



CVHC
CENTRAL VIRGINIA HEALTHCARE COALITION

CVHC 2020 MVP Exercise Series

Situation Manual

February 25,26 & 27, 2020

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the 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	CVHC 2020 MVP Exercise Series
Exercise Dates	February 25, 26 and 27, 2020
Scope	This exercise is a tabletop planned for three hours at various locations.
Mission Area(s)	Prevention, Protection, Mitigation, Response, and/or Recovery
Core Capabilities	<ul style="list-style-type: none"> • Foundation for Healthcare and Medical Readiness • Healthcare and Medical Response Coordination • Continuity of Healthcare Service Delivery • Medical Surge
Objectives	<ul style="list-style-type: none"> • Objective 1: Maintain situational awareness by gathering and sharing real-time information related to the emergency and the current state of the health care delivery system through coordination with the local Healthcare Coalition (HCC) partners and any other applicable agency/higher authority. • Objective 2: If your facility/agency/client residence is within a flooded area or one that may flood, determine need for/priorities for either sheltering in place (SIP) or evacuation ensuring key organization's functions are maintained throughout the emergency including the provision of care to existing patients, staff and family members accompanying patients • Objective 3: Implement and manage medical surge operations through the continued sharing of resources across Health Care Coalition partners and the operational area. • Objective 4: Determine priorities to ensure patient safety and continuity of care when either current home circumstances are no longer safe, or the agency is unable to contact high acuity patients and/or field staff. Test the process of informing local emergency preparedness officials of inability to reach clients or field staff.
Threat or Hazard	Hurricane/tropical storm/flooding
Scenario	Hurricane that strikes the east coast making landfall in Charleston, South Carolina. The remnants move up the interior of South Carolina, North Carolina and spreads into Central Virginia with destructive winds and

	torrential rain. The storm stalls over our region for twenty-four hours before moving out into the Atlantic.
Sponsor	Central Virginia Healthcare Coalition through HHS ASPR HPP grant
Participating Organizations	All federal, state, local and non-governmental agencies are represented in the simulation cell (simcell) and injects will be provided as necessary/appropriate.
Point of Contact	Pete Svoboda Medically Vulnerable Populations Coordinator Central Virginia Healthcare Coalition pete.svoboda@central-region.org

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 guided by elected and appointed officials and selected by the Exercise Planning Team.

Exercise Objectives	Core Capability
Ensure that Emergency Operations Plans (EOPs) are current and correct and that incident management and operational procedures have been exercised and documented.	Foundation for Healthcare and Medical Readiness
Maintain situational awareness by gathering and sharing real-time information related to the emergency and the current state of the health care delivery system through coordination with the healthcare coalition.	Healthcare and Medical Response Coordination
If agency or patient care areas are within flood areas, determine need for/priorities for either sheltering in place (SIP) or evacuation ensuring key organization's functions are maintained throughout the emergency including the provision of care to existing and possibly new patients as well as staff and family members accompanying patients.	Continuity of Healthcare Service Delivery
Implement and manage medical surge operations through the continued sharing of resources across Health Care Coalition partners and the operational area.	Medical Surge

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.
- **Observers:** Observers do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **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.

- **Evaluators:** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

Exercise Structure

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

- Module 1: Preparedness and Business Continuity
- Module 2: Response
- Module 3: Recovery/Restoration of Services

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in functional group discussions of appropriate [prevention, protection, mitigation, response, recovery] issues. For this exercise, the functional groups are as follows:

- Hospice and Home Health
- Dialysis
- Ambulatory Surgical Centers and Medical Clinics
- Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/IID)
- Programs of All-Inclusive Care for the Elderly (PACE)

After these functional group discussions, participants will engage in a moderated plenary discussion in which a spokesperson from each group will present a synopsis of the group's actions, based on the scenario.

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 [prevention, protection, mitigation, response, recovery] 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: PREPAREDNESS & BUSINESS CONTINUITY

Scenario



August 24, 2020: 0800

Hurricane Joann makes landfall as a Category 3 storm. The National Hurricane Center is predicting that it will head up the interior of North Carolina and enter the Central Region of Virginia in the next forty-eight hours.

Key Issues

- Major Category 3 hurricane will slow to a tropical storm bringing with it strong winds and significant rainfall.
- The region has had an unusually wet season, with a record amount of rainfall. Extended rainfall has saturated the soil and caused runoff directly into streams and rivers, causing small area floods.
- Major flooding will be a significant hazard with predictions that the tropical storm could stall over the region.

