
Hospital Resilience Leadership: Emergency Preparedness, Surge Capacity and Recovery Course

11 – 15 July 2027
Manama





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Ref: 70_12866 Date: 11 – 15 July 2027 Location: Manama Fees: 4300 GBP

Programme Summary

Hospital resilience leadership is a one-week training course for senior executives at strategic level, culminating in a hospital resilience and surge plan for their own facility or network. Epidemics, mass casualty incidents, utility failures and extreme weather can overwhelm a hospital within hours, yet many emergency plans are untested documents that executives rarely read. The approach equips leaders to assess hazards, command the response, expand capacity safely, protect critical services and staff, and recover with lessons learned. Mars Training Centre UK delivers this programme in hospital resilience leadership.

The Business Case

When a hospital fails during a crisis, patients are harmed, staff are exhausted and public trust is lost, often because decisions about command, capacity and supplies were never made in advance. Leaders who prepare, exercise and govern emergency arrangements keep essential services running, return to normal operations sooner and retain the confidence of staff and communities.

- Continuity of Critical Services: Strengthens as essential clinical services are identified, protected and restored in a set order.
- Surge Readiness: Improves as staff, supplies, space and systems are planned and exercised before they are needed.
- Recovery Time and Staff Wellbeing: Improve as recovery planning and staff support begin during, not after, the event.

Principles and Evidence Base

- WHO Hospital Safety Index: Structures the assessment of structural, non-structural and emergency management vulnerabilities in Session 1.
- WHO Hospital Emergency Response Checklist: Frames the key components of response, including command, triage, surge and continuity, in Sessions 2 to 4.
- Surge Capacity Model of Staff, Stuff, Space and Systems: Guides the expansion planning in Session 3.
- Hospital Incident Command Structure: Provides the scalable command roles practised in Session 2.

Intended Participants

- Executives accountable for keeping a hospital or hospital network operating during major incidents.
- Leaders who chair emergency preparedness committees and approve emergency plans.
- Medical and nursing leaders who direct clinical surge and triage decisions.
- Senior managers responsible for facilities, supply chains and staff deployment in crises.



The programme serves public and private hospitals, military and university health services, emergency medical services and health authorities.

Learning Outcomes

1. Participants will be able to diagnose a hospital's hazards and vulnerabilities using structured assessment tools.
2. Participants will be able to design an emergency operations plan with a scalable incident command structure.
3. Participants will be able to construct a surge plan covering staff, supplies, space and systems.
4. Participants will be able to prioritise critical clinical services for continuity and restoration.
5. Participants will be able to evaluate support measures that protect staff resilience during prolonged crises.
6. Participants will be able to justify a recovery and learning process after a major incident.

Programme Structure

Day 1: Hospital Resilience Leadership and Risk

Which hazards could overwhelm the hospital, and how vulnerable is it today?

- Resilience Concepts for Health Facilities
- Hazard and Vulnerability Analysis
- WHO Hospital Safety Index Assessment
- Dependencies on Utilities, Suppliers and Networks
- Emergency Preparedness Governance and Committees

Day 2: Emergency Plans and Incident Command

Who decides what, and how is the response organised once an incident is declared?

- All-Hazards Emergency Operations Plan Structure
- Hospital Incident Command Roles and Activation
- Emergency Operations Centre Set-Up
- Crisis Communication With Staff, Patients and Media
- Coordination With Ambulance Services and Health Authorities

Day 3: Surge Capacity and Mass Casualty Response

How does the hospital expand safely when demand exceeds normal capacity?

- Surge Planning for Staff, Stuff, Space and Systems
- Mass Casualty Triage and Patient Flow
- Epidemic Readiness and Infection Control Surge
- Crisis Standards of Care and Ethical Allocation
- Supply Chain and Stockpile Management



Day 4: Continuity, Staff Resilience and Recovery

How are essential services, people and operations protected and restored?

- Critical Clinical Service Continuity Planning
- Staff Wellbeing, Fatigue and Psychological Support
- Agile Decision-Making Under Uncertainty
- Recovery Planning and Service Restoration
- After-Action Reviews and Organisational Learning

Day 5: Applying Hospital Resilience Leadership

How are assessment, command, surge and recovery combined into one tested plan?

- Vulnerability Review of a Participant Hospital
- Tabletop Exercise of a Major Incident
- Surge and Continuity Priorities
- Peer Challenge of Resilience Plans
- Hospital Resilience and Surge Plan Presentation

Methodology

The programme is built around simulation and case analysis. Participants run tabletop exercises that unfold in real time, rotating through incident command roles, and analyse responses to epidemics, building fires and mass casualty events in hospitals and health networks before applying each tool to their own facility.

- Suggested activity: Running a hazard and vulnerability analysis for a coastal hospital.
- Suggested activity: Commanding a simulated mass casualty incident from the emergency operations centre.
- Suggested activity: Leading an after-action review of an epidemic surge.

Capstone Output

Each participant completes a hospital resilience and surge plan for their facility or network. It contains a vulnerability profile, an incident command chart, surge triggers and resources, critical service priorities, staff support arrangements and an exercise schedule, ready for approval by the emergency preparedness committee.



Frequently Asked Questions

Is hospital resilience leadership suitable for executives without emergency management experience?

Yes. It suits chief executives, medical and nursing directors and senior managers. It assumes senior management experience but no prior emergency management training.

Which frameworks underpin hospital resilience leadership and emergency preparedness?

It draws on the WHO Hospital Safety Index, the WHO Hospital Emergency Response Checklist, the staff, stuff, space and systems surge model and hospital incident command structures.

How is the hospital resilience and surge plan used at work?

You take back a plan that your emergency preparedness committee can approve, exercise and update, with clear triggers, roles and priorities.

How does hospital resilience leadership differ from general crisis leadership programmes?

It addresses risks specific to hospitals, such as patient surge, triage, infection control and continuity of clinical services, which general crisis programmes do not cover.