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Emergency Preparedness Drill

Preparación ante emergencias

Учебно-тренировочное занятие

Tập dượt chuẩn bị cho trường hợp cấp cứu

應急預案演習



PART 1: DESIGN, PLAN & CONDUCT AN EMERGENCY PREPAREDNESS EXERCISE

ERIK ANGLE &
KAREN GARRISON
CONNECT CONSULTING SERVICES

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BIO: Erik Angle RN, MICN, MEP, NHDP Director of Training and Exercise Programs

- 30 years in the realm of Emergency Medical Services, is a former Emergency Medical Technician (EMT) and is currently Emergency Department Registered Nurse
- Certified National Healthcare Disaster Professional (NHDP).
- Currently employed as the Emergency Preparedness Coordinator for the Sutter Roseville Medical Center and a former Trauma Program Director and EMS Coordinator.
- Trains staff of the Emergency Department, also the whole hospital group and EMS/First Responder personnel in the realm of Emergency Medical Systems, Trauma Management and Disaster Preparedness.
- Provides disaster drills/disaster exercises and with key community and federal partners and is a certified Master Exercise Practitioner (MEP).
- Works closely with the EMS Agency and have created multiple policies for the Sierra Sacramento Valley (S-SV) EMS Agency used in the 10-county EMS Region.
- Published author and been a contributing author on two books on Emergency Preparedness.
- Subject Matter Expert in CMS and Joint Commission Emergency Preparedness Regulations and Requirements.



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BIO: Karen Garrison - Director of Health and Community Services



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- Karen Garrison is an Aging Services Specialist who has developed and facilitated a wide variety of programs that support seniors and disabled adults for the past 30 years.
- She has extensive experience directing both community based and clinical settings throughout the San Francisco Bay Area include Skilled Nursing, Residential Alzheimer's Care, Adult Day Health Centers, Supportive Senior Housing, Clinical Case Management Services, and national service programs.
- Karen's experience leading non-profit programs and services allows her to support our non-profit clients with her unique perspective as a former service provider. She manages health and community service projects and manages our team of planning, exercise and training specialists.



Training Objectives

- ❖ Review key emergency management exercise terminology
- ❖ Review types of disaster exercises
- ❖ Review advantages and disadvantages of exercise type
- ❖ Review the planning and design of a tabletop exercise
- ❖ Review conducting a tabletop exercises
- ❖ Question and answers



Terminology for Emergency Management Exercises

- **Disaster:** A sudden, calamitous event that seriously disrupts the functioning of a community or society and causes human, material and economic losses that exceed the community's or society's ability to cope using its own resources.
- **Disaster (Healthcare perspective):** Any situation where the incident, numbers of patients or severity of illness impacts or exceeds the ability of the facility or system to care for them.



Terminology for Emergency Management

- **Natural Disaster:** Natural Disasters are catastrophic events that result from any of the Earth's natural phenomena. These can range from wildfires, earthquakes, floods, extreme weather, etc.
- **Human Caused Disaster:** Human-Caused disasters have an element of human intent, negligence, or error involving a failure of a man-made system. Human-caused disasters include crime, arson, civil disorder, terrorism, war, biological/chemical threat, cyber-attacks, etc.



Terminology for Emergency Management

- **Discussion Based Exercises:** Discussion-based exercises are normally used as a starting point in escalating exercise complexity. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games.
- **Operations Based Exercises:** Operations-based exercises are hands on. They are used to validate plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs).



Types of Disaster Exercises: Discussion Based

- **CMS Requirement:** Health Centers are required to conduct a tabletop exercise annually.
- Discussion-based exercises are valuable tools for familiarizing staff with current or expected capabilities of an organization and focus on strategic, policy-oriented issues.
- Facilitators and/or presenters usually lead the discussion, keeping participants on track toward meeting exercise objectives.



