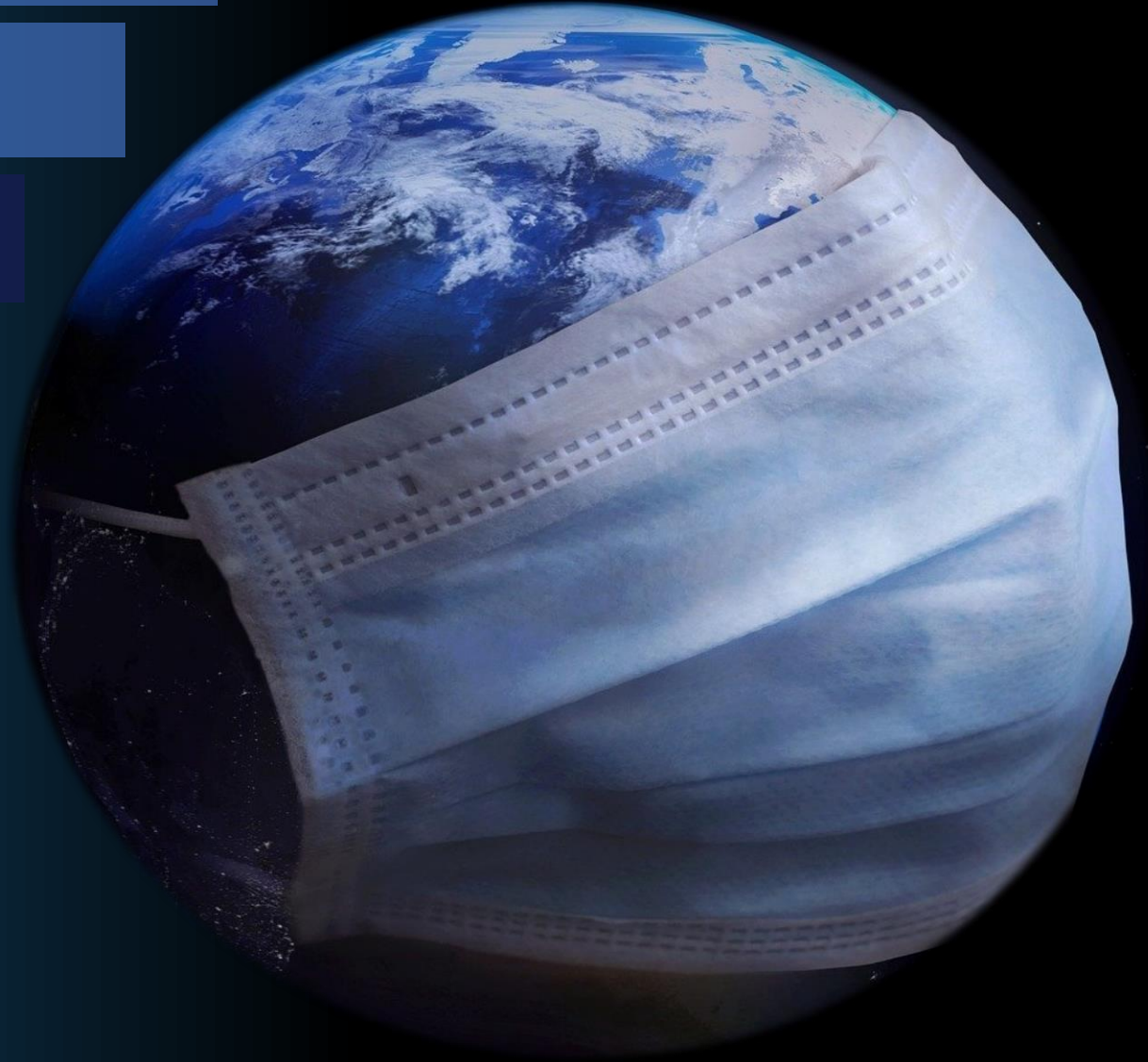


The PQA on Emergency Preparedness amidst the COVID-19 Crisis



Joel C. Amante, Ph.D.

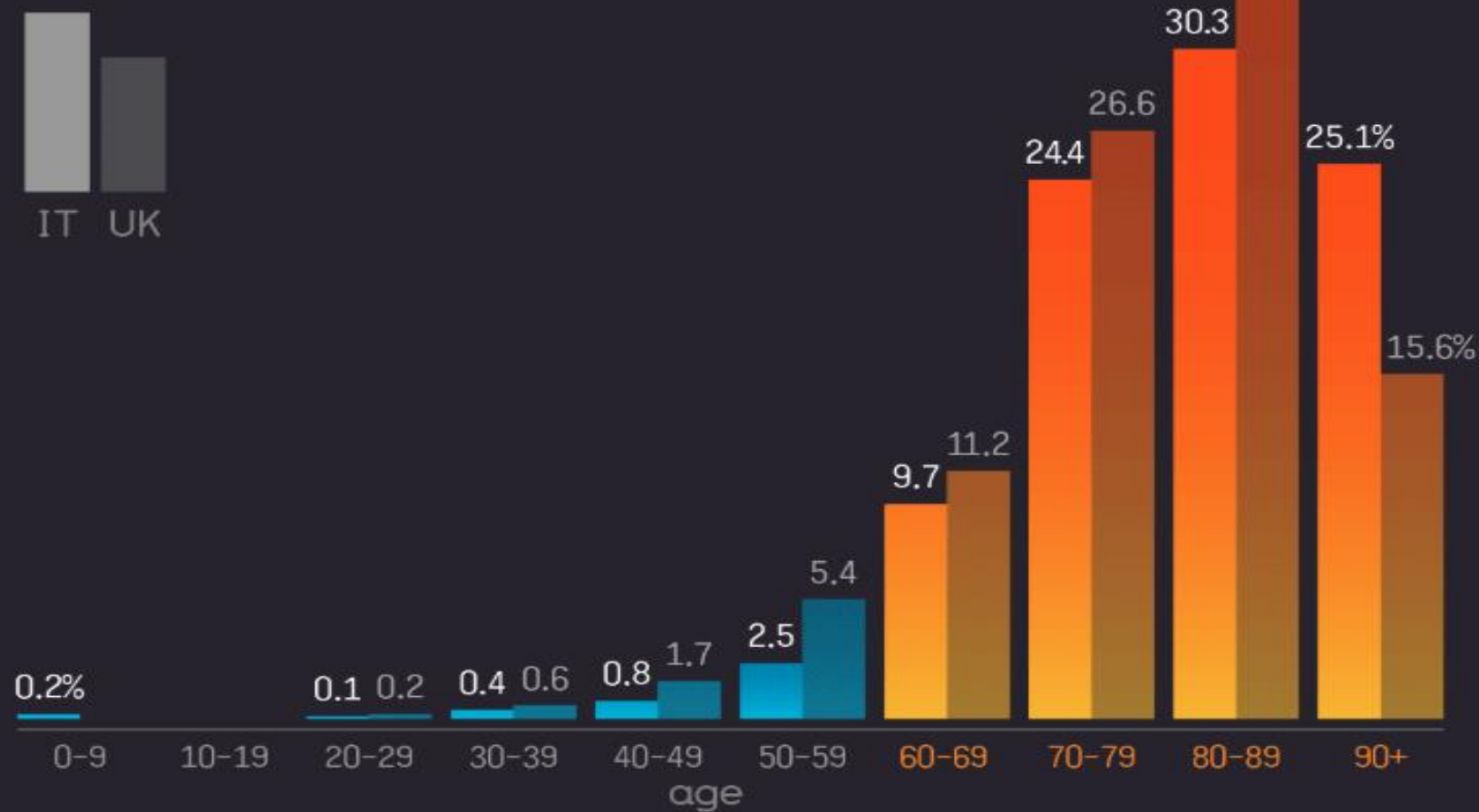
25 June 2020

The Philippine Quality Award Program

What is the largest source of
COVID-19 deaths in the U.S.?

Those Aged 60+ are Most At Risk...

% of deceased (Italy & UK)



InformationIsBeautiful.net

study of 3,372 death cases in UK & 21,551 deaths in Italy
sources: Italian Portal of Epidemiology for Public Health, UK Office of National Statistics

Nursing Homes Account For Over 40% Of Coronavirus Deaths in the U.S.

