this training program?

Please provide any additional comments:
APPENDIX B: RESOURCES

For your reference, below are the online resources available on the Learner website (*marked with an asterisk) as well as the online resources in this trainer guide and in the “Notes” area in the PowerPoint presentations.

Session 1

Frequency of Disasters: National Climate Assessment 2014 (US Global Change Research Program)
http://www.globalchange.gov/

Searchable Disaster Declarations Page (Federal Emergency Management Agency)
http://www.fema.gov/disasters

Operating Nuclear Power Reactors (Nuclear Regulatory Commission)
http://www.nrc.gov/info-finder/reactor/

Flood Map Service Center (Federal Emergency Management Agency)
https://msc.fema.gov/portal/search

Earthquake Hazards Program (United States Geological Survey)
http://earthquake.usgs.gov/hazards/

Historical Hurricane Map (National Oceanic and Atmospheric Administration)
http://www.csc.noaa.gov/hurricanes/#

Statistical Weather and Climate Information (National Oceanic and Atmospheric Administration)
http://www.ncdc.noaa.gov/climate-information/statistical-weather-and-climate-information

*Fact Sheet on Disaster Recovery for Public Health (Association of State and Territorial Health Officials)
http://www.astho.org/programs/preparedness/disaster-recovery-for-public-health/

*National Disaster Recovery Framework (Federal Emergency Management Agency)
http://www.fema.gov/national-disaster-recovery-framework


Emergency Authority and Immunity Toolkit, Robert T. Stafford Disaster Relief and Emergency Assistance Act (Association of State and Territorial Health Officials)
IS-230.c Fundamentals of Emergency Management (Federal Emergency Management Agency)
http://emilms.fema.gov/IS230c/FEM0105summary.htm

National Incident Management System (Federal Emergency Management Agency)
http://www.fema.gov/national-incident-management-system

Incident Command System (United States Department of Labor)
https://www.osha.gov/SLTC/etools/ics/what_is_ics.html

Proposed Preparedness Rule (Centers for Medicare and Medicaid Services)

The Joint Commission
http://www.jointcommission.org/certification/certification_main.aspx

THIRA Frequently Asked Questions (Federal Emergency Management Agency)

Hazard Vulnerability Analysis Example: Pima County (National Association of County and City Health Officials)
http://www.naccho.org/toolbox/tool.cfm?id=2693

Hazard Vulnerability Analysis Example: Elbert, CO (National Association of County and City Health Officials)
http://www.naccho.org/toolbox/tool.cfm?id=2951

Threat and Hazard Identification and Risk Assessment, Portland Urban Area (Portland, Oregon)
https://www.portlandoregon.gov/rdpo/article/455639

Hazard Vulnerability Analysis (Office of the Assistant Secretary for Preparedness and Response)
http://www.phe.gov/Preparedness/planning/mscc/healthcarecoalition/chapter5/Pages/hazards.aspx

*Recovering After a Disaster or an Emergency (American Red Cross)
http://www.redcross.org/find-help/disaster-recovery

Session 2

*Public Health Management of Disasters Pocket Guide (American Public Health Association)

Community Recovery Document (Centers for Disease Control and Prevention)
http://www.cdc.gov/phpr/capabilities/capability2.pdf
Public Health Disaster Recovery Plan (Missouri Department of Health and Senior Services)

Long Term Community Recovery Plan (Waterbury, Vermont)
http://www.waterburyvt.com/recovery/plan/

Long-Term Community Recovery Plan (Greensburg and Kiowa County, Kansas)

Session 3

* Fact Sheet on Disaster Recovery for Public Health (Association of State and Territorial Health Officials)
http://www.astho.org/programs/preparedness/disaster-recovery-for-public-health/

*Disaster Recovery Centers (Federal Emergency Management Agency)
http://www.fema.gov/disaster-recovery-centers

*DisasterAssistance.gov
http://www.disasterassistance.gov/disaster-assistance/find-assistance

*Housing Portal (Federal Emergency Management Agency)
http://asd.fema.gov/inter/hportal/home.htm?sessionld

*Housing Help: Locating Affordable Rental Property through HUD (USA.gov)

*Housing Assistance (Federal Emergency Management Agency)
http://www.fema.gov/apply-assistance/what-specific-items-are-covered-housing-assistance

*Personal Protective Equipment (National Institute for Occupational Safety and Health)
http://www.cdc.gov/niosh/topics/emres/ppe.html

*Mold Mitigation (Centers for Disease Control and Prevention)
http://emergency.cdc.gov/disasters/mold/protect.asp

*Food and Water Safety (Centers for Disease Control and Prevention)
http://emergency.cdc.gov/disasters/foodwater/facts.asp

*Legal Issues (Federal Emergency Management Agency)

*Documents to Collect (Iowa Legal Aid)
*How to Replace Vital Documents (USA.gov)

*Displacement from School (Serve.org)

