

2020 CVHC Exercise Series

Situation Manual

February 25, 26 & 27, 2020

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EXERCISE OVERVIEW

Exercise Name	2019-2020 CVHC Exercise Series
Exercise Dates	February 25, 26 & 27, 2020
Scope	This exercise is a tabletop exercise, planned for a total of three to four hours. The exercise includes discussion about public information sharing and communication processes.
Mission Area(s)	Prevention, Response, Recovery
Core Capabilities	Intelligence & Information Sharing; Operational Communications; Operational Coordination; Public Information & Warning
Objectives	<ul style="list-style-type: none">• Examine the ability of personnel to implement its existing emergency operations plan processes in response to cascading events initiated by a hostile intruder at the site.• Review of local response agencies ability to implement victim and personnel accountability and facility isolation in response to cascading events initiated by a hostile intruder at the site.• Exercise the information sharing and integration between facility staff and responding outside agencies to include warning information systems and interaction with the media.
Threat or Hazard	The exercise will focus on the information sharing before/during/after the given scenario.
Scenario	The underlying scenario is based on a hostile intruder accessing the main community facility and causing injuries as well as general disruption of daily activities.
Participating Organizations	Participants, observers, and evaluators for this tabletop exercise include: <ul style="list-style-type: none">• Facility/Agency staff• Local fire, law enforcement and EMS (simcell)• Local Emergency Management (simcell)• Virginia Department of Health (simcell)• Local Schools (simcell)

**Point of
Contact**

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GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 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). The objectives and aligned core capabilities are selected by the Exercise Planning Team.

Exercise Objective	Core Capability
Examine the ability of facility personnel to implement its existing emergency action plan processes in response to cascading events initiated by a hostile intruder at the site.	Operational Communications Operational Coordination Intelligence & Information Sharing Public Information & Warning
Review of local response agencies ability to implement victim and personnel accountability and facility isolation in response to cascading events initiated by a hostile intruder at the site.	Response Health/Safety On Scene Security & Protection Operational Communications Operational Coordination
Exercise the information sharing and integration between facility/agency staff and responding agencies to include warning information systems and interaction with the media.	Intelligence & Information Sharing Interdiction & Disruption Public Information & Warning

Table 1. Exercise Objectives and Associated Core Capabilities

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Facilitators.** Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.

Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following three modules:

- Module 1: Incident Notification
- Module 2: Incident Continues
- Module 3: Incident Stabilization

Each module begins with a multimedia update that summarizes key events occurring within that period. After the updates, participants review the situation and engage in functional group discussions of appropriate response issues.

Exercise Guidelines

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve response and information sharing efforts. Problem-solving efforts should be the focus.

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation. During this exercise, the following apply:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- All players receive information at the same time.

Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR).

MODULE 1: INCIDENT NOTIFICATION

February 27 @ 8:00am

A member of your maintenance staff encounters a male in his 30's who is disheveled and appears agitated. He angrily tells the staff member that he is looking for someone, pushes the staff member to the ground, pulls a pistol from his coat pocket, shoots him and runs into the building. He stops to jam the sliding doors shut using materials he pulled from his pockets. Once he secures the door, he pulls what appears to be a rifle from his coat. He walks down the hall, waving the rifle, shooting people he encounters who are trying to avoid him, and repeating that he is looking for Emily.

As he approaches a group of residents, he opens fire, striking the residents, seriously wounding or killing them. He storms towards the dining room area, where he encounters several additional residents and staff members at the elevators. Again, he fires his weapon, hitting residents and staff members. He grabs two residents and pulls them into an adjoining room. He barricades the door, closes the blinds, and crying can be heard from inside the room.

Key Issues

- Hostile intruder situation
- unknown injuries with numerous fatalities in the main hall
- Gunman takes two residents hostage.

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed now.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

1. What information do you need to help make decisions with?
2. What is your process for calling for help? What information needs to be shared with the 9-1-1 Center?
3. How do you share information with residents and staff?
4. In your current position, what are your initial actions and the actions of the staff? Are these actions written into your emergency management plan?
5. What information is most important when notifying emergency responders at this time? Why?

6. What are your facility's procedures for securing the facility as well as keeping residents and staff safe in an Active Shooter event? What other actions would you take at this point? Could these be accomplished at this point in the scenario?
7. What does your incident management organizational structure look like? Who is in charge?
8. Where will you establish your facility's command center? What are the considerations for location?
9. What is the facility's procedure for securing the building and keeping residents and staff safe?
10. What other actions should be taken by residents or staff?
11. Does your facility have pre-established safe refuge areas and multiple escape routes?
12. Does your facility have maps and master key sets available to law enforcement outside of the building?

MODULE 2: INCIDENT CONTINUES

February 27 @ 8:30 am

Police have secured the scene and have isolated the perpetrator and the two hostages. He is demanding to see Emily, who he says her grandparents live at the facility and he is not leaving until he sees her. He demands a phone, food, and cigarettes. When asked, he says one of the hostages says she has a broken hip where he pushed her down to the ground and the other hostage is trying to help with the injuries. He says he is not releasing anyone, regardless of how badly they are hurt. Negotiators can hear the victims in the background and they sound stable at this time. The gunman states that he has bandoleers of ammunition and the hostages confirm that they can see at least three packets of bullets on the table near them.

Fire and EMS have arrived and begin to formulate an entry plan with law enforcement using rescue task force.