Over 50,000 of 116,000 deaths in the US as of June 16, 2020 and still growing

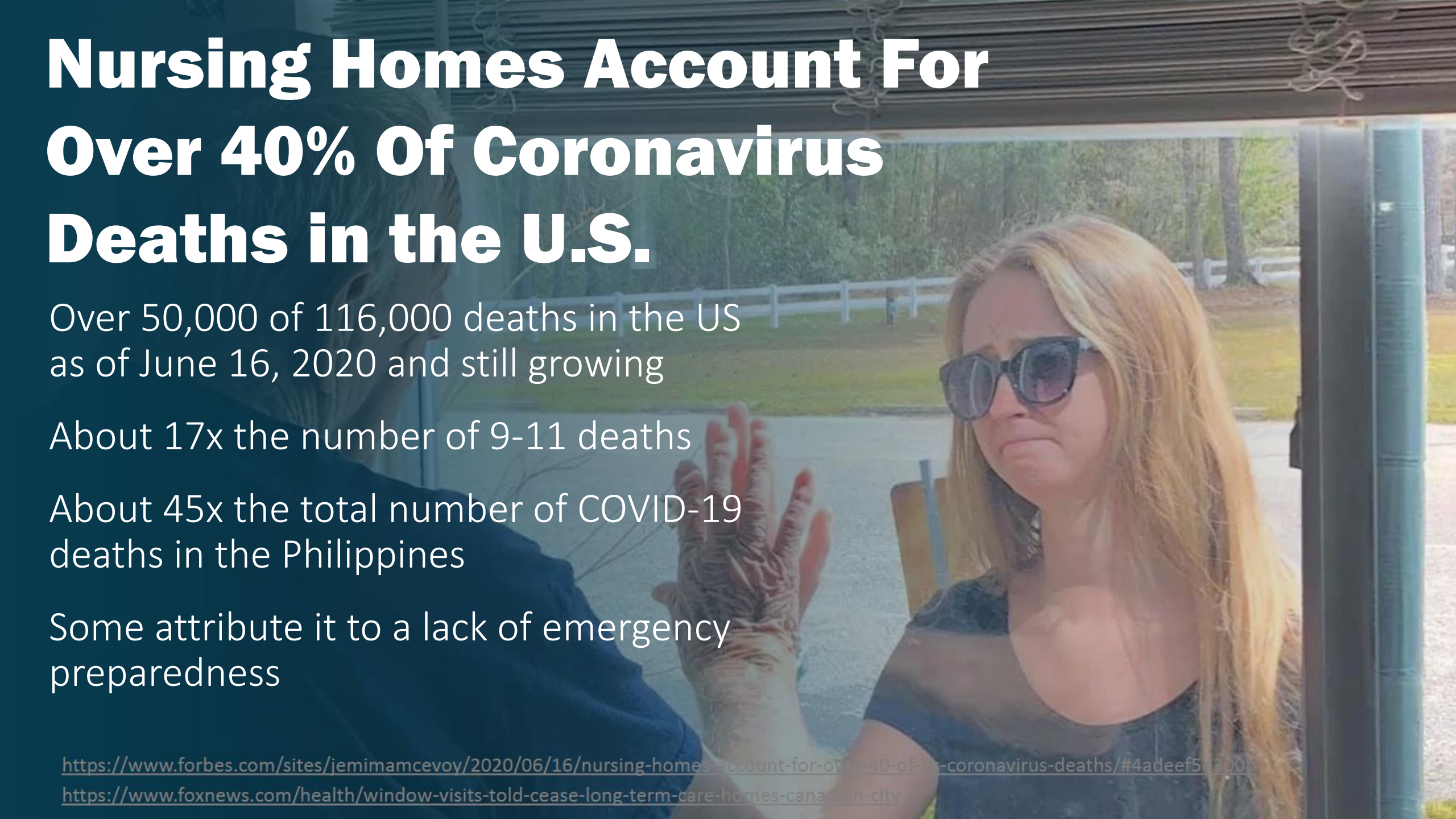
About 17x the number of 9-11 deaths

About 45x the total number of COVID-19 deaths in the Philippines

Some attribute it to a lack of emergency preparedness

<https://www.forbes.com/sites/jemimamcevoy/2020/06/16/nursing-homes-account-for-over-40-of-the-coronavirus-deaths/#4adeef5c300b>

<https://www.foxnews.com/health/window-visits-told-cease-long-term-care-homes-canadian-city>





