



VDH VIRGINIA
DEPARTMENT
OF HEALTH

EMERGENCY PREPAREDNESS EXERCISE PLANNING FOR HEALTHCARE FACILITIES

Tools to meet your Community-Based
CMS Requirements

HOUSEKEEPING

- **Sign in**
- **Emergency Exits**
- **Restrooms**
- **Turn cell phones off or on silent or vibrate.**
- **CEUs**
 - **CMA/CE-**
 - 6.0 AMA PRA Category I credits
 - 6.5 ANCC credits
 - NAB- 7 hours

HOUSEKEEPING (CONTINUED)

- **Evaluation Forms**
- **Certificates**

FOR CME PURPOSES

- Acknowledgement of Commercial/ In-Kind Support Announcement
- Acknowledge there is no commercial support for this activity.
- Acknowledge there is no in-kind support for this activity.
- Acknowledge there are no exhibits supporting this activity.

FOR CME PURPOSES

- Disclosures of Faculty Conflict of Interest
 - The following members of the Accreditation Council for Continuing Medical Education (ACCME) *Standards for Commercial Support of CME*, VCU Health Continuing Medical Education staff report(s) having these relevant financial relationships to disclose:

Aaron Kesecker	Nothing to Disclose
Suzi Silverstein	Nothing to Disclose
Patrick Ashley	Nothing to Disclose
Deborah Whitacre	Nothing to Disclose
Janet Engle	Nothing to Disclose
Erin Nowlin	Nothing to Disclose
Craig Camidge	Nothing to Disclose
Lucy Carter Smith	Nothing to Disclose
Pete Svoboda	Nothing to Disclose

FOR CME PURPOSES

- Disclosures of Faculty Conflict of Interest
 - The following Presenting Faculty Member(s) report(s) having these relevant financial relationships to disclose:

Pete Svoboda	Nothing to Disclose
Shawn Metzner	Nothing to Disclose
Dan Gray	Nothing to Disclose
Craig Camidge	Nothing to Disclose
Janet Engle	Nothing to Disclose
Ron Clinedinst	Nothing to Disclose
Aaron Kesecker	Nothing to Disclose
Lucy Carter Smith	Nothing to Disclose

COMMERCIAL SUPPORT ACKNOWLEDGEMENT

- *Virginia Department of Health - CBERS 2018: Emergency Preparedness Exercise for Healthcare Facilities at the following locations)*
- *Four Point Sheraton Richmond, VA*
- *Southwest Higher Education Abingdon, VA*
- *Sheraton Roanoke Roanoke, VA*
- *Blue Ridge Community College Weyers Cave, VA*
- *Mary Washington Hospital Stafford, VA*
- *Hyatt Fair Lakes Fairfax, VA*
- *Thomas Nelson Community College Hampton, VA*
- *Chesapeake Conference Center Chesapeake, VA*
- *Dinwiddie Enhancement Center Dinwiddie, VA and*

VCU Health Continuing Medical Education Acknowledge there is no commercial support for this activity and acknowledge there is no in-kind support for this activity

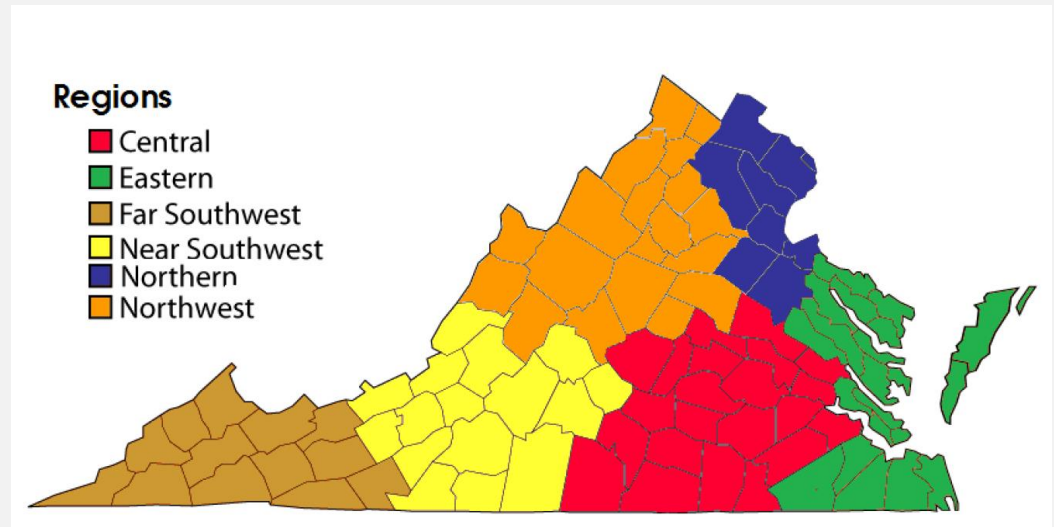


COURSE OBJECTIVES

- Explain how VDH and Healthcare Coalition assist Healthcare Facilities in an Emergency
- Identify the 8 Steps in Developing an Emergency Preparedness Exercise
- Participate in a Table-top Exercise
- Identify the steps for developing an After-Action Report

VIRGINIA HEALTHCARE COALITIONS

- Six regional healthcare coalitions across Virginia
- 24/7 Monitoring of Healthcare Infrastructure
 - Hospital
 - Long Term Care
 - Dialysis
 - Other Healthcare Facilities



- Federally funded through the US Department of Health and Human Services

Coordinated Situational Awareness and Resource Sharing between facilities



Home | **EMERGENCY OPERATIONS** | Documents | Resources | My Accounts | Administration

Events & Notifications

Events:
Please Choose

Event Notifications:

- Quick Links**
- Dialysis Sta
 - Hospital Sta
 - Long Term C
 - Statewide A

Organization Name	Diversion Status	Clinical Status	Emer. Ops Status	ECC Status	Facility Ops Status	Security Status
Bon Secours Memorial Regional Medical Center	Open	Normal	Inactive	Inactive	Normal	Normal
Bon Secours Richmond Community Hospital	Open	Normal	Inactive	Inactive	Normal	Normal
Bon Secours St Francis Medical Center	Open	Normal	Inactive	Inactive	Normal	Normal
Bon Secours St Marys Hospital	Open	Normal	Inactive	Inactive	Normal	Normal
Centra Southside Community Hospital	Special Diversion	Normal	Inactive	Inactive	Normal	Normal
Central Region Hospital (TEST)	Open	Normal	Inactive	Inactive	Normal	Normal

