Pennsylvania Department of Health

Annual Health Care Systems Emergency Preparedness Conference

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Exercise Planning Execution and Evaluation
Hershey Lodge & Convention Center
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Tenet Healthcare
- 49 Hospitals
- Operating in 11 States
- 14,000 beds
- 57,000 employees
- Publicly Traded – THC on the NYSE

Objectives
- Identify planner and participant perspectives regarding hospital exercises.
- Identify the four phases of exercises.
- Recognize interdependence between the four phases of exercises.
- Describe the three domains of learning.

Objectives
- Compare and Contrast the seven types of exercises.
- Identify the role of the planner.
- List seven steps to planning an exercise.
- Recognize the importance of following the (HSEEP) Homeland Security Exercise and Evaluation Program format.
Objectives

- List key steps to successful exercise execution.
- Identify the purpose and components of the “Hot Wash”, debrief, after action report, and improvement plan.
- Identify common “root causes” of exercise failure.

What are the major complaints?

- What don’t you like about exercises?
- What don’t your people like about participating in exercises?

Where Do Exercises Fit?
How does an Exercise Fit?

Plan

Evaluate

Train

Exercise

What does this machine do?

It makes mole hills out of mountains.

What is the Mountain?

- No notice
- Full Scale
- Hospital Evacuation Exercise

What are the tasks that must be performed to have a perfect performance?
We must use the system

- Each wheel in the system has a purpose.
- An exercise without a plan and prior training is useless.
- An exercise without a comprehensive evaluation, that is tied to the plan and the training program is useless.

What are the domains of Learning?

- Cognitive
- Psychomotor
- Affective

Types of Exercises

- Full-Scale Exercises
- Functional Exercises
- Drills
- Games
- Seminars
- Workshops
- Tabletops
- Discussion Based
- Operations Based
The Role of Planner

- Establish a multi-year Training & Exercise Plan
- Base the plan on your HVA strategy and previous improvement plans
- Use the target capabilities list
- Schedule annual training activities and exercises

Seven Steps to Plan an Exercise

- Synchronize plans & training programs
- Determine target capabilities
- Determine type of exercise
- Identify costs and funding
- Set the date
- Assemble exercise planning team
- Draft the exercise plan

Security Issue
Chlorine Release

Formatting your Documentation

Homeland Security Exercise Evaluation Program (HSEEP)
- Conduct an annual training and exercise plan workshop, develop and maintain a multi-year training and exercise plan.
- Plan and conduct exercises in accordance with HSEEP Volumes I - III
- Develop and submit properly formatted After-Action Reports & Improvement Plans (AAR/IP)
- Track and implement corrective actions identified in the AAR/IP
HSEEP Volumes

- Volume I: HSEEP Overview and Exercise Program Management
  - Guidance for building and maintaining an effective exercise program, summarizing Vols. II - III
- Volume II: Exercise Planning and Conduct
  - An outline of standard foundation, design, development and conduct process adaptable to all exercises
- Volume III: Exercise Evaluation and Improvement Planning
  - A methodology for evaluating and documenting exercises, and implementing an Improvement Plan
- Volume IV: Sample Exercise Documents and Formats
  - Sample exercise materials referenced in HSEEP Vols. I, II and III

Execution

- Visit and walk the exercise venues the day before the event
- Arrive early on the day of the exercise
  - Room layout
  - Assembly areas
  - Operational areas
  - Parking
  - Signage
- Conduct player briefing
  - Review safety plan
  - Provide exercise documentation
  - Provide instructions
  - Address administrative issues
  - Answer questions
- Audience
  - Controllers, evaluators, actors, players, observers, media
Execution

- Safe Conduct
  - Appoint safety officers
- Evaluation
  - Compare to checklists
- Documentation
  - Forms used
  - Photos & videos
  - Recordings
  - Feedback forms

The “Hot Wash”

A brief participant discussion held immediately following the exercise to identify:

- Is everybody OK?
- Is there anything requiring immediate attention?
- What went well?
- What needs improvement?
- What would we do differently next time?

The “Hot Wash”

- Capture lessons learned while it is still fresh
- Players provide immediate feedback
- May be broken into groups
- Gather the information you need for the AAR/IP
Debriefs
- Attendance (planners, facilitators, controllers, and evaluators)
- Immediately after the exercise or a few days later
- Identify strengths and areas for improvement for the AAR/IP

After Action Report
- Provide feedback to participating organizations.
- Summarize exercise events
- Evaluate achievement of exercise objectives
- Document each aspect of the exercise
  - Planning team members, exercise details, objectives, observations, participant feedback, acronyms, Master Exercise Scenario List, Scenario

Improvement Plan
- What was the observation?
- What is the recommendation?
- What is the corrective action?
- Who is responsible?
- What is the start date?
- What is the end date?
Why conduct the exercise?

- Each task not completed as expected is an opportunity to identify the root cause.
- Insufficient training, lack of experience, poor communications, lack of an adequate procedure or policy.

The root cause is never a person.

Questions

Thank you.