*Women, Infants, and Children (WIC) Policy Guidance (United States Department of Agriculture)

*Disaster Supplemental Nutrition Assistance Program (United States Department of Agriculture)

*Emergency Prescription Assistance Program (Office of the Assistant Secretary for Preparedness and Response)

*Psychological First Aid (Substance Abuse and Mental Health Services Administration)
http://store.samhsa.gov/shin/content/NMH05-0210/NMH05-0210.pdf

*Psychological First Aid (Center for the Study of Traumatic Stress)
http://www.cstsonline.org/resources/resource-master-list/courage-to-care-psychological-first-aid

*Violence in Disasters (Centers for Disease Control and Prevention)
http://www.bt.cdc.gov/disasters/violence.asp

*Disaster Pay FAQ (United States Department of Labor)
http://www.dol.gov/whd/regs/compliance/whdfs72English.htm

*Emergency Authority and Immunity Toolkit (Association of State and Territorial Health Officials)

*Tips for a Survivor of a Disaster or Traumatic Event

American Red Cross
http://www.redcross.org/

Medical Reserve Corps
https://www.medicalreservecorps.gov/HomePage

Community Emergency Response Teams
http://www.fema.gov/community-emergency-response-teams
Session 4

What Does Successful Disaster Recovery Look Like (US Chamber of Commerce Foundation)

Successful Disaster Recovery Guide (Kennedy School of Government, Harvard University)
APPENDIX C: CONNECTION TO COMPETENCIES

There are many published competency sets within the field of disaster health. This training program has been mapped to the competencies from Core Competencies for Disaster Medicine and Public Health (Walsh, 2012) and Public Health Preparedness & Response Core Competency Model (ASPH, 2010). This training program supports learning related to the competencies in bold.

Core Competencies for Disaster Medicine and Public Health

This training program supports learning on disaster recovery in relation to the following core competencies for all professionals in disaster medicine and public health:

Core Competency 1.0 “Demonstrate personal and family preparedness for disasters and public health emergencies”

Core Competency 2.0 “Demonstrate knowledge of one’s expected role(s) in organizational and community response plans activated during a disaster or public health emergency”

Core Competency 3.0 “Demonstrate situational awareness of actual/potential health hazards before, during, and after a disaster or public health emergency”

Core Competency 4.0 “Communicate effectively with others in a disaster or public health emergency”

Core Competency 5.0 “Demonstrate knowledge of personal safety measures that can be implemented in a disaster or public health emergency”

Core Competency 6.0 “Demonstrate knowledge of surge capacity assets, consistent with one’s role in organizational, agency, and/or community response plans”

Core Competency 7.0 “Demonstrate knowledge of principles and practices for the clinical management of all ages and populations affected by disasters and public health emergencies, in accordance with professional scope of practice”

Core Competency 8.0 "Demonstrate knowledge of public health principles and practices for the management of all ages and populations affected by disasters and public health emergencies"

Core Competency 9.0 “Demonstrate knowledge of ethical principles to protect the health and safety of all ages, populations, and communities affected by a disaster or public health emergency”

Core Competency 10.0 “Demonstrate knowledge of legal principles to protect the health and safety of all ages, populations, and communities affected by a disaster or public health emergency”

Core Competency 11.0 “Demonstrate knowledge of short- and long-term considerations for recovery of all ages, populations, and communities affected by a disaster or public health emergency”
Public Health Preparedness and Response Core Competency Model

This training program supports learning on disaster recovery in relation to the following public health preparedness and response core competencies:

1. Model Leadership
   1.1 Solve problems under emergency conditions.
   1.2 Manage behaviors associated with emotional responses in self and others.
   1.3 Facilitate collaboration with internal and external emergency response partners.
   1.4 Maintain situational awareness.
   1.5 Demonstrate respect for all persons and cultures.
   1.6 Act within the scope of one's legal authority.

2. Communicate and Manage Information
   2.1 Manage information related to an emergency.
   2.2 Use principles of crisis and risk communication.
   2.3 Report information potentially relevant to the identification and control of an emergency through the chain of command.
   2.4 Collect data according to protocol.
   2.5 Manage the recording and/or transcription of data according to protocol.

3. Plan for and Improve Practice
   3.1 Contribute expertise to a community hazard vulnerability analysis (HVA).
   3.2 Contribute expertise to the development of emergency plans.
   3.3 Participate in improving the organization’s capacities (including, but not limited to programs, plans, policies, laws, and workforce training).
   3.4 Refer matters outside of one's scope of legal authority through the chain of command.

4. Protect Worker Health and Safety
4.1 Maintain personal/family emergency preparedness plans.

4.2 Employ protective behaviors according to changing conditions, personal limitations, and threats.

4.3 Report unresolved threats to physical and mental health through the chain of command.

For additional information about competency sets, please see Disaster-related competencies for healthcare providers. Disaster Information Management Research Center, National Library of Medicine.