Winter Storm/Blizzard and Extreme Cold

Home > Events Dashboard > Winter Storm/Blizzard and Extreme Cold

Event: Winter Storm/Blizzard and Extreme

Details | Event Logs | Situation Report

Event Log Master View

Regional Event Logs Add Comment Detach E

Region: Choose | Org Type: All (13)

1/8/2018 8:40 AM

Myles, Kelly
The Chesapeake (Virginia Baptist Homes)
LTC
Eastern

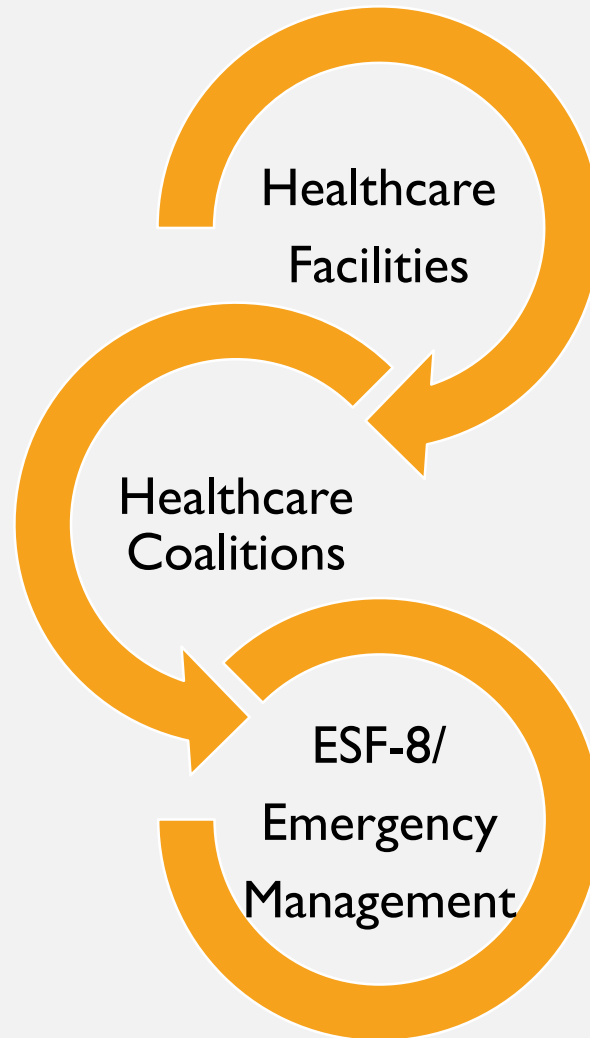
Administrative Suite and Community Center common areas without primary heat source. Contractor on site with hopes of having heat restored today. One resident room dipped below regulatory levels in licensed areas last evening so resident was temporarily moved to another room. Reminding staff and Independent Living to not let their guard down with the rising temperatures and it's going to drop drastically again tonight. Efforts continued yesterday with necessary snow removal.



WHAT DO HEALTHCARE COALITIONS DO?

- Resource Sharing
- Situational Awareness
- Training / Education
- Connection with Emergency Management

HOW WE WORK TOGETHER



- **Moving Forward**

- Staying in touch with your healthcare coalitions (VHASS Alerting, Email lists, Newsletters)
- Upcoming events, trainings, exercises, etc.
- Long-Term Care Mutual Aid Plan



CBERS OVERVIEW

- Unit 1: Introduction to Exercises
- Unit 2: The Eight Step Design Process
- Unit 3: “Operation Twisted Wind” Tabletop Exercise
- Unit 4: Exercise Evaluation and After Action Reports

UNIT I

INTRODUCTION TO EXERCISE



UNIT OBJECTIVES

- Identify the purpose and characteristics of various types of exercises
- Identify the components of a comprehensive exercise program

EXERCISE

• A focused practice activity using a simulated situation

- Requires students to function in the same capacity as they would in a real event
- Promotes preparedness
- Tests emergency management policies, plans, procedures, and resources
- Can serve as “training” in some instances
- May meet legal or funding requirement

BENEFITS OF EXERCISING

- Provides individual and team training
- Leads to system improvement
- Identifies gaps and capabilities

What are some specific reasons we plan and conduct exercises?

EXERCISE TYPES

- Discussion-based exercises:
 - Seminars
 - Workshops
 - **Tabletop Exercises (TTX)**
 - Games

- Operations-based exercises
 - Drills
 - Functional Exercises (FE)
 - **Full-Scale Exercises (FSE)**



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EXERCISE DOCUMENTATION

The list below contains the important document types associated with most exercises

- Situation Manual (SitMan)
- Exercise Plan (ExPlan)
- Controller and Evaluator (C/E) Handbook
- Master Scenario Events List (MSEL)
- Facilitator Guide
- Briefings
- Exercise Evaluation Guides (EEGs)
- After Action Report/Improvement Plan (AAR/IP)