Types of Disaster Exercises: Discussion Based (continued)

- **Tabletop Exercises (TTX)** are discussion-based where health center staff meet in an informal, setting to discuss their roles during an emergency and their responses to a particular emergency.
- A facilitator leads the session and guides participants or “players” through a discussion of one or more scenarios.
- The duration of a TTX depends on the audience, the topic being exercised and the exercise objectives.
- Many tabletop exercises can be conducted in just a few hours, so they are cost-effective tools to validate plans and capabilities.



Types of Disaster Exercises: Operations Based

- **Operations-Based Exercises** are characterized by actual response to emergency conditions; reaction to simulated intelligence; mobilization of apparatus, resources, and/or networks; and commitment of personnel, usually over an extended period of time. There are various types of Operations-Based Exercises:
 - **Drills:** A drill is a coordinated, supervised activity designed to validate a single, specific operation or function in a single agency or organizational entity. Drills are commonly used to provide training on new equipment, develop or validate new policies or procedures, or practice and maintain current skills.



Types of Disaster Exercises: Operations Based (continued)

- **Functional Exercises:** A Functional Exercise (FE) is a fully simulated, interactive exercise that tests the capability of an organization to respond to a simulated event by testing various functions of a plan, policy, or procedure.
- An FE is designed to validate and evaluate these capabilities and functions through an interactive exercise scenario with event updates that drive activity at the management level.
- An FE simulates real operations by presenting realistic problems that require rapid and effective responses in a simulated, time-constrained environment.



Types of Disaster Exercises: Operations Based (continued)

- **Full-Scale Exercise:** A Full-Scale Exercise (FSE) is the most complex type of exercise. They are multi-agency, multi-jurisdictional, multi-organizational exercises that validate many facets of preparedness. They focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements developed in discussion-based exercises and previous, smaller, operations-based exercises.
- In FSEs, the reality of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.
- FSEs are conducted in real time, creating a stressful, time-constrained environment that closely mirrors real events and may include participants as actors.



Questions?



Planning and Design of a Tabletop Exercise



Planning and Design of a Tabletop Exercise

- **Advantages of a Tabletop Exercise**

- Cost effective
- Effective method for reviewing plans, procedures, and policies
- Effective way to familiarize key personnel with their roles and responsibilities
- Is an opportunity to build trust (team building) of internal and external stakeholders
- Stimulates thought processes and open discussion.
- Helps focus the team within a specific situation (i.e., wildfire, cyber-attack, active shooter, blizzard) and not need extensive resources to do so
- Helps identify any issues, challenges and identify resources necessary to overcome any issues
- An opportunity leaders to practice their crisis management leadership skills in a safe, secure and low stress environment.



Planning and Design of a Tabletop Exercise (continued)

- **Disadvantages of a Tabletop Exercise**

- Lacks realism
- Not done in real time and does not provide a true test of a crisis and emergency response
- Provides only a superficial exercise of plans, procedures, and team capabilities.
- Does not provide a practical way to demonstrate patient or system overload that can be done with moulaged (dressed with mock wounds or injuries) victim volunteers or mannequins.



Planning and Design of a Tabletop Exercise (continued)

- **Pre- Plan for the exercise:**

- Review policies and procedures that would be tested.
 - Ensure the Facilitator would be familiar with plan(s) being tested
- Establish an exercise planning team, including a team lead.
- Draft an exercise timeframe and timeline.
 - Set draft timeframes of how long the TTX would last, amount of injects, timeframe for discussion sections including “Hot Wash” debrief sessions.
- Develop a schedule of Planning Meetings as needed.
- Create a budget for the exercise as needed.
 - May include employee time cost, food and beverages, supplies and even prizes



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- Perform a needs assessment. Prior to the development of the TTX, evaluate needs and risk:
 - Base on likely hazards your organization may face based on the most recent **Hazard Vulnerability Analysis** or risk assessment
 - Base on areas of identified vulnerability based on incidents
 - Base on areas for improvement identified in past exercises to demonstrate improvement as applicable
- Exercise needs to be based on realistic and identified risks to the facility and community.