Bomb squad is requested after several suspicious backpacks are found on the premises.

February 27 @ 8:35 am

A call comes in to the 9-1-1 center from the site advising of a cardiac arrest in the dining room.

February 27 @ 8:36 am

Local media members have arrived on scene and are looking for information.

February 27 @ 9:00 am

Heeding the directions to shelter in place, residents now want an update on what's going on so they can come out of their apartments. Seeing the media coverage about the incident, the facility

phone lines have been overwhelmed with calls from family members who cannot contact their loved ones, both residents and staff.

February 27 @ 9:02 am

A 9-1-1 call is received from someone in one of the adjoining rooms reporting that someone is experiencing chest pain and difficulty breathing.

Key Issues

- Ongoing hostage situation
- Multiple victims from the incident, coupled with other non-event related medical calls
- Information is needed to share with staff and the residential community

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

1. What information do you need to help make decisions at this point?
2. Given the threats, what information do you need to share with residents and staff? What about the family members who are calling? How will that information be shared with them?
3. What is the process to verify and validate information with Unified Command and internally with your structure?
4. What is significant about the time of year this incident is occurring regarding the possible need to evacuate residents and staff?
5. What about setting up a community assistance center/community reunification center?
6. Given the media is arriving, what messages need to be developed? How are you sharing those messages at this point? What specific information about the incident would you release to the media at a news conference or in a news release? What topics would you address? What information will need to remain closely held?
7. As this incident escalates, what other players do you need at the table to help with decision making? How is that information shared? What do you see as priorities and resource needs at this point?

MODULE 3: INCIDENT STABILIZATION & RECOVERY

February 27 @ 3:00pm

Negotiation with the gunman continues until gunshots are heard in the barricaded room. SWAT Team enters the room to the gunman with a self-inflicted gunshot wound. The two hostages appear to be unharmed.

All patients have been transported off site, and police are beginning their forensic investigation. Forensics advises it will be at least 24-48 hours before they complete their investigation and can turn the scene back over to the facility. Media inquiries are continuing, and national media has picked up the story.

Key Issues

- Hostages have been rescued
- Forensic investigation has begun
- All viable victims have been transported from the scene

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

1. What information do you need to help make decisions at this point? Who are your stakeholders that you need to coordinate with immediately and who needs to be brought up to speed as this incident continues? What information needs to be shared?
2. What other internal partners do you need to share information with? What information *can* be shared and how do you determine that?
3. What needs to be considered for recovery efforts for residents and staff, to include health care needs as well as mental health care needs? Who makes that decision and what information is needed to help support that?
4. What information do you need for your press briefing? What is the process to release information (who OK's it) and what can be released?

Additional questions related to recovery:

1. What will be the immediate effects on staff, residents and families?
2. What type of emotional support is in place for your staff members?
3. What system is in place to deal with families of the deceased?

4. Do you have the resources to provide immediate and long-term stress management and/or mental health services to your personnel? If not, how could those services be delivered?
5. Who will notify next of kin dead, wounded?
6. How do you keep staff members from the media?
7. How will your business recover and cleanup from carnage? How do you bring the nursing home back to a sense of “normal” after an incident of this magnitude? Does your operation have a Business Continuity Plan?
8. What are your priority action items at this point?
9. What is the media strategy at this time? Will interviews and access to the site be allowed at this point? How will this be decided? How will it be coordinated?
10. How would inquiries from private citizens seeking information on missing loved ones be handled? How will the families of victims be notified?

APPENDIX A: EXERCISE SCHEDULE

Time	Activity
1330	Welcome & Introductions
1335	Start exercise, Module 1
1415	End Module 1; Start Module 2
1445	End Module 2; Start Module 3
1530	End Module 3; End exercise
1545	Complete Hotwash and Debrief

APPENDIX B: MAPS

Appendix C: Participant Feedback Form

Please enter your responses in the form field or check box after the appropriate selection.

Name: _____ **Title:** _____

Agency: _____

Role: Player ☐ Facilitator ☐ Observer ☐ Evaluator ☐

Part I: Recommendations and Corrective Actions

- Based on the discussions today and the tasks identified, list the top three strengths and/or areas that need improvement.

- _____
- _____
- _____

- Identify the action steps that should be taken to address the issues identified above. For each action step, indicate if it is a high, medium, or low priority.

Corrective Action	Priority

- Describe the corrective actions that relate to your area of responsibility. Who should be assigned responsibility for each corrective action?

Corrective Action	Recommended Assignment

4. List the policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

Item for Review	Priority

Part II: Assessment of Exercise Design and Conduct

Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

Assessment Factor	Strongly Disagree			Strongly Agree	
The exercise was well structured and organized.	1	2	3	4	5
The exercise scenario was plausible and realistic.	1	2	3	4	5
The multimedia presentation helped the participants understand and become engaged in the scenario.	1	2	3	4	5
The facilitator(s) was knowledgeable about the material, kept the exercise on target, and was sensitive to group dynamics.	1	2	3	4	5
The Situation Manual used during the exercise was a valuable tool throughout the exercise.	1	2	3	4	5
Participation in the exercise was appropriate for someone in my position.	1	2	3	4	5
The participants included the right people in terms of level and mix of disciplines.	1	2	3	4	5

Part III: Participant Feedback

What changes would you make to this exercise? Please provide any recommendations on how this exercise or future exercises could be improved or enhanced.