PLANNING AND AFTER ACTION MEETINGS

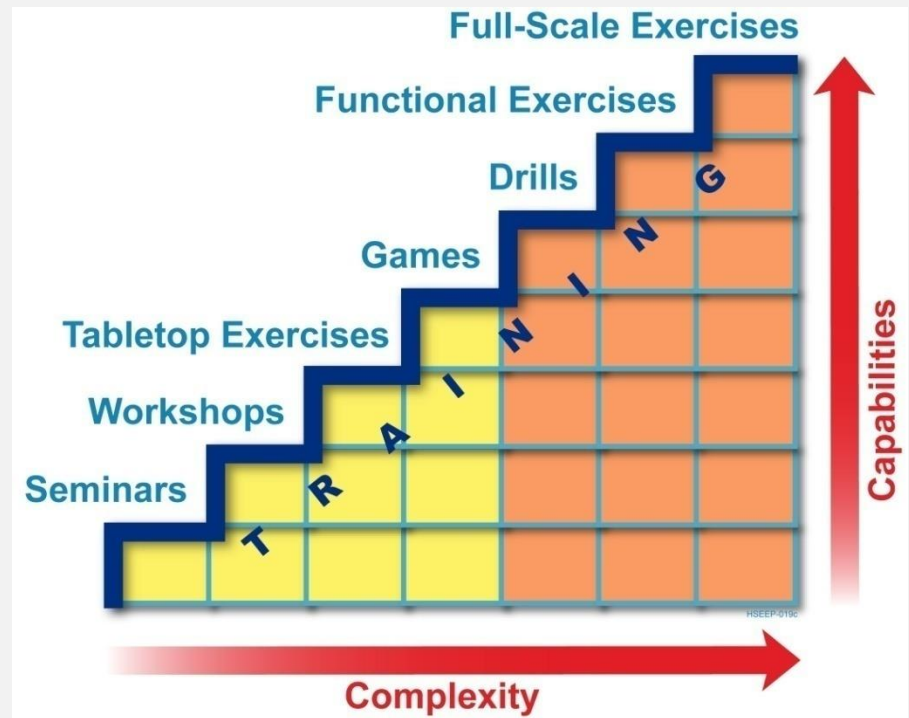
- Concepts and Objectives Meeting (C&O)
- Initial Planning Meeting (IPM)
- Mid-Term Planning Meeting (MPM)
- Master Scenario Events List (MSEL) Meeting
- Final Planning Meeting (FPM)
- After Action Meeting (AAM)
- Improvement Planning Workshop (IPW)

BENEFITS OF PROGRESSIVE EXERCISE PROGRAM

- Successful exercise experiences breed new successes:
 - Officials/stakeholders more willing to commit resources
 - Personnel are more motivated/look forward to the next exercise
 - Confidence increases
 - Operating skills improve
 - Plans and procedures are validated

TYPES OF EXERCISE ACTIVITIES

- Exercise activities “encourage” a building-block approach to exercise design



- Discussions based
- Operations based

BUILDING AN EXERCISE PROGRAM

- Built by a team
- Based on operating plan
- May be needed to meet legal or funding requirements
- Involves:
 - Analysis of capabilities and costs
 - Scheduling
 - Public relations
 - Development of long-term plan
- Provides basis for individual exercise design

UNIT I SUMMARY

- In this unit we:
 - Defined what an exercise is
 - Discussed the types of exercises
 - Discussed basic planning meetings and documentation
 - Discussed elements of a progressive exercise program

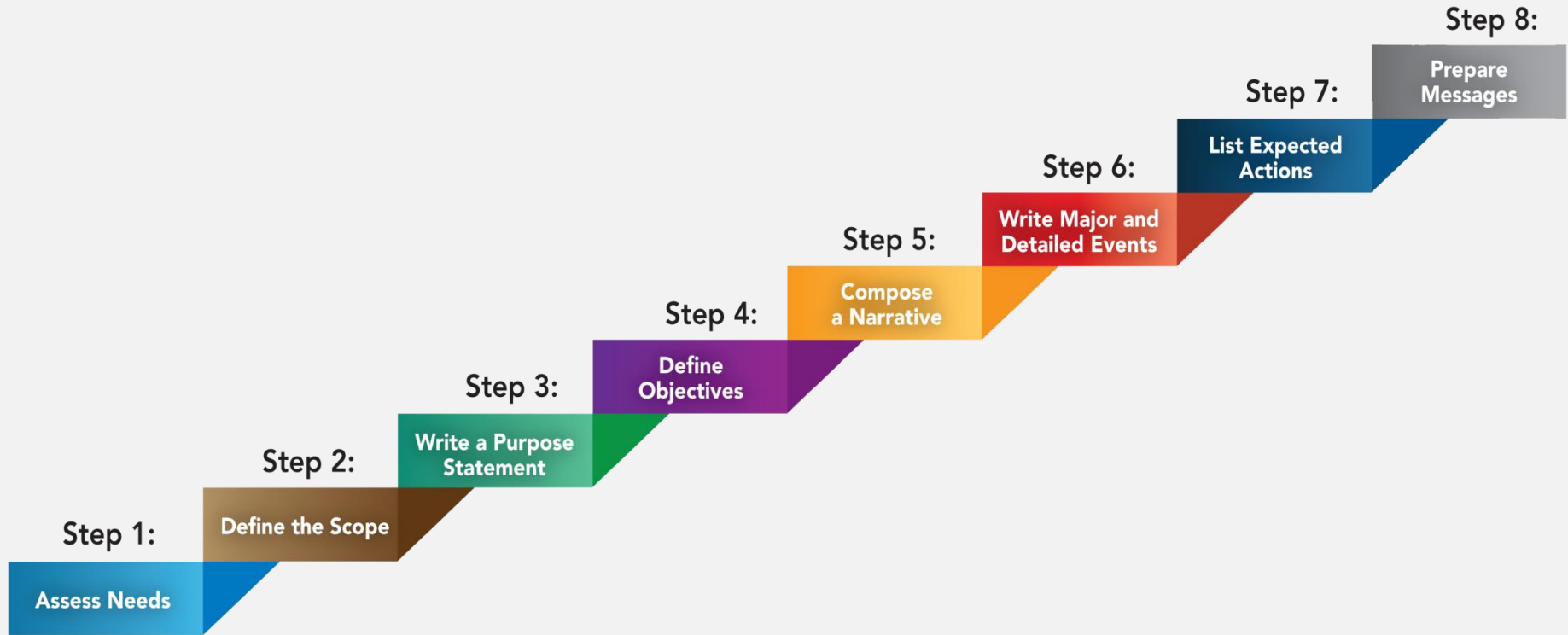
UNIT 2

THE EIGHT STEPS OF EXERCISE DESIGN

UNIT OBJECTIVES

- List, explain and demonstrate the eight step exercise design process

EXERCISE DESIGN PROCESS



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STEP 1: ASSESS NEEDS

Step 1:

Assess Needs

Begin with your plan:

- Hazards and priorities
- Vulnerable areas
- Functions/Capabilities in need of rehearsal
- Potential participants and program areas
- Past exercises
- Exercise requirements