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**
 - Define the **scope** of the TTX.
 - Elements that should be considered when determining the scope of the exercise include:
 - Identify the location where the simulated event will occur.
 - Determine what type of functions the participants should be practicing during the exercise.
 - Determine participating organizations/individuals to be invited to the TTX.



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- Develop and determine a **purpose statement** for the exercise
- This provides a broad statement of the exercise goal that focuses and controls the whole exercise.
- This should be included in the TTX documentation.

Sample Purpose Statement: “The purpose of this exercise is to provide participants with an opportunity to evaluate current response concepts, plans, and capabilities for a response to an active shooter incident, response and recovery coordination with community partners. This will assist in determining the level of preparedness and planning and identify both strengths and areas of improvement. ”



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- Develop and define **objectives** for the TTX.
- Generally, planners should limit the number of exercise objectives to enable timely exercise conduct, facilitate reasonable scenario design, and support successful completion of exercise goals.
- Objectives should be written in an active tense and use strong verbs such as plan, write, conduct, produce, etc. Objectives should be SMART:
 - **Specific** – *What exactly are we going to do, with or for whom?*
 - **Measurable** – *Is it measurable and how can it be measured?*
 - **Achievable or Action Oriented** – *Can we get it done in the proposed timeframe and how will it be accomplished?*
 - **Realistic** – *Will this objective be realistic to achieve?*
 - **Time-Oriented** – *When will we accomplish this objective?*



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- **Sample Objectives:**

- a. “Discuss the ability to notify emergency management personnel, public safety, healthcare, key partners and public officials of the decision to activate within 30 minutes.”
 - b. “Discuss the ability of the Emergency Management Agency to activate the Command Center/EOC within the timeframe as designated in their EOP upon event notification.”
 - c. “Discuss the ability of the facility to appropriately screen incoming patients for infectious disease and appropriately isolate them upon arrival.”



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- Build the Scenario. The scenario should be realistic, plausible, and challenging; but be sure the scenario is not so complicated that it overwhelms participants.
- A scenario consists of three basic elements:
 - The general context of the story
 - The conditions that will allow players to demonstrate their ability to meeting the exercise objectives
 - The technical details necessary to accurately depict scenario conditions and events (such as date and time of event, specific information about damage resulting from the event, etc.).
- The Hospital Incident Command System(HICS) Incident Planning Guides contain template scenarios that can be used and adapted for use in a TTX for any health center. These can be found at available at <https://emsa.ca.gov/hospital-incident-command-system-incident-planning-guides-2014/>



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**
- **Sample Scenario: Wildland Fire**

The rainfall this year was less than average. Drought conditions and higher temperatures have created an increased risk for large scale wildfires. Over the last two days a wildland fire has burned hundreds of acres less than 40 miles from your Health Center. Large areas have been evacuated and those remaining in their homes have been instructed to stay inside as much as possible and monitor television and radio for any changes or for the need to evacuate. An urgent care clinic near the wildland fire was forced to close because of heavy smoke and ash, and the difficulty of access due to road closures. There has been low humidity for several days and winds have picked up and shifted directions daily, driving smoke and ash to different areas through the community. The most recent shift in winds is pushing the fire toward your health center.



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- **Sample Scenario:**

The local Emergency Department is seeing an increase in patients with respiratory related distress. Some community skilled nursing facilities near the fire have begun to evacuate and 25 patients from one facility are being transported to the closest hospital. Schools are closing and employees with children will need childcare to be able to come to work. Some staff are unable to return home at the end of their shifts due to road closures, yet area hotels are already full with evacuees, and staff are requesting that cots be set up so they can sleep on site. Staff and patients throughout the community report they can smell smoke in the air and are anxious. Further, they are confused by varying recommendations reported in the media regarding respiratory risks and the need for appropriate masks or other protection. Many homes appear to have been damaged or destroyed, including some staff homes. Some of the many evacuated families have become separated. There is an emerging need for behavioral health counseling for patients, staff, and the public.