Kindred

Nursing and Rehabilitation

Mountain Valley



*2016 Malcolm Baldrige
National Quality Award Application*



Dedicated to Hope, Healing and Recovery

2016 Baldrige Recipient Kindred Nursing and Rehabilitation Mountain Valley



manufacturing
service
small business
nonprofit
government

Baldrige Excellence Framework

2015-2016



A systems approach
to improving your
organization's
performance



==

PQA Criteria For Performance Excellence 2017 - 2021



Agenda

Part 1 | Using the PQA Framework

Part 2 | Emergency Preparedness

Part 3 | Next Steps



Part 1

Using the PQA Framework

The Journey to Organizational Excellence



Global Image

Excellent

Average

Early

876 – 1000: World Class Leader

776 – 875: Benchmark Leader

676 – 775: Industry Leader

576 – 675: Emerging Industry Leader

476 – 575: Good Performance

376 – 475: Early Improvements

276 – 375: Early Results

0 – 275: Early Development

PQA Levels of Recognition

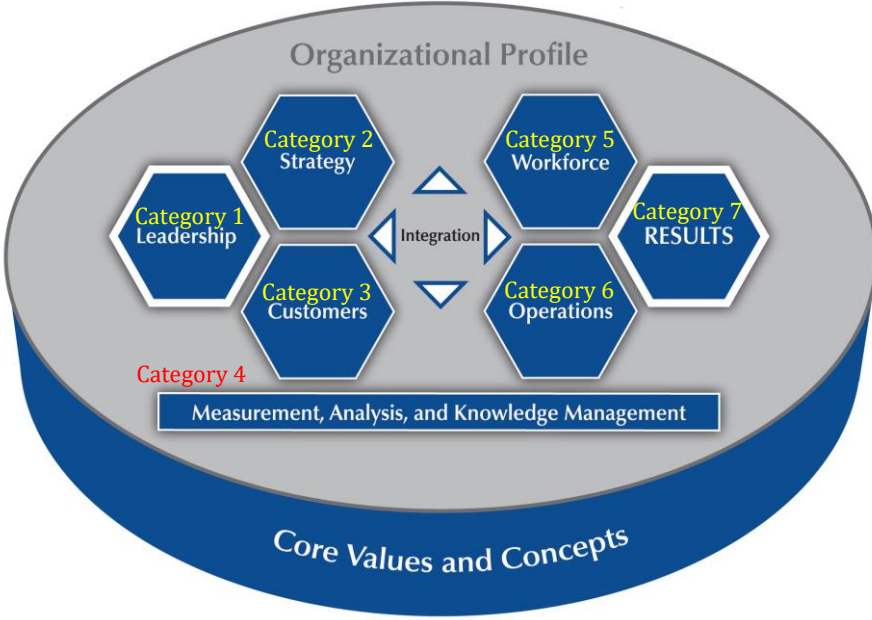
LEVEL 4 PHILIPPINE QUALITY AWARD

LEVEL 3 Recognition for MASTERY

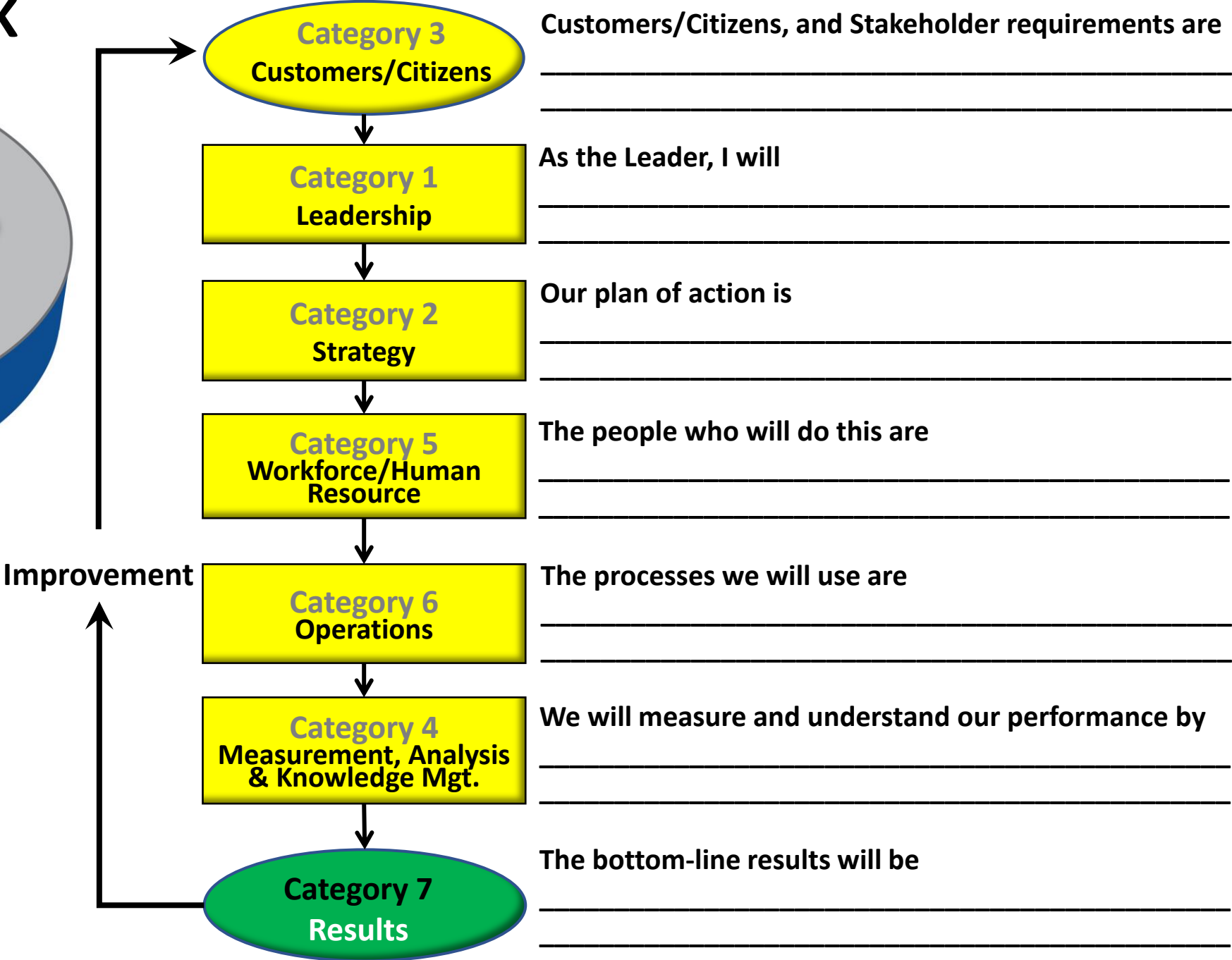
LEVEL 2 Recognition for PROFICIENCY

LEVEL 1 Recognition for COMMITMENT

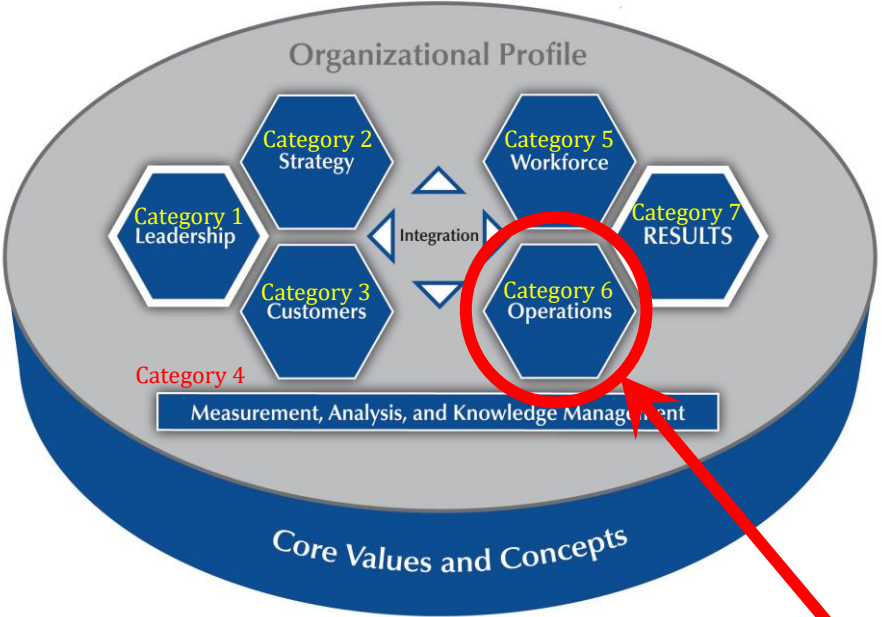
PQA FRAMEWORK



Linkage of the 7 Categories



PQA FRAMEWORK



PQA
Scoring
System

CATEGORIES	Point Values
1. Leadership	120
2. Strategy	85
3. Customers	85
4. Measurement, Analysis & Knowledge Management	90
5. Workforce	85
6. Operations	85
7. Results	450
TOTAL	1,000

PQA Scoring System

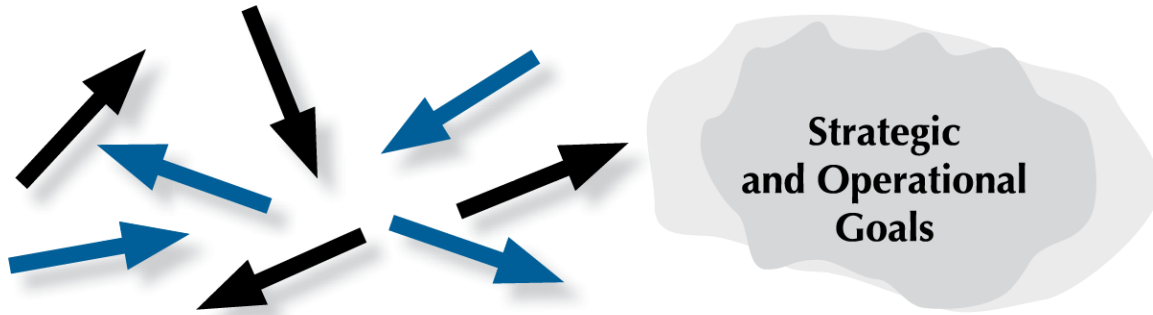
CATEGORY & ITEMS	Point Values
6. Operations	85
6.1 Work Processes	45
6.2 Operational Effectiveness	40

ITEM & AREAS TO ADDRESS	Point Value
6.2 Operational Effectiveness	40
a. Process Efficiency and Effectiveness	
b. Operational Effectiveness	
c. Safety and Emergency Preparedness	
(1) Safety	
(2) Emergency Preparedness	

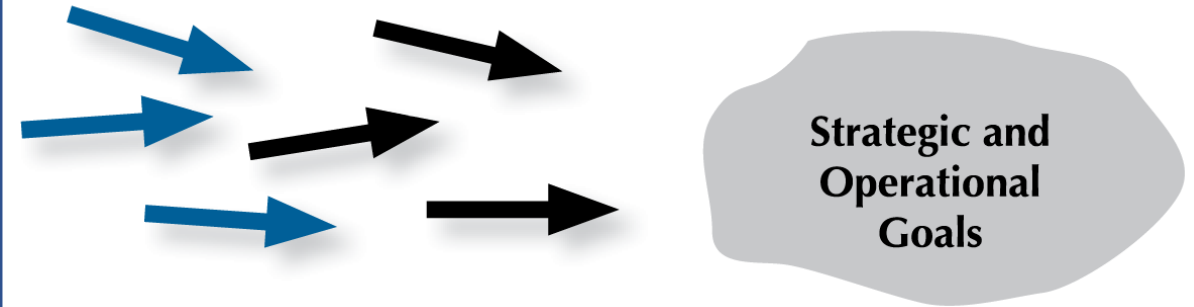
6.2c(2) Emergency Preparedness

Steps toward Mature Processes

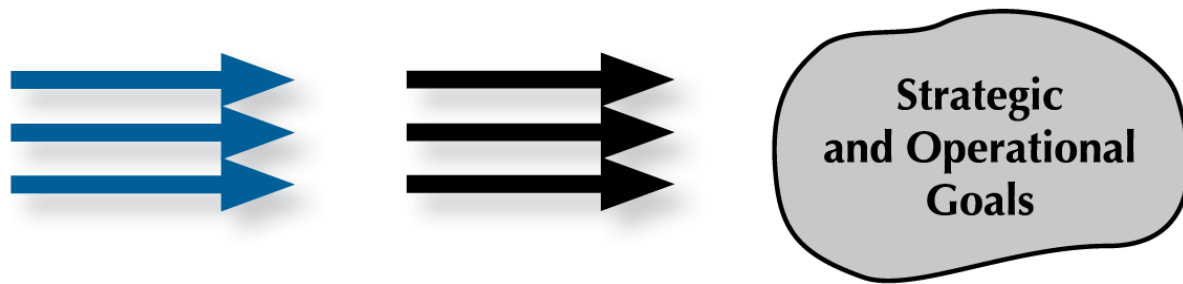
An Aid for Assessing and Scoring Process Items