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ACTIVITY I-ASSESS NEEDS

- Objective:
 - Conduct a basic exercise needs assessment
- Instructions:
 - Locate Activity I in your workbook and review and complete the steps in completion of a basic exercise needs assessment
 - Time= 10 Minutes

STEP 2: DEFINE THE SCOPE

Step 2:

Define the Scope

- Defining the scope = Setting realistic limits

Factors that help define scope:

- Expense
- Availability of resources
- Seriousness of the problem
- Capacity of the exercise to address the problem
- Designers' skills and experience
- Exercise length



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DEFINING SCOPE

Step 2:

Define the Scope

- Scope includes the:
 - Type of emergency
 - Location
 - Capabilities or Functions
 - Participants
 - Exercise type

STEP 3: WRITE A PURPOSE STATEMENT

- Purpose statement: A broad statement of the exercise goal
 - Governs objectives, which determine subsequent steps
 - Clarifies reasons for the exercise
 - Useful for communicating with media and community

Step 3:

Write a Purpose
Statement

ACTIVITY 2-DEVELOP EXERCISE SCOPE AND PURPOSE

Step 3:

Write a Purpose
Statement

- Objective:
 - Apply learning to develop a purpose statement and define the scope for an exercise
- Instructions:
 - Complete Activity 2 Worksheet located in your workbook and define the scope of the exercise and write a statement of purpose
 - Time=10 Minutes

STEP 4: DEFINE OBJECTIVES

Step 4:

Define
Objectives

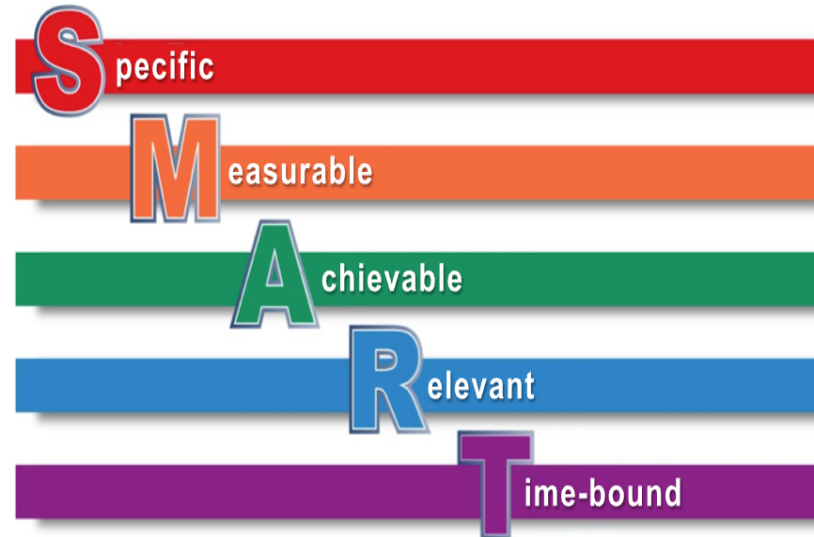
- Objectives: Descriptions of the performance you expect from participants to demonstrate competence
- Objectives are essential for:
 - Design process
 - Exercise conduct
 - Evaluation
 - Follow-up

WHAT ARE OBJECTIVES?

Step 4:

Define
Objectives

- Driven by Exercise Program priorities
- Cornerstone of scenario design, development, exercise conduct, and evaluation
- Follows SMART guidelines for development



Suggested Practice

Limit the number of objectives to those that can be reasonably addressed and evaluated during exercise conduct.



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CHARACTERISTICS OF GOOD OBJECTIVES

Step 4:

Define Objectives

SMART Guidelines for Exercise Objectives

Specific	Objectives should address the five Ws: who, what, when, where, and why. The objective specifies what needs to be done with a timeline for completion.
Measurable	Objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. Their focus should be on observable actions and outcomes.
Achievable	Objectives should be within the control, influence, and resources of exercise play and participant actions.
Relevant	Objectives should be instrumental to the mission of the organization and link to its goals or strategic intent.
Time-Bound	A specified and reasonable timeframe should be incorporated into all objectives.



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CREATION OF PERFORMANCE OBJECTIVES

Step 4:

Define Objectives

Element	Tip	Example
Action Statement	Select observable action verb to describe what task(s) responders must perform.	Incident Safety Officer (SO) conducts scene survey to identify hazard(s) and establish “Hot Zone” perimeter.
Condition by which the tasks must be performed	What is given/expected in executing the task? Skill, knowledge, tool(s), equipment, reference(s), chats(s)/scene survey, or standard operating procedures (SOPs) on which action should be based.	Using knowledge of HazMat classification and OSHA’s Hazardous Waste Operations and Emergency Response (HAZWOPER) standard (29 Code of Federal Regulations [CFR] 1910.120)
Performance Statement	List what the player must be able to do/accomplish.	Determine hazard-specific health and safety risk to personnel in immediate range of incident.
Criteria Statement	The performance standard used to measure achievement of objective. Described as: <ul style="list-style-type: none"> • Degree of accuracy—how well? • Timeframe—when? • Speed/Distance—how much? 	Within 30 minutes of arrival on scene.

OBJECTIVES FOR DISCUSSION-BASED EXERCISE

Step 4:

Define Objectives

STRATEGIC PLANS, POLICY-ORIENTED ISSUES

Example:

Validate Central City's existing response plan for (2) *incident command* (3) activation of essential HazMat personnel (1) **during a chemical incident** (4) to ensure alignment with the National Incident Management System and HazMat Response criteria.

- 1) **Condition**
- 2) **Who**
- 3) **Action**
- 4) **Standard**



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OBJECTIVES FOR OPERATIONS-BASED EXERCISES

Step 4:

Define
Objectives

RESPONSE SYSTEMS/TACTICAL-LEVEL:

Example:

During **(1) a chemical incident**, evaluate the ability of **(2) Central City HazMat personnel**, to **(3) establish a Hot Zone and decontamination site** **(4)** within 30-minutes of arrival on scene in accordance with existing Standard Operating Procedures.

- 1) **Condition**
- 2) **Who**
- 3) **Action**
- 4) **Standard – jurisdiction/agency-specific**



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IS THIS A SMART OBJECTIVE?

Step 4:

Define
Objectives

- To demonstrate an understanding of the procedures necessary in protecting responder health and safety.