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- Determine Scenario Injects. Scenario injects should drive the TTX participants actions they should take.
- Consider the injects order to be similar for the flow of a story:
 - Introduction to the story
 - “Meat” of the story
 - Conclusion to the story
- Each inject should be designed to prompt one or more expected actions for one or more organizations that are participating in the exercise.
- Decide which injects would generate situations that would test the scenario objectives that were set.
- Consider including times and potential dates on the inject slides to bring additional realism.



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- **Sample Injects:**

- Fire weather conditions and Red Flag warnings have been in effect over the past 72 hours and are forecasted to continue over the next 48 hours.
 - Extreme winds and extremely low humidity levels (less than 25%) are expected tonight, and several populated areas have been identified as being in critical fire danger.
 - Lightning strikes! Lightning has struck in many locations, but in [INSERT COUNTY], wildland fires have ignited.
 - These fires are wind driven with a high rate of spread. The flames are spreading through the trees (a “crown fire”) and the towns of [INSERT LOCATIONS] are in immediate risk.
 - Immediate evacuation orders are in effect.



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- Develop **discussion questions** to be used after each section based on the major and detailed events that have been identified in the scenario injects.
- Discussion questions should prompt players to address specific problems or issues that link back to the exercise objectives.
- Be sure the questions can be applicable and involve all the participants
- Depending on the length, scope, and complexity of your exercise scenario and major/detailed injects, the exercise scenario and associated questions may be presented to players in one, two, or three distinct time modules to allow for in-depth discussion for different phases of the event response.



Planning and Design of a Tabletop Exercise (continued)

- **Design and Development:**

- **Sample Questions:**

- What are your activation procedures and staffing plan for emergency situations?
 - How do you prioritize who will receive treatment if supplies are limited, such as ventilators?
 - What is the protocol for activating material requests from the county, the state and assets from the federal Strategic National Stockpile (SNS)?



Planning and Design of a Tabletop Exercise (continued)


- **Design and Development:**

- A **Situation Manual (SitMan)** is a beneficial tool and document for the TTX.
- It provides background information on exercise scope, schedule, and objectives. It also presents the scenario narrative that will drive participant discussions during the exercise.
- The SitMan includes:
 - Exercise overview including name, date, location, purpose, objectives, scenario and more
 - Exercise structure (e.g., order of the modules)
 - Instructions for exercise facilitators, players, and observers
 - Exercise assumptions and artificialities
 - Exercise rules
 - Discussion questions and key issues
 - Reference appendices including acronyms and glossary, evaluation forms, lists of applicable SOPs and emergency plans, etc.
- Templates can be found online at <https://preptoolkit.fema.gov/web/hseep-resources>.



Planning and Design of a Tabletop Exercise (continued)

- Design and Development:
 - Sample SitMan and Evaluation Form



Mass Casualty Incident (MCI)
Education and
Tabletop Exercise

SITUATION MANUAL

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the MCI exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.