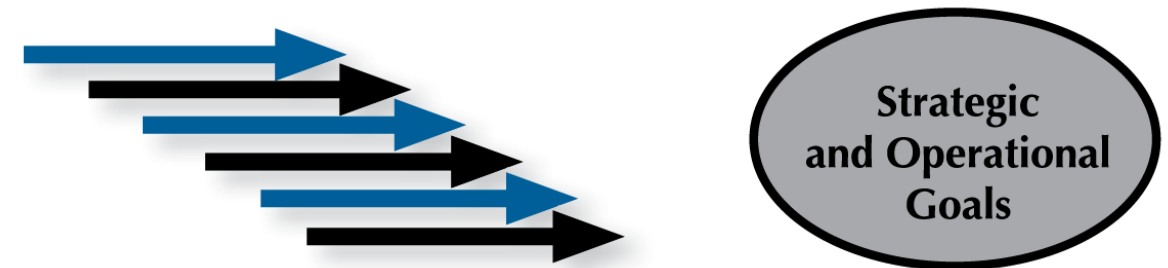
Reacting to Problems (0-25%)



Early Systematic Approaches (30-45%)

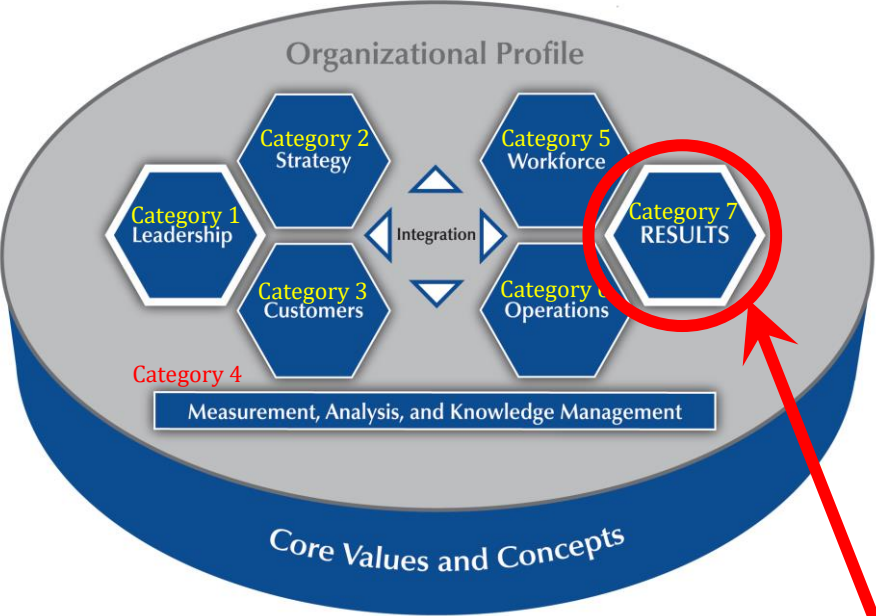


Aligned Approaches (50-65%)



Integrated Approaches (70-100%)

PQA FRAMEWORK



PQA
Scoring
System

CATEGORIES	Point Values
1. Leadership	120
2. Strategy	85
3. Customers	85
4. Measurement, Analysis & Knowledge Management	90
5. Workforce	85
6. Operations	85
7. Results	450
TOTAL	1,000

PQA Scoring System

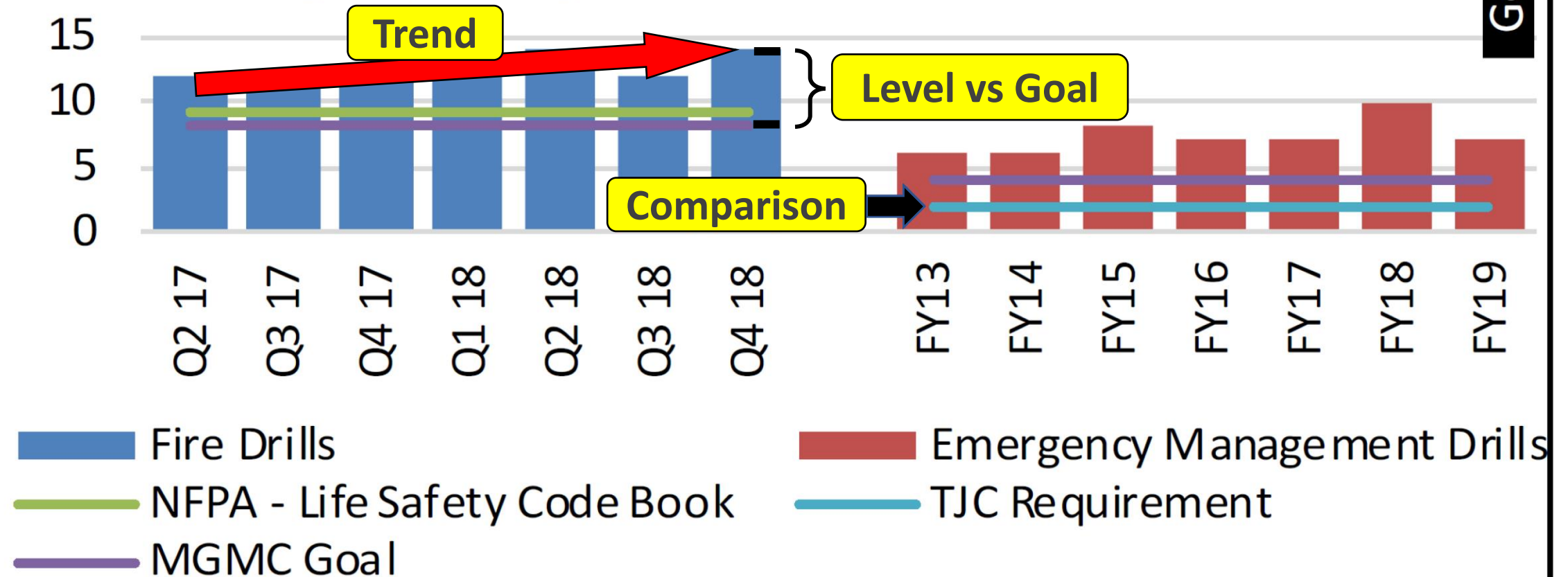
CATEGORY & ITEMS		Point Values
7. Results		450
7.1 Product & Process Results		120
7.2 Customer-Focused Results		80
7.3 Workforce-Focused Results		80
7.4 Leadership & Governance Results		80
7.5 Budgetary, Financial & Market Results		90
ITEM & AREAS TO ADDRESS		Point Value
7.1 Product & Process Results		120
a. Customer-Focused Product & Service Results		
b. Work Process Effectiveness Results		
(1) Process Effectiveness & Efficiency		
(2) Emergency Preparedness		
c. Supply-Chain Management Results		

7.1b(2) Emergency Preparedness

2018 Baldrige Recipient

7.1-46 Emergency Preparedness

Fire and Emergency Management Drills Conducted



Organizational Profile



Processes Categories 1-6



Results Category 7

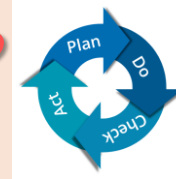
***What's Important
& Why?*** 

Organizational
Environment

Organizational
Situation



How?
(ADLI)



Approach

Deployment

Learning

Integration



Did you do it? 
(LeTCl)

Levels

Trends

Comparisons

Integration

Organizational Profile



Item 6.2 Operational Effectiveness 6.2c(2) Emergency Preparedness



Item 7.1 Product / Service and Process Results 7.1b(2) Emergency Preparedness Results

What's Important & Why?

Organizational Environment

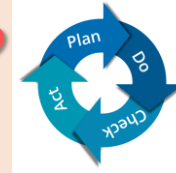
- Product/Service offerings
- Mandate, Mission, Vision, and Values
- Human resource profile
- Assets
- Regulatory requirements
- Organizational structure
- Citizens/customers and stakeholders
- Suppliers and partners

Organizational Situation

- Comparative position
- Comparative changes
- Comparative data
- Strategic context
- Performance improvement system



How? (ADLI)



- How do you ensure that your organization is prepared for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?



Did you do it?

(LeTCL)

- What are your emergency preparedness results?
- What are your current levels and trends in key measures or indicators of the effectiveness of your organization's preparedness for disasters or emergencies?
- How do these results differ by location or process type, as appropriate?

Systems Perspective of the PQA

6.2c(2): Emergency Preparedness

- **How do you ensure that your organization is prepared for disasters or emergencies?**
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

Linked requirements to 6.2c(2) in other Categories

- **Category 1: Leadership**
Communication with and engaging the entire workforce and key customers
Regulatory compliance processes, measures, and goals
Achievement of the organization's mission?
- **Category 2: Strategy**
Rapid execution of modified action plans
Ensuring availability of financial and other resources to support the plans
- **Category 3: Customers/Citizens**
Enabling customers to seek information and support
Management of customer complaints
- **Category 4: Measurement, Analysis & Knowledge Mgt.**
Ensuring availability and security of hardware and software systems and data and information during emergencies
- **Category 5: Workforce/Human Resource**
Ensuring workplace health, security, and accessibility for the workforce
Ensuring continuity, prevention of workforce reductions, and minimizing the impact of such reductions, if they become necessary
- **Category 6: Operations**
Management of the suppliers and the supply chain
Incorporation of new technology and the potential need for agility in products and processes

In ordinary times, one of the pervasive problems in organizations is **the lack of coordination and collaboration**. In emergencies, this problem is exacerbated. That's where the PQA Framework can help with its **systems perspective**.