WORD CHOICE

- Use action-oriented, measurable words
- Avoid vague verbs, such as:
 - Know
 - Understand
 - Appreciate
 - Be aware of

Step 4:

Define
Objectives

- What are some SMART action verbs for objectives?

ACTIVITY 3-DEVELOP OBJECTIVES

Step 4:

Define Objectives

- Objective:
 - Develop objectives for your exercise
- Instructions:
 - Using the provided worksheet, write three objectives for your exercise and identify the responsible organization. Each objective must include
 - Action, stated in observable terms
 - Conditions
 - Standards
 - Time=10 Minutes

STEP 5: COMPOSE A NARRATIVE

Step 5:

Compose
a Narrative

- Narrative: A brief description of the scenario events that have occurred up to the exercise beginning.
- Sets the mood
- Provides information that sets the stage for later action

NARRATIVE CHARACTERISTICS

Step 5:

Compose
a Narrative

A good narrative:

- Is usually 1-to-5 paragraphs long
- Is very specific
- Is phrased in present tense
- Is written in short sentences
- May develop the situation chronologically (event with warning time)
- May emphasize the emergency environment

NARRATIVE DISCUSSION

Step 5:

Compose
a Narrative

- What is the event?
- How fast, strong, deep, or dangerous?
- How did you find out?
- What response has been made?
- What damage has been reported?
- What is the sequence of the events?
- How much time has elapsed?
- Was there advance warning?
- Where does it take place?
- What are the relevant weather conditions?
- What other factors would influence emergency procedures?
- What is predicted for the future?



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NARRATIVE DISCUSSION (CONT.)

Step 5:

Compose
a Narrative

- Storyline for response activity or discussion
- Three basic elements:
 - Context
 - Conditions
 - Technical details
- Based on:
 - Realistic
 - Plausible threat
 - Challenging
- Mechanism for assessing objectives



ACTIVITY 4-OUTLINE A NARRATIVE

Step 5:

Compose
a Narrative

- Objective:
 - Outline the key points for a narrative
- Instructions:
 - Using the provided worksheet; outline the key points of a narrative for your exercise
 - Time=10 Minutes

STEP 6: WRITE MAJOR & DETAILED EVENTS

Step 6:

Write Major and Detailed Events

- Events are:
 - Occurrences that happen as a result of the emergency described in the narrative
 - Problems requiring actions that will meet the objectives
- Careful scripting is required to:
 - Produce a convincing, unified scenario
 - Create an exercise governed by objectives

DEVELOPING MAJOR EVENTS

Step 6:

Write Major and
Detailed Events

- To develop major events:
 1. Identify major occurrences that would follow the narrative events
 2. Select those that might generate situations to test the objectives

DEVELOPING DETAILED EVENTS

Step 6:

Write Major and
Detailed Events

- To develop detailed events:
 - Plan detailed events and expected actions together
 - Work backwards from the actions
 - List specific problems likely to stem from major events, and actions that would be expected to address them

EVENTS EXAMPLES

Step 6:

Write Major and
Detailed Events

- Possible detailed events:
 - Patients cannot get to their Dialysis appointments
 - Staff are unable to get to their assigned work locations
 - Local hospitals lack specialized facilities and personnel to treat large numbers of severe burn victims.
 - The Red Cross has agreed to set up an information center to link victims and their families.



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STEP 7: LIST EXPECTED ACTIONS

Step 7:

List Expected
Actions

- Types of actions:
 - Verification
 - Consideration
 - Deferral
 - Decision

• How do you know what actions are appropriate in response to a given event?

RELATIONSHIP TO OBJECTIVES

Step 7:

List Expected
Actions

- Expected action – actions taken by organization or individual to meet an objective
- Expected actions closely tied to objectives
- Expected actions are a breakdown of objectives

LISTING EXPECTED ACTIONS

Step 7:

List Expected
Actions

- List only those that involve the participating organizations
- List expected actions for all exercise participants
- Not necessary for each detailed event to generate responses from all participants

ACTIVITY 5- MAJOR AND DETAILED EVENTS & EXPECTED ACTIONS

Step 6:

Write Major and Detailed Events

Step 7:

List Expected Actions

- Objective:
 - Write major and detailed events for your objectives
 - List expected actions for those events chosen
- Instructions:
 - Using the planning sheet provided, write major and detailed events for the objective developed earlier
 - List the expected actions and the organizations responsible for the detailed events
 - Time-10 Minutes



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STEP 8: PREPARE MESSAGES

Step 8:

Prepare
Messages

- Messages:
 - Communicate detailed events
 - Evoke a response (decision or action) to meet objectives
 - Are transmitted by various mediums
 - Must come from credible source through credible channels



MESSAGES, EVENTS, AND EXPECTED ACTIONS

Step 8:

Prepare Messages

- One message may represent one event or...
- Several messages may be needed to notify participants of an event
- Each message is designed to generate one or more expected actions

MESSAGE VARIABLES

Step 8:

Prepare
Messages

- Message source → WHO?
- Transmission method → HOW?
- Message content → WHAT?
- Recipient → TO WHOM?
- These variables influence the action taken → To what EFFECT?

COMPOSING A MESSAGE

Step 8:

Prepare
Messages

- Begin with an expected action
- Decide:
 - What message would provoke that action?
 - Who will send it? Who will receive it?
 - How will the message be transmitted?
- Keep it realistic!
- Practice with a partner ... does the message “work?”

ACTIVITY 6-COMPOSING MESSAGES

Step 8:

Prepare
Messages

- Objective:
 - Compose a message to generate a selected action
- Instructions:
 - Using the activity sheet provided; select one of the expected actions that you listed in the last activity and compose a message that would generate the selected action. The message should include the following items on the provided form:
 - To
 - From
 - Method
 - Content
 - Time=10 Minutes

UNIT 2 SUMMARY

In Unit 2, we:

- Discussed the eight-step design process
- Applied each step in the initial development of an exercise

LUNCH



UNIT 3 “OPERATION TWISTED WIND” TABLETOP EXERCISE



Step 1:

Assess Needs

EXERCISE SCOPE AND PURPOSE

- **Scope:** In a 90-minute Tabletop Exercise participants will review and discuss emergency preparedness and response and recovery actions in a relaxed and non-threatening manner.
- **Purpose:** The Purpose of the 2018 CBERS TTX is to provide a learning environment for participants to discuss organizational emergency preparedness and response plans and procedures in response to a disaster that affects their facility/organization and the communities they serve.