EXERCISE OVERVIEW

Exercise Name	Mass Casualty Incident (MCI) Education and Tabletop Exercise
Exercise Date	XX,XX, 2021
Exercise Location	XX Medical Center (SRMC)
Mission Areas	Response - To test the facility's and region's ability to respond to a Mass Casualty Incident (MCI) with multiple trauma victims.
Objectives	<ul style="list-style-type: none">• Communications: Discuss, Review and Demonstrate Key Communications in an MCI Incident (Joint Commission EM.02.02.01 and HSEEP Operational Communications and Public Information and Warning)• Patient and Clinical Support Activities: Discuss, Review and Demonstrate the use of MCI Triage and MCI Triage Tags in MCI Incidents (Joint Commission EM.02.02.07 and HSEEP Operational Coordination)• Patient and Clinical Support Activities: Discuss, Review and Demonstrate the use of varying hemorrhage control techniques, direct pressure, wound packing and tourniquet use, based on ACS and TCCC recommendations (Joint Commission EM.02.02.07 and HSEEP Operational Coordination)• Staff Responsibility Objective: Discuss, Review and utilize EMS systems for patient dispersal in MCI incidents (Joint Commission EM.02.02.07 and HSEEP Operational Coordination)
Threat or Hazard	Human Caused – Active Shooter
Sponsor(s)	XX Medical Center (SRMC)
Participants	XX Health, XX Medical Center and participating LEMSA EMS Providers and LEMSA hospitals, local law enforcement
Scenario	<ul style="list-style-type: none">• An explosion occurred at the Galleria Mall. This small explosion caused panic and sent a mass of victims out to an exterior location where an Active Shooter was waiting. Potentially up to 100 casualties.• Your facility is the closest hospital and will receive victims from private auto and EMS Transport.

GENERAL INFORMATION

EXERCISE OBJECTIVES, STANDARDS AND CORE CAPABILITIES

The following exercise objectives describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s).

[INSERT TTX TITLE HERE] PARTICIPANT FEEDBACK FORM

Name: _____ Job Title: _____

Facility/Agency: _____

Part I: Strengths
Based on the discussions in the exercise today, what did you find most helpful?

1. _____

2. _____

3. _____

Part II: Recommendations
What changes would you make to this training? Please provide any recommendations on how this training or future trainings could be improved or enhanced.

Part III: Documentation
List policies and procedures, forms or other incident management documents that should be reviewed, revised, or developed. Indicate the priority level for each.

Item for Review	Priority
_____	_____
_____	_____
_____	_____

Part IV: Assessment of Training Design and Conduct
Please rate, on a scale of 1 to 5, your overall assessment of the training relative to the statements provided below: (1 = strong agreement; 5 = strong disagreement)

Assessment Factor	Agree	Disagree
The training was well structured and organized.	1 2 3 4 5	1 2 3 4 5
The tabletop scenario was plausible and realistic.	1 2 3 4 5	1 2 3 4 5
The facilitator was knowledgeable about the material, kept the training on target, and was sensitive to group dynamics.	1 2 3 4 5	1 2 3 4 5
The handouts were helpful.	1 2 3 4 5	1 2 3 4 5
Participation in the training was appropriate for someone in my position.	1 2 3 4 5	1 2 3 4 5
The participants included the right people in terms of level and mix of disciplines.	1 2 3 4 5	1 2 3 4 5

Part V: Comments

Please Use Reverse Side for Any Additional Comments



Questions?



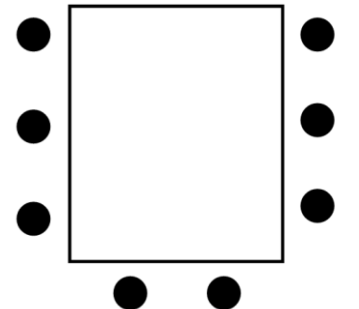
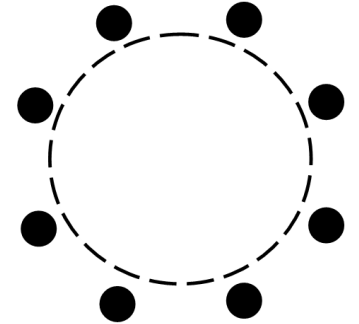
Conducting a Tabletop Exercise



Conducting a Tabletop Exercise

- **Setting up the Room:**

- The room should be set-up with table and chairs so participants can easily view the facilitator, the screen and other participants.
- Circular seating arrangements encourage participation and help the participants to hear each other. Provide seating for additional guests.
- If more than 20 participants, staff can divide by table/groups by discipline, agency or jurisdiction
- If space permits, a refreshment table is also appropriate.