Part 2

Emergency Preparedness

Yolanda Super Typhoon

3 November 2013 – 11 November 2013

Damage: \$2.98 billion (2013 USD)

Total fatalities: 6,340



Star City, Pasay City
02 October 2019
Cause: Electrical Fire
Property Damage: ~P1 Billion



Davao del Sur Earthquake
15 December 2019
Magnitude 6.9
Over 210 people injured w/ 13 fatalities



Taal Volcano

12-19 January 2020

Impact: 39 dead (only 1 direct, 38 indirect)



From 1 person to...

9,353,735

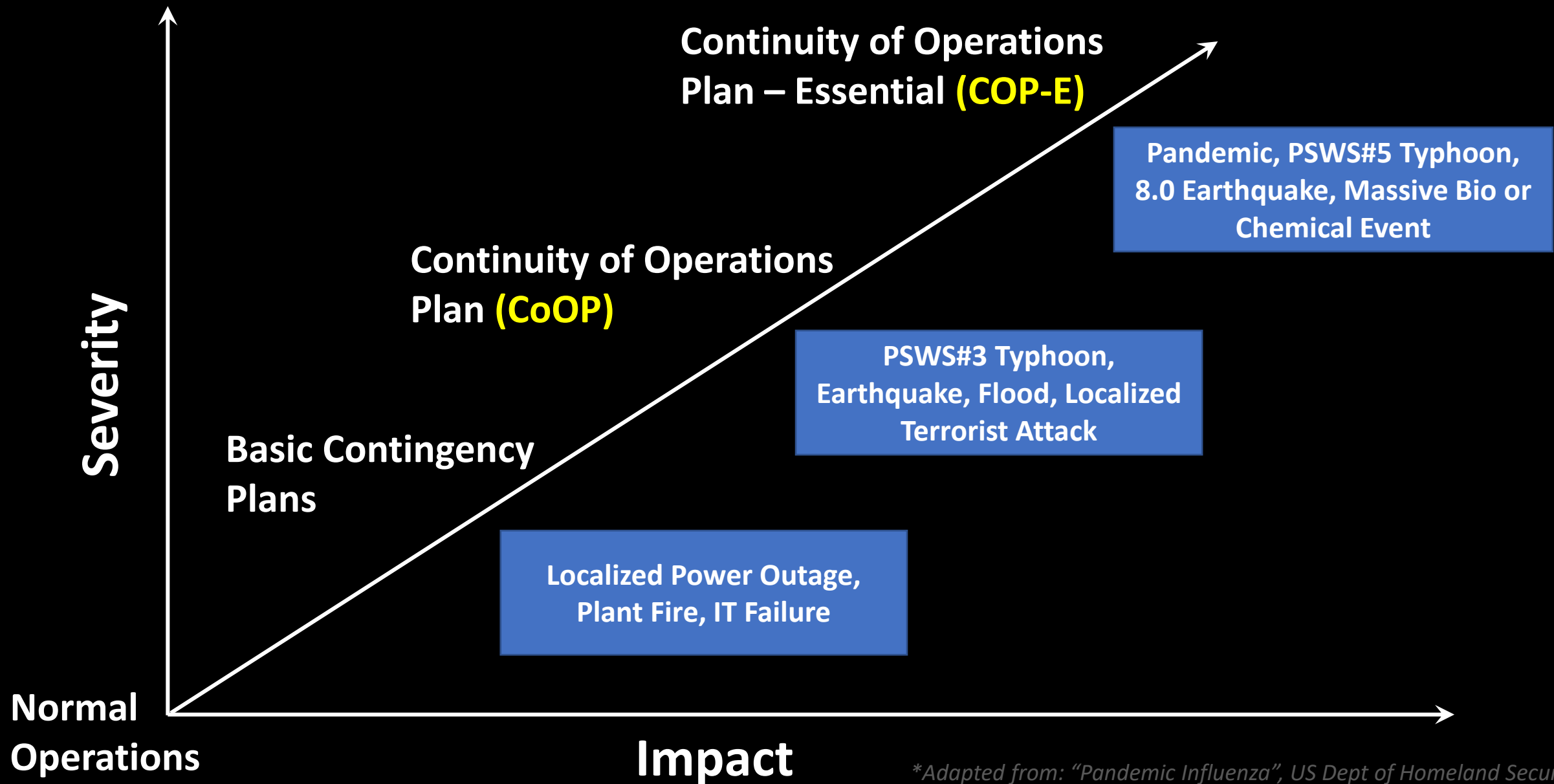
Coronavirus Cases

479,805

Deaths

... in 6 months.

Disaster/Emergency Planning Continuum*



6.2c(2): Emergency Preparedness

- **How do you ensure that your organization is prepared for disasters or emergencies?**
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

6.2c(2): Emergency Preparedness

- How do you ensure that your organization is prepared for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

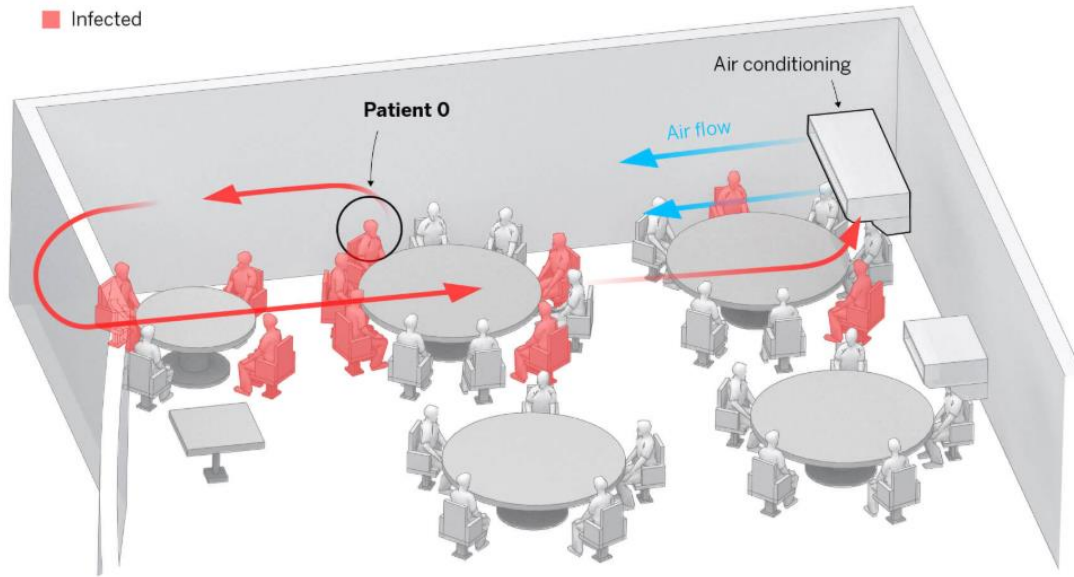
Approach	Deployment	Learning	Integration
<ul style="list-style-type: none"> • Business Continuity Management System • Risk Assessment • Business Impact Analysis • Business Continuity Plan • Annual testing for each disaster and emergency that may involve a table-top exercise, a structured walk-through, or a disaster simulation testing • Mandatory training for all employees • Alternate power provision 	<ul style="list-style-type: none"> • Implemented in all sites and all functions, as appropriate • Conducted emergency drills and measured results in all sites for the past three years (see Figure 7.1-20) • Emergency preparedness training included in onboarding process for all new employees 	<ul style="list-style-type: none"> • Added plans for pandemics and complied with new pandemic-related regulatory requirements in 2020 • Subscribed to a cloud-based emergency management software in 2019 • Contracted external experts in 2018 to assess and revise emergency preparedness processes with gaps 	<ul style="list-style-type: none"> • Results of emergency preparedness used as input in strategic planning and annual business planning under Category 2 • Gaps in performance taken up by Process Improvement Teams (PIT) under Category 6 • Learning & Development System updated annually to reflect new regulatory requirements and best practices under Category 5

6.2c(2): Emergency Preparedness

- How do you ensure that your organization is prepared for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