Step 2:

Define the Scope

Step 3:

Write a Purpose Statement

TABLETOP EXERCISE OBJECTIVES

Step 4:

Define
Objectives

- Discuss participant knowledge of appropriate internal and external points of contact in response to an emergency that impacts the facility or organizations routine operations in accordance with existing plans, policies and procedures.
- Examine the ability of participants to clearly identify trigger points for escalating notification and response actions in response to an emergency that impacts the facility or organizations routine operations in accordance with existing plans, policies and procedures.
- Assess the ability of participants to consult their Emergency Operations Plans to guide actions and decision making in response to an emergency that impacts the facility or organizations routine operations.
- Examine participants understanding of roles and responsibilities of partner organizations in response to an emergency that impacts their community/area of operations in accordance with existing plans, policies and procedures.



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EXERCISE STRUCTURE

- Tabletop scenario consists of two modules:
 - **Module 1: Disaster Strikes** – Covers an unexpected /no notice event occurring
 - **Module 2: Incident Response and Recovery** – Covers immediate response and recovery actions
- Add on-
 - **Module 3: An Alternate Ending; Sheltering** – Covers Mutual Aid activities where your facility is not physically impacted, yet called on to provide aid

TTX ROLES AND RESPONSIBILITIES

- Four groups represented today:
 - **Players:** Respond to situation presented based on current emergency plans, expert knowledge or response protocols
 - **Facilitators:** Provide situation updates, moderate discussions and function as exercise subject matter experts
 - **Partners:** Provide outside point of view on external agency response protocols
 - **Evaluator:** Tabulate player response, capture comments, and assess exercise objectives

ASSUMPTIONS AND ARTIFICIALITIES

- The following Assumptions and Artificialities apply:
 - Scenario is plausible - events occur as they are presented
 - No hidden agendas or trick questions
 - Local, state, and federal responders are also initiating plans, procedures, and protocols
 - Assume that cooperation and support would be forthcoming from outside agencies

EXERCISE PLAY

- Modules begin with situation briefings
- Everyone gets the information at the same time
- Players will have extended consultation among themselves prior to receiving the next exercise module
- Players discuss issues involving a variety of preparedness, response and recovery actions
- This is a “no-fault” exercise—there are no wrong answers
- Don’t “fight” the scenario

TABLETOP EXERCISE MODULE I: DISASTER STRIKES



JUNE 29, 2018, 8:00AM

Step 5:

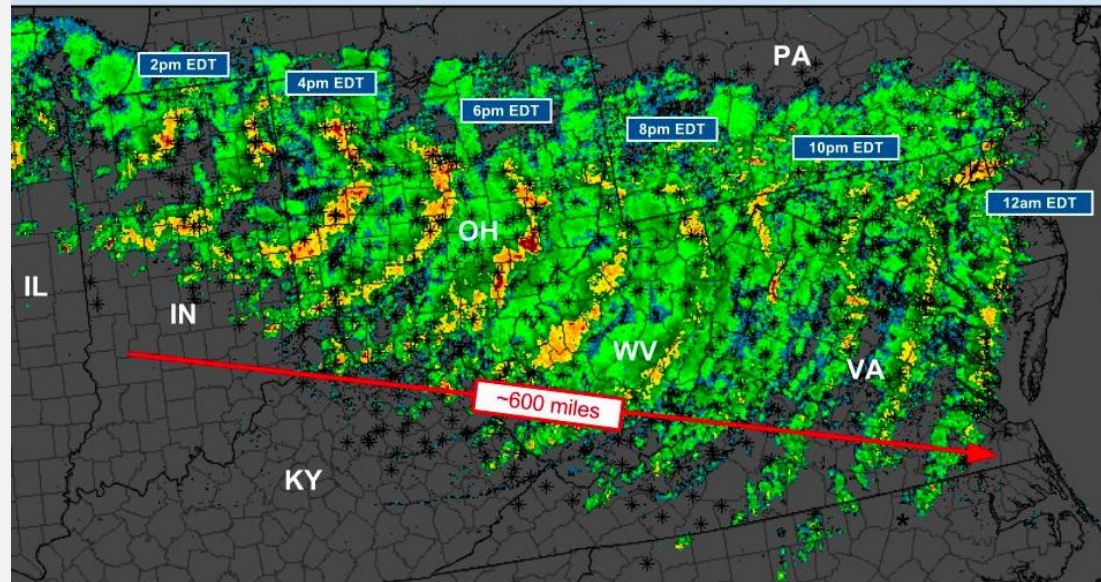
Compose
a Narrative

- A normal morning where you are
- Current temperature is 100 degrees and are planned to remain high and “test” record high temperatures



JUNE 29, 2018, 2:30PM-5:00PM

- An unstable air mass has moved through the mid-west
- Taking on a well defined “echo” shape meteorologists call a **Derecho**
- Severe Thunderstorm **Watches** are issued for much of Virginia and surrounding states
- As the storm moves closer, reports of 80 mph wind gusts are reported in Ohio



JUNE 29, 2018, 6:35 PM

Step 5:

Compose
a Narrative



- The National Weather Service issues Severe Thunderstorm **Warnings** for West Virginia, Virginia, Kentucky, Pennsylvania and the District of Columbia

JUNE 29, 2018, 10:31 PM

Step 6:

Write Major and
Detailed Events

- The storm raged most of the evening, impacting the majority of the Commonwealth
- Winds of 87 mph were reported with 70 mph sustained in some areas
- In one of the 80 mph bursts, facilities and localities begin to lose power and generators begin to kick on.



MODULE I- KEY SCENARIO POINTS

Step 6:

Write Major and Detailed Events

- A storm system has been building up strength throughout the day, resulting in the NWS issuing a Severe Thunderstorm Warning for much of Virginia.
- The storm, called a "derecho" brings 80+ mph winds to the area.
- The wind knocks power out at the facility and surrounding areas homes and businesses.
- Your facility's generator kicks on.