Conducting a Tabletop Exercise (continued)

- **Presentation:**

- Have a sign-in table where participants can sign in (CMS surveyors will be looking for this), they can get their name tags, fill out table tents, handout materials (or handouts can be already in place at tables).
- The presentation typically starts with a welcome and facilitator and any observers/evaluator introductions.
- Then, ask the participants to introduce themselves and describe their positions at their agency.
- Once introductions are complete, go over any housekeeping items (e.g., restroom locations, coffee, food, cell phone etiquette, parking reimbursement).



Conducting a Tabletop Exercise (continued)

- **Presentation:**

- After the opening remarks, the presentation moves into a brief introductory and explanatory phase led by the lead facilitator. During this phase, attendees will be introduced to the TTX process, and be advised about their individual roles and responsibilities.
- Review the agenda next and discuss “Ground Rules.” Next, briefly describe the materials in the folder and any instructions you may have regarding the materials. When you are finished reviewing the materials, ask if there are any questions.



Conducting a Tabletop Exercise (continued)

- **Presentation:**

- Then, explain the **goal** of the exercise, such as:
 - “The goal of today’s exercise is to practice how the hospitals and other emergency response partners will work together during an infectious disease outbreak, and to strengthen our emergency plans by identifying areas that need improvement.”
- Explain the **key exercise learning objectives**, such as:
 - By the end of the exercise, you should be able to do three things:
 1. Describe your individual and your agency’s roles in the response.
 2. Identify at least one gap in your agency’s existing Emergency Operations Plan (EOP)
 3. Know how to contact the appropriate emergency response partner agencies during business hours as well as after hours.



Conducting a Tabletop Exercise (continued)

- **Presentation:**

- Provide the participants with the **exercise format** and how it is set up. As an example:
 - “The scenario that we will be discussing today has three different sections. At the end of each section, we’ll stop and have a “breakout session” or a group discussion about what’s going on so far and the types of actions we would take at that point during an emergency. Additionally, at the end of the scenario, everyone will participate in a debriefing, or “hot wash”, in which we will discuss how the exercise went, what we gained from the experience, and what action steps we can take based on the lessons learned.”



Conducting a Tabletop Exercise (continued)

- **Presentation:**

- Begin the exercise and scenario. This can be presented via Power Point (recommended) or by facilitator using script
- Each breakout group will need a scribe to take notes and someone to facilitate the discussion.
- If the lead facilitator decides to have one group discussion, you or someone assisting you will write the answers on a flip chart in front of the room.
- Once the scenario is concluded, the next step begins the debrief and evaluation process.



Questions?



Part 2: Post Disaster Exercise Documentation & Process Improvement

Please join us for **Part 2 of this webinar series** to learn how to document a tabletop exercise to ensure compliance with CMS emergency preparedness exercise requirement.

**Thursday, August 26th from 12:00 to 1:30
pm CST**



Disaster Exercise EP Resources and Education

- Homeland Security Exercise and Evaluation Program:
<https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>
- Hospital Drills & Exercises Resources:
<https://www.calhospitalprepare.org/exercises>
- Hospital Exercise Program Checklist:
https://www.calhospitalprepare.org/sites/main/files/file-attachments/cha_exercise_program_for_hospitals_checklist_8.10.18_0.pdf
- Los Angeles County EMS Drills and Exercise Guide for Hospitals:
http://file.lacounty.gov/SDSInter/dhs/206687_ConductingDrills_Exercise30806.pdf
- CMS Emergency Preparedness Rule Exercises and Drills:
<https://www.aap.org/en-us/Documents/CMS-Rule-Webinar-Combined-Slides.pdf>
- IS-120.C: An Introduction to Exercises:
<https://training.fema.gov/is/courseoverview.aspx?code=IS-120.c>
- ASPR TRACIE Topic Collection - Exercise Program Information:
<https://asprtracie.hhs.gov/technical-resources/7/exercise-program/1>
- Exercise Templates can be found online at <https://preptoolkit.fema.gov/web/hseep-resources>.



Want More Information or Webinars?

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