Prevention	Continuity of Operations	Recovery
<ul style="list-style-type: none">• Develop a monitoring process & do external scanning for early warning signals through weekly website reviews of WHO.int, DOH.gov.ph, DOLE.gov.ph, and local government unit portal• Temperature checks for all entering employees & compliance with personal protection standards• Employee rotations for office and work-at-home arrangements• Hourly sanitation and disinfection of frequently touched surfaces• Contactless entry & other facilities improvements to reduce spread		

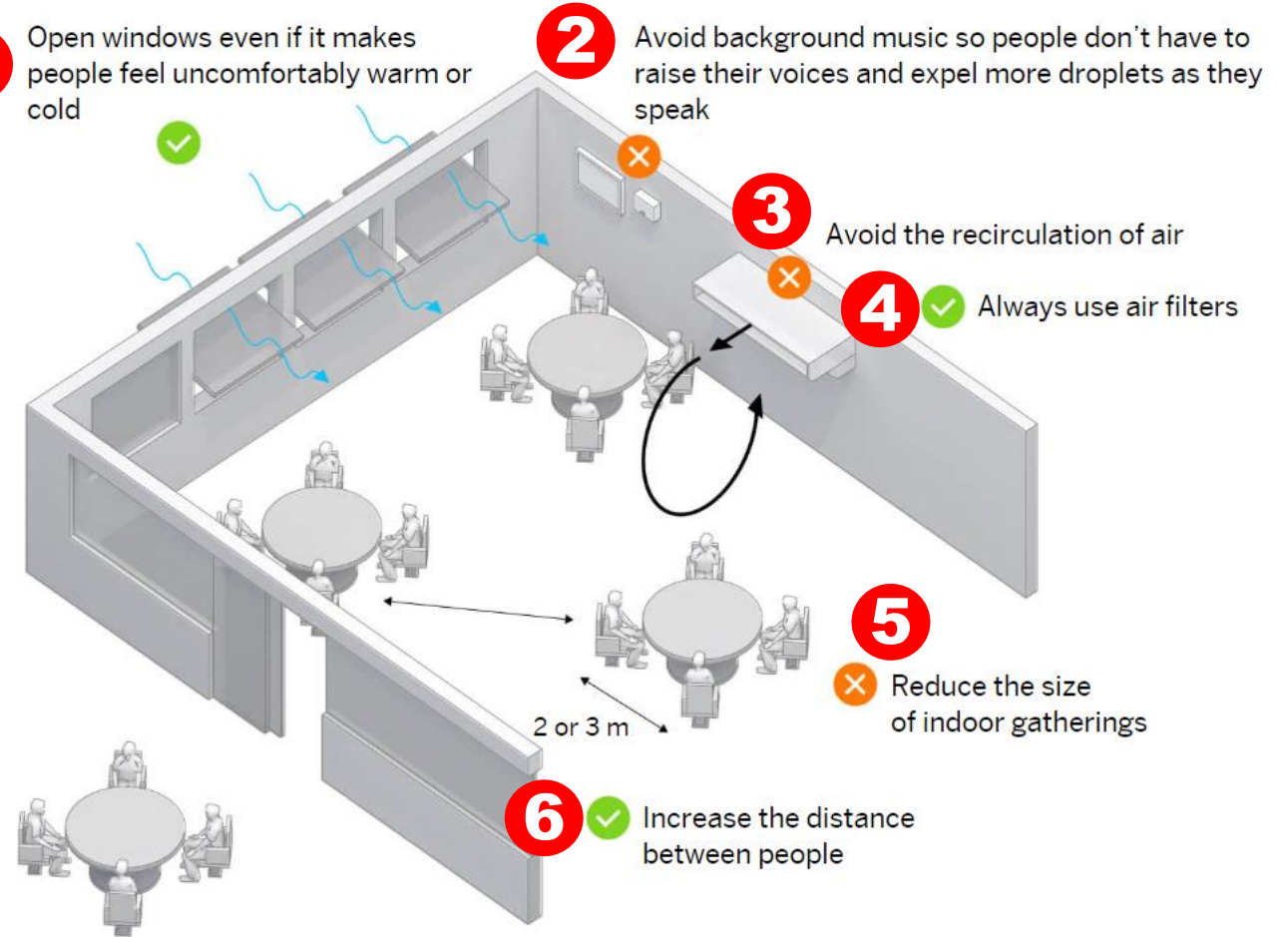
A Restaurant: BEFORE...



AFTER...

How it can be avoided

- 1** Open windows even if it makes people feel uncomfortably warm or cold ✓
- 2** Avoid background music so people don't have to raise their voices and expel more droplets as they speak ✗
- 3** Avoid the recirculation of air ✗
- 4** ✓ Always use air filters
- 5** ✗ Reduce the size of indoor gatherings
- 6** ✓ Increase the distance between people
- 7** ✓ Whenever possible, hold the event outdoors



6.2c(2): Emergency Preparedness

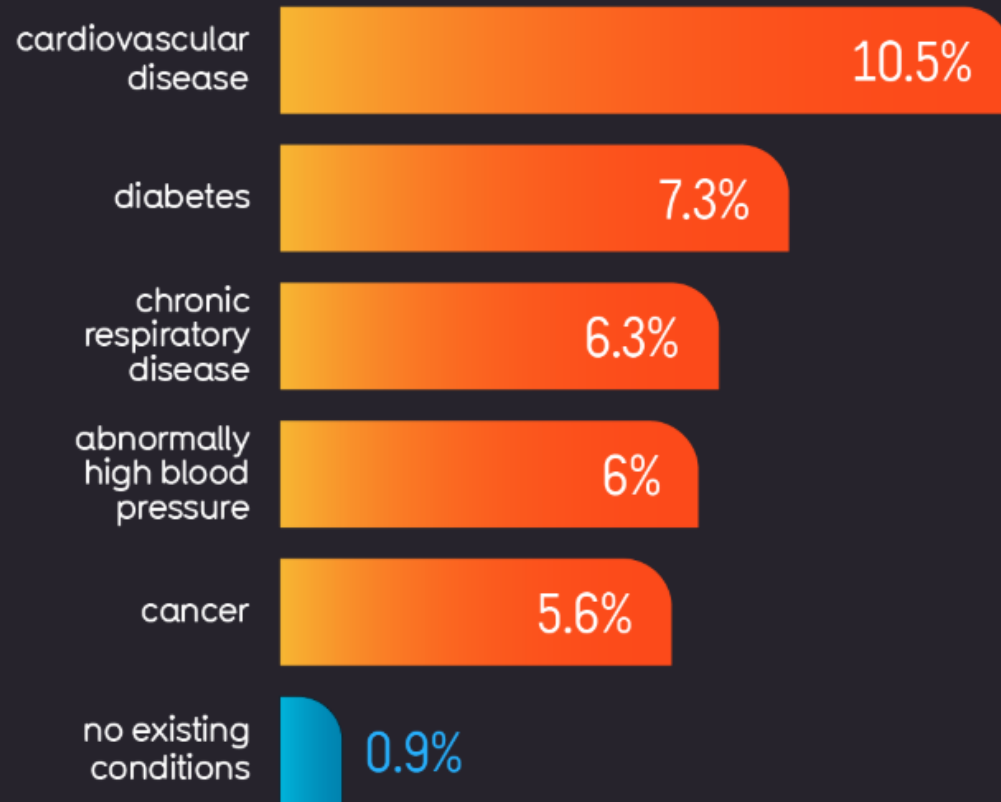
- How do you ensure that your organization is prepared for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

Prevention	Continuity of Operations	Recovery
<ul style="list-style-type: none">• Develop a monitoring process & do external scanning for early warning signals through weekly website reviews of WHO.int, DOH.gov.ph, DOLE.gov.ph, and local government unit portal• Temperature checks for all entering employees & compliance with personal protection standards• Employee rotations for office and work-at-home arrangements• Hourly sanitation and disinfection of frequently touched surfaces• Contactless entry & other facilities improvements to reduce spread• Upon availability, mandatory vaccination for all employees; promote workplace health		

Effect of Existing Conditions on Mortality

Especially Those with Existing Conditions

% of deceased with **serious ailments**



InformationIsBeautiful.net

study of 44,672 confirmed cases in Mainland China
sources: China Center for Disease Control & Prevention, Statista

6.2c(2): Emergency Preparedness

- How do you ensure that your organization is prepared for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

Prevention	Continuity of Operations	Recovery
<ul style="list-style-type: none"> • Develop a monitoring process & do external scanning for early warning signals through weekly website reviews of WHO.int, DOH.gov.ph, DOLE.gov.ph, and local government unit portal • Temperature checks for all entering employees & compliance with personal protection standards • Employee rotations for office and work-at-home arrangements • Hourly sanitation and disinfection of frequently touched surfaces • Contactless entry & other facilities improvements to reduce spread • Upon availability, mandatory vaccination for all employees; promote workplace health 	<ul style="list-style-type: none"> • Implement Business Continuity Plan or Continuity of Operations Plan – Essential (COP-E) including the Emergency Operations Center and the Emergency Response Team • Dedicated transportation • Supply chain and delivery networks • Implement open, consistent two-way information flow with all stakeholders • Continuously monitor and rapidly adjust actions as necessary 	<ul style="list-style-type: none"> • Timing controlled by viral progression, government mandates, and customer & end-market demand • Sustain essential functions • Measure, monitor, and adjust recovery actions • Assess response impacts • Digitize to virtual operations, as appropriate • Coordinate government support to organization & employees • Prepare for next pandemic

6.2c(2): Emergency Preparedness

- How do you ensure that your organization is prepared for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

Supply Chain:

Suppliers & Partners

Your Organization

Customers/Citizens

- Emergency Communications Plan
- Service Level Agreements (Emergency Situations)
- Joint Drills/Simulations
- Alternate Sourcing, if necessary

6.2c(2): Emergency Preparedness

- **How do you ensure that your organization is prepared for disasters or emergencies?**
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- How does your disaster and emergency preparedness system take your reliance on suppliers and partners into account?