GROUP DISCUSSION

Step 8:

Prepare
Messages



TABLETOP EXERCISE MODULE 2: INCIDENT RESPONSE AND RECOVERY

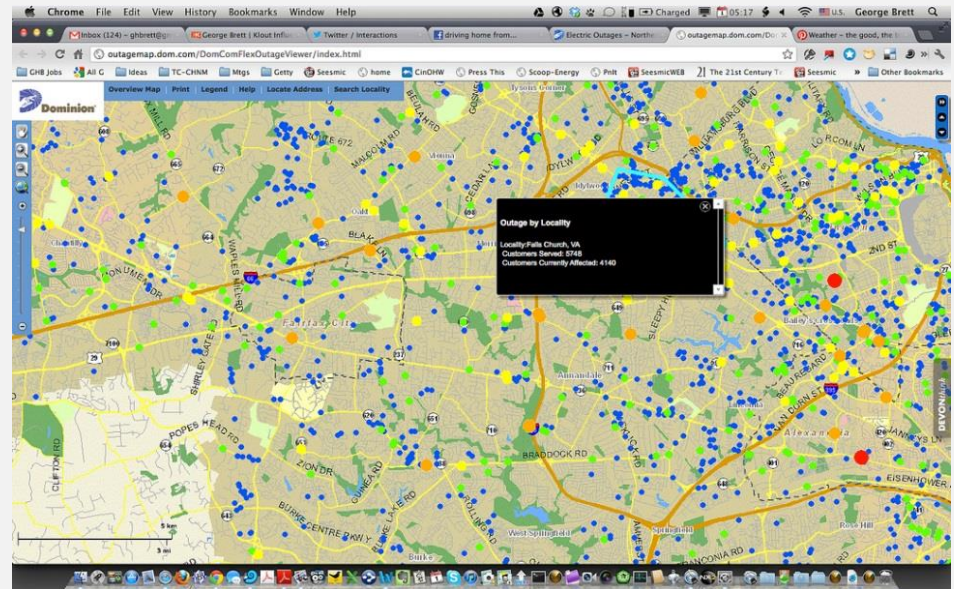


OVERNIGHT...

Step 6:

Write Major and Detailed Events

- Facilities are still without power and running on generators
- 1 million power outages have been reported thus far
- Power restoration estimates that it may be 14 days before all power is rested across the state



MODULE 2-KEY SCENARIO POINTS

Step 6:

Write Major and
Detailed Events

- Power may be out for an extended period.
- Staff are unsure of how long fuel supplies will last.
- 911 service is not functioning.
- All communications seem to be limited or non-existent.
- Temperatures are rising both inside the facility and out.
- Residents are still without power

GROUP DISCUSSION

Step 8:

Prepare
Messages



HOT WASH...WHAT IS IT?

- Short debriefing (Usually 30 minutes or less)
- Conducted immediately after exercise
- Players provide feedback
- Strengths/weaknesses identified – areas of improvement

ACTIVITY 8: OPERATION TWISTED WIND TTX HOTWASH

- *So, What worked today in the exercise?*
- *What areas did you identify that may need improvement?*



UNIT 3 SUMMARY

- In this unit we:
 - Participated in a Tabletop Exercise that applied the eight design steps
 - Participated in an exercise Hotwash

BREAK



UNIT 4 EXERCISE AFTER ACTION REPORTS AND IMPROVEMENTS PLANNING



MODULE OBJECTIVES

- Describe the need for a systematic approach to exercise evaluation
- Explain the purpose of the Exercise Evaluation Guide
- Demonstrate the development of an After Action Report and Improvement Plan

WHY EVALUATE?

- Evaluation can identify:
 - Whether objectives are achieved
 - Areas of strength
- Needed improvements in:
 - Emergency plan, procedures, guidelines
 - Emergency management system
- Training and staffing deficiencies
- Equipment deficiencies
- Need for continued exercise development and overall preparedness and improvement

RECORDING OBSERVATIONS

- **If** and **how** quantitative or qualitative targets were met
- Actual **time required** for exercise players to complete the critical task(s)
- **How** target was or was not met
- **Decisions** made and information gathered to make decision
- **Requests** made and how requests were handled
- **Resources** utilized
- **Plans, policies, procedures, or legislative authorities used** or implemented
- Any **other factors** contributed to the outcomes.

- Observation Example:

“Staff noted during the exercise that the Derecho in the scenario occurs on Friday afternoon, evening and overnight hours into the weekend and that contact information listed in the Emergency Response Plan only business hours numbers for emergency contacts other than 911 and would have been unable to reach critical partners”



ACTIVITY 9: RECORDING OBSERVATIONS-COMPLETING AN EXERCISE EVALUATION GUIDE

- Objective:
 - Record observations you have made during the Twisted Wind Tabletop Exercise
- Instructions:
 - Using the evaluation guide provided, record your observations based on your participation in the tabletop exercise

AFTER ACTION REPORT

- AAR includes:
 - Summary of what happened
 - Analysis of performance of essential tasks
 - Analysis of demonstrated capacity to accomplish overall mission outcomes
 - Recommendations for improvements based on analysis
 - Improvement Plan Matrix

ACTIVITY 10: WRITE AND AFTER ACTION REPORT CONTRIBUTION

- Objective:
 - Develop an input, or “write-up” for your Tabletop exercise After Action Report (AAR)
- Instructions:
 - Utilizing the format provided in the workbook, develop an After Action Report contribution that outlines:
 - The objective the input is related to
 - Any noted strengths
 - The Area For Improvement
 - References
 - Analysis

AAR CONTRIBUTION EXAMPLE

- **Objective:** *Discuss participant knowledge of appropriate internal and external points of contact in response to an emergency that impacts the facility or organizations routine operations in accordance with existing plans, policies and procedures.*
- **Area For Improvement I:** *After Hours Contact Information*
- **References:** *Acme LTCF Emergency Response Plan Annex I: Emergency Contact List*
- **Analysis:** *“Staff noted during the exercise that the Derecho in the scenario occurs on Friday afternoon, evening and overnight hours into the weekend and that contact information listed in the Emergency Response Plan only business hours numbers for emergency contacts other than 911 and would have been unable to reach critical partners”. Upon additional review, it was found that the plan had been updated six months prior to the exercise with expanded contact information, however, It was placed in a different part of the plan with a different title which caused confusion to staff therefore this led to staff being unable to locate correct information during the exercise.*



DEVELOPING RECOMMENDATIONS

- Recommendations should:
 - Both sustain and improve
 - Be forthright
 - Be specific and measurable
 - Use the active voice
 - Link to observations and analysis
 - Be consistent with other recommendations
 - Action items within the Improvement Plan should address the problem, not the recommendation

IDENTIFY IMPROVEMENTS

- Improvement planning should always take into account the current operational picture
- Plans should be targeted to a specific timeframe
- Budgetary concerns may be limiting
- Resources are limited
- Stress improvements that have the highest impact-to-cost ratio

IMPROVEMENT PLAN MATRIX

- A template for identifying recommendations and improvement actions and assigning responsibilities
- Includes:
 - Recommendations
 - Improvement actions
 - Responsible party
 - Completion date

Recommendation	Improvement Action	Responsible Party/Agency	Completion Date



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ACTIVITY II: DEVELOP AN IMPROVEMENT PLAN

- Objective: Develop an Improvement Plan based on your exercise outcomes
- Instructions: Place Improvement Plan inputs into the template:
 - Recommendation
 - Corrective Action
 - Start Date
 - Completion Date (Tentative)

IMPROVEMENT PLAN EXAMPLE

Recommendations	Improvement Action	Responsible Party/Agency	Start Date	Completion Date
<ul style="list-style-type: none">Place all contact information for partners in one place in the Emergency Response Plan	<ul style="list-style-type: none">All contact information has been combined into one annex and it has been renamed “ACME LTCF ERP Annex I: Combined Emergency Contact Information”	<ul style="list-style-type: none">Dave Smith- Safety Manager, ACME Long Term Care, Dsmith@acme-LTCF.org	<ul style="list-style-type: none">6/20/18	<ul style="list-style-type: none">6/21/18

UNIT 4 SUMMARY

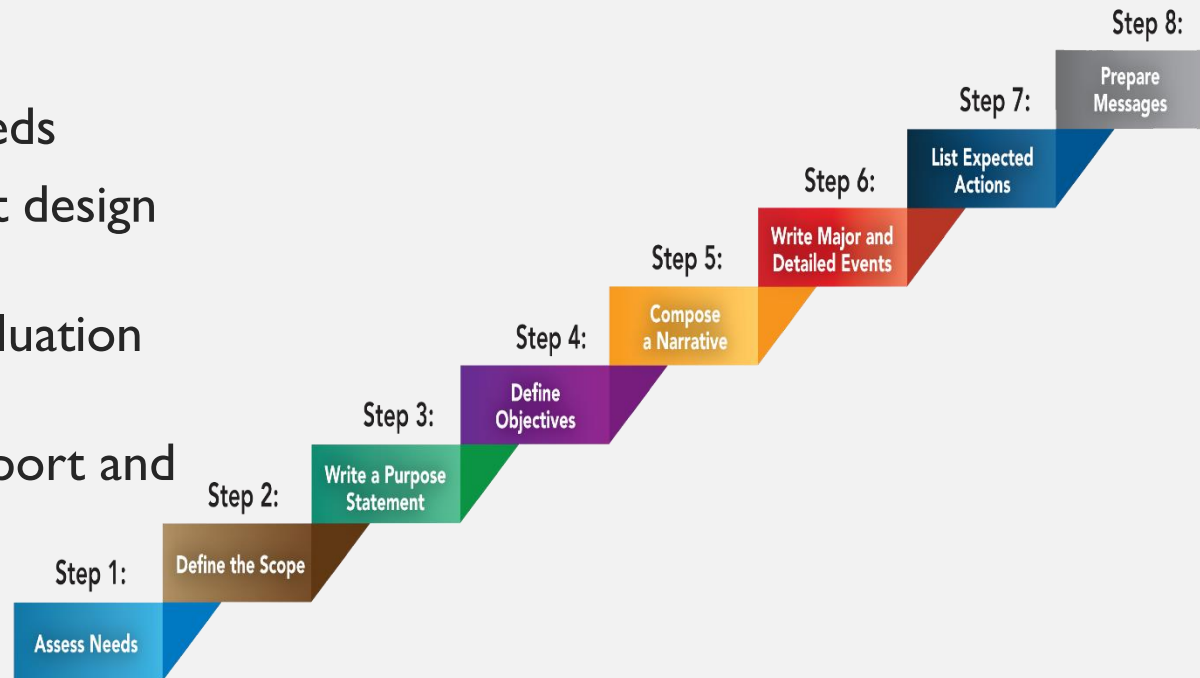
- In this unit we:
 - Discussed the foundation for evaluation
 - Recorder our exercise observations
 - Developed an After Action Report and Improvement Plan based on todays exercise

WRAP UP

ACCOMPLISHMENTS, CONT.

You have:

- Learned about the types of exercise activities and the exercise process
- Assessed/reviewed your jurisdiction's exercise needs
- Learned and practiced eight design steps
- Completed an Exercise Evaluation Guide
- Drafted an After Action Report and Improvement Plan



ADDITIONAL EXERCISE TRAINING COURSES

- Federal Emergency Management Agency Independent Study Courses:
 - IS-120a-Introduction to Exercises
 - IS 130-Exercise Evaluation and Improvement Planning
- Classroom Courses:
 - L-104-Exercise Design Course
 - L-146-Homeland Security Exercise and Evaluation Program Course (HSEEP)
 - E/L-131-Exercise Evaluation and Improvement Planning

FEEDBACK

- Any other comments or questions?
- Please complete the course evaluation form or use link <https://www.surveymonkey.com/r/CBERS2018>
- Your comments are important!
- Thank you for your participation

CBERS SESSIONS

- May 22nd - Abingdon
- May 23rd - Roanoke
- May 24th – Weyers Cave
- May 30th – Stafford
- May 31st – Fairfax
- June 5th – Hampton
- June 6th – Chesapeake
- June 12th – Dinwiddie
- June 26th – Richmond
- July 10th – Fairfax (TBD)