Put all responses to the three questions in narrative form, and include in the application report under 6.2c(2) Emergency Preparedness.

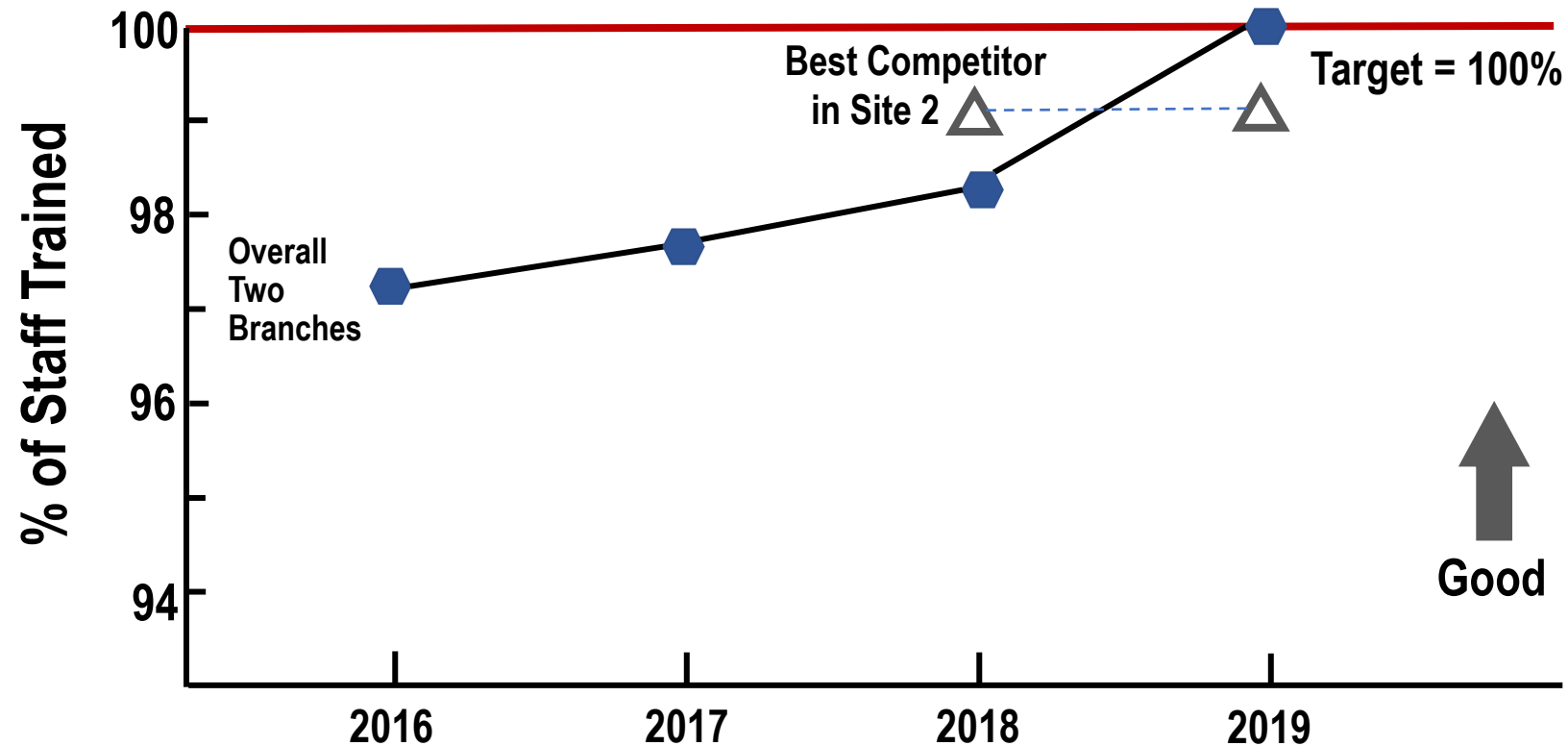
**7.1b(2):
Emergency
Preparedness
Results**

- **What are your emergency preparedness results?**
- What are your current levels and trends in key measures or indicators of the effectiveness of your organization’s preparedness for disasters or emergencies?
- How do these results differ by location or process type, as appropriate?

7.1 Product/Service & Process Results	Key Measures or Indicators
7.1b(2) Emergency Preparedness Results	<ul style="list-style-type: none">❑ No. of Emergency Drills Conducted❑ Evacuation Times during Drills❑ % of Staff Trained in Emergency Preparedness for Pandemics❑ Findings of Audit on the Business Continuity Management System (BCMS) - Pandemics

**Figure
7.1-20**

% of Frontline, Non-Medical Staff Trained on Emergency Preparedness for Pandemics



Part 3

Next Steps



ONLY WHEN THE TIDE
GOES OUT DO YOU
DISCOVER WHO'S
BEEN SWIMMING
NAKED.

Warren Buffett

American Billionaire Investor

Are you swimming naked when it comes to emergency preparedness?

March 6, 2020 Gartner Survey: Just 12% of more than 1,500 respondents believe their businesses are highly prepared for the impact of coronavirus

PQA Self-Assessment on Emergency Preparedness

Please answer “Yes” or “No”. Don’t think too hard, the first answer that comes to mind is good. Count the number of your “Yes” responses out of the 10 questions that will be asked. Let’s begin.

QUESTIONS:		Yes	No
#1:	Does your organization have an approach for disaster & emergency preparedness for pandemics?	<input type="checkbox"/>	<input type="checkbox"/>
#2:	Does your disaster and emergency preparedness system consider prevention?	<input type="checkbox"/>	<input type="checkbox"/>
#3:	Does your disaster and emergency preparedness system consider continuity of operations?	<input type="checkbox"/>	<input type="checkbox"/>
#4:	Does your disaster and emergency preparedness (DEP) system consider recovery?	<input type="checkbox"/>	<input type="checkbox"/>
#5:	Does your DEP system take your reliance on suppliers and partners into account?	<input type="checkbox"/>	<input type="checkbox"/>
#6:	Have you deployed & tested your DEP system, and measured your DEP results in all areas?	<input type="checkbox"/>	<input type="checkbox"/>
#7:	Have you made improvements in your DEP system to reduce impacts & increase effectiveness?	<input type="checkbox"/>	<input type="checkbox"/>
#8:	Have you set targets for your DEP results & compared yours to comparable organizations?	<input type="checkbox"/>	<input type="checkbox"/>
#9:	Do you have emergency preparedness results for at least 3 measurement cycles (trend data)?	<input type="checkbox"/>	<input type="checkbox"/>
#10:	Are your DEP results segmented by location, or by process, as appropriate?	<input type="checkbox"/>	<input type="checkbox"/>

Total Number of “Yes”: _____ out of 10

Starting from the top, address the questions that you answered “No”.

Those are your opportunities for improvement.

Begin by improving your processes and results, and then...



Maryruth Butler

Executive Director

Kindred Nursing & Rehabilitation – Mountain Valley

(2017 Baldrige Ceremony Acceptance Speech)

In the beginning, responding to the criteria was about improving our results and our processes, but we quickly realized we were changing our culture, building and supporting one that thrives on innovative thinking and intelligent risk taking.

We had learned that our patients and residents had become accustomed to that dreaded two-letter word, 'no.' Our aim was to turn that around. Our aim is the culture of 'yes.'

Next Steps *(free resources)*

- 1 | Learn more about the PQA:
Download the Criteria at
pqa.dti.gov.ph/resources.php
- 2 | Look at examples of how to respond to the PQA Criteria questions:
Download application reports at
nist.gov/baldrige/awards-recipient
- 3 | View read-only but free ISO standards on business continuity management system & other related standards at:
iso.org/covid19



ISO 22301:2019

Business Continuity Management
Systems – Requirements

ISO 31000:2018

Risk Management – Guidelines

**FREE ISO
STANDARDS**
(read-only format)
[iso.org/covid19](https://www.iso.org/covid19)

ISO 22320:2018

Emergency Management – Guidelines
for Incident Management

ISO 22395:2018

Community Resilience – Guidelines for
Supporting Vulnerable Persons in an
Emergency

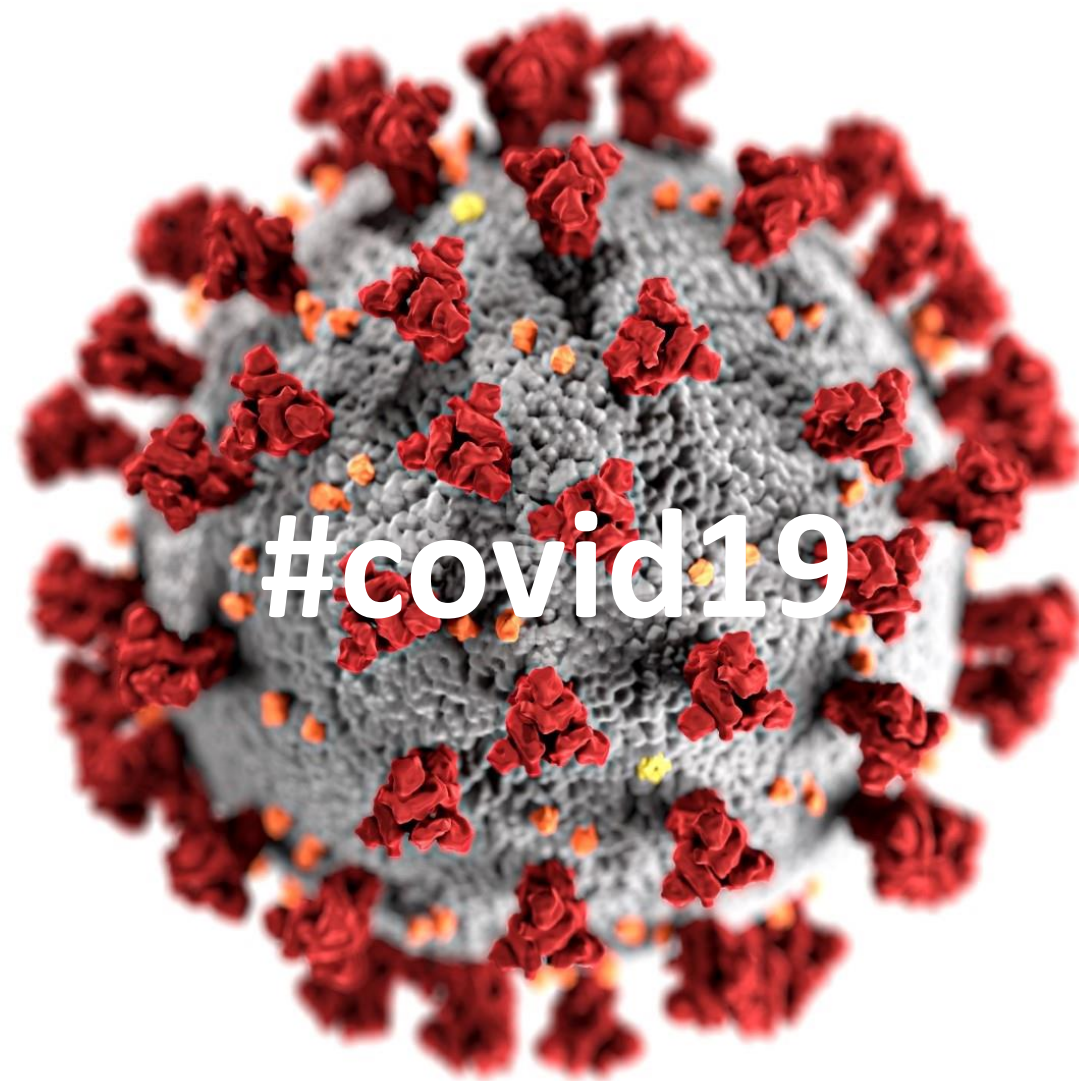
ISO 22316:2017

Organizational Resilience – Principles
and Attributes

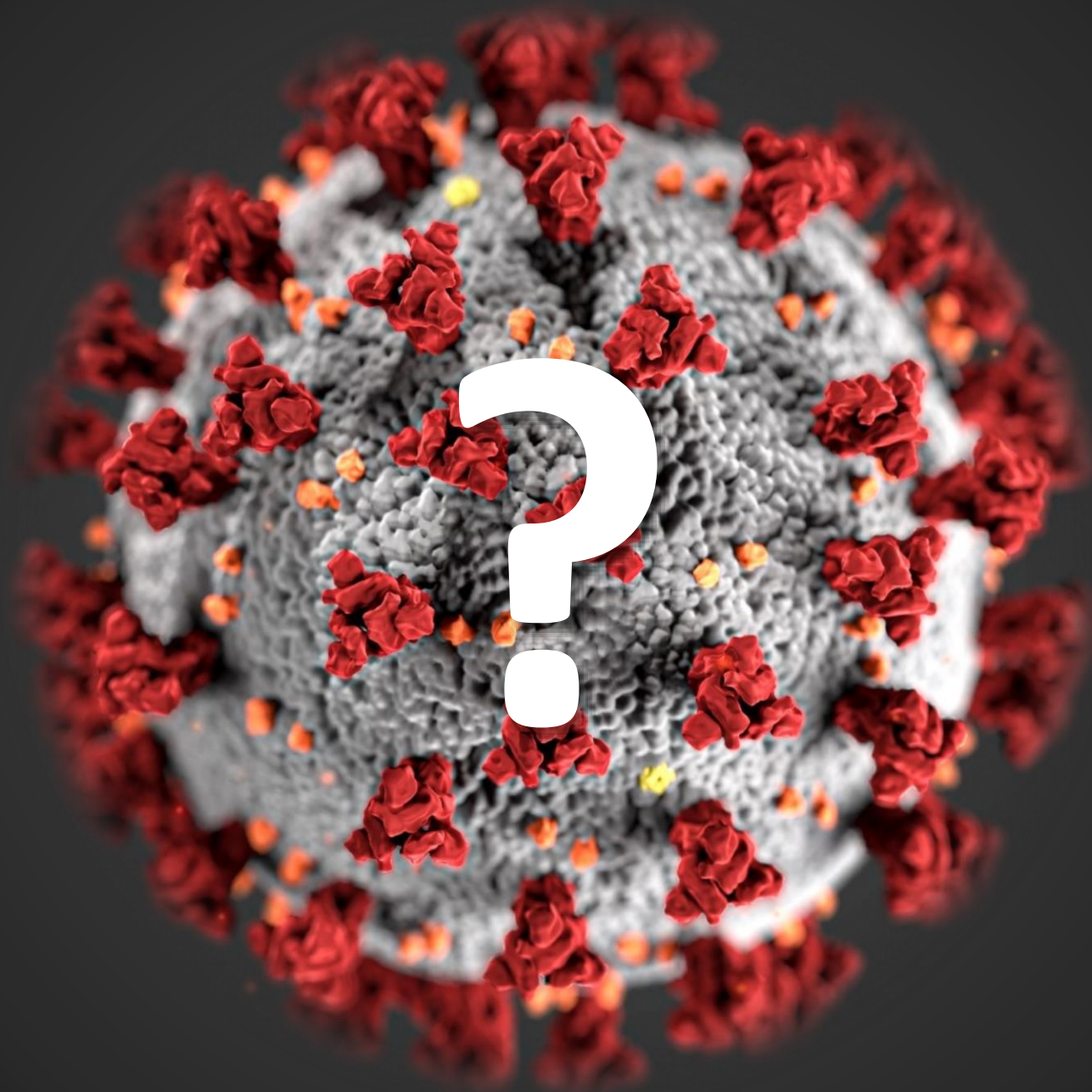
Next Steps *(free resources)*

- 1 | Learn more about the PQA:
Download the Criteria at
pqa.dti.gov.ph/resources.php
- 2 | Look at examples of how to respond to the PQA Criteria questions:
Download application reports at
nist.gov/baldrige/awards-recipient
- 3 | View read-only but free ISO standards on business continuity management system & other related standards at:
iso.org/covid19
- 4 | Download DTI-BPS' "Guide on Business Continuity Planning amidst COVID-19":
bps.dti.gov.ph search COVID 19





#covid19



**Will You Be Ready for
the Next Pandemic?**

It's Never Too Late To Get Ready...