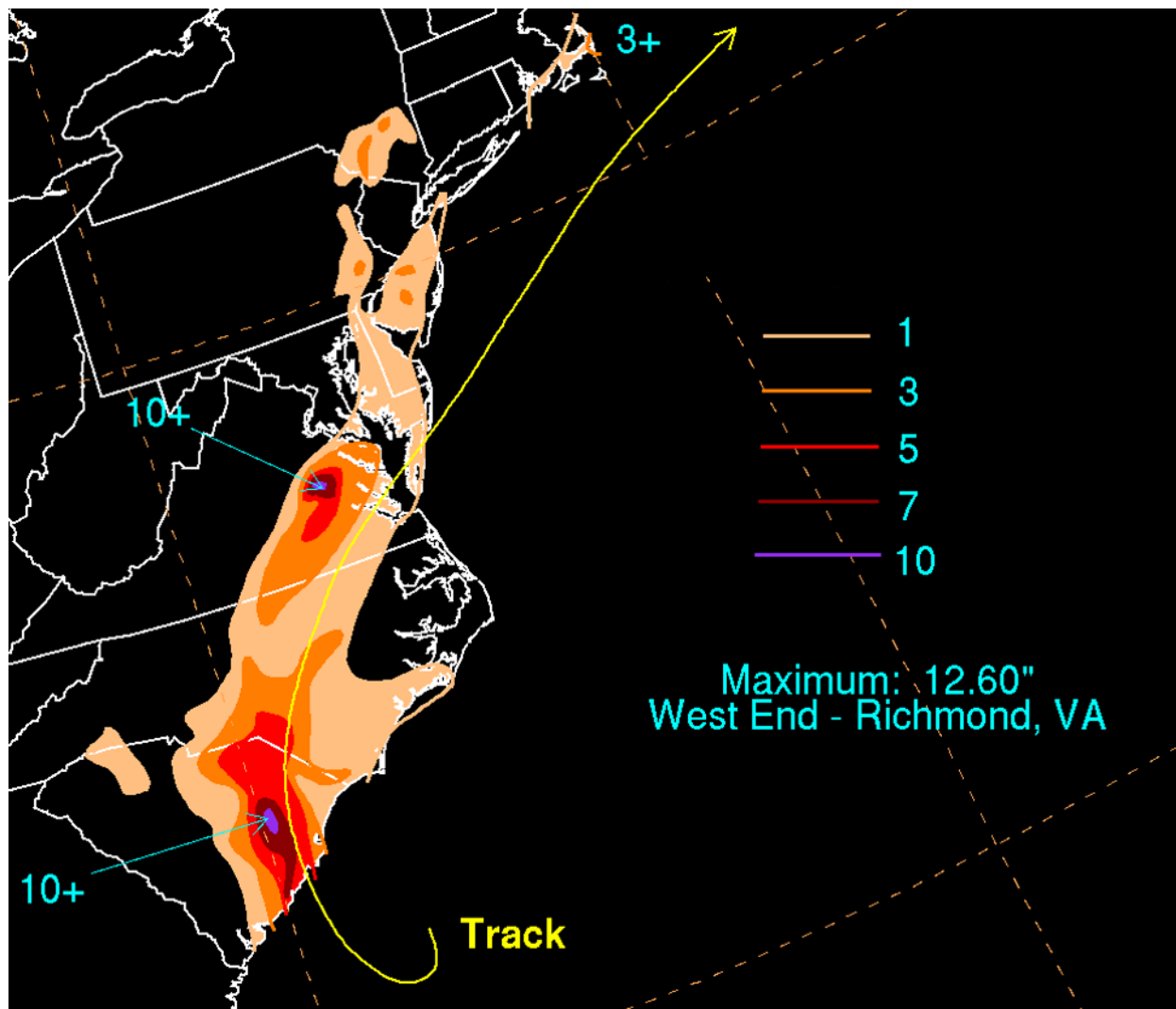
Questions

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 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. How will your facility receive warnings?
2. How will staff be alerted?
3. What are the procedures and policies for staff reporting to work during an emergency?
4. How will incident management procedures be used during the event?
5. How will clients/patients be alerted and what precautionary measures that will be taken?
6. Identify alternative means of notification should the primary system fail.
7. Identify procedures for notifying those facilities that may be receiving clients/patients if they are evacuated.
8. Identify procedures for notifying families of participants that the facility is being evacuated or closed.
9. Identify procedures that will be used to keep track of clients/patients once they have been evacuated.
10. How will non-ambulatory patients be evacuated?
11. What other measures should be taken to help ensure business continuity?

MODULE 2: RESPONSE



Scenario

August 26, 2020: 1900

As predicted, Tropical Storm Joann has reached our region and appears to have stalled. Heavy rain is pounding the region and winds of 35mph gusting to 55mph are causing extensive power outages and making it difficult to communicate.

Key Issues

- Tropical Storm Joann is pounding the region with heavy rain and wind.
- There are extensive power outages.
- Communications capability is being hampered by the storm.

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. Does our organization have an emergency preparedness plan to address potential flooding or weather-related issues?
2. If so, does that plan address potential utility failures, rapid evacuation, supply shortages, equipment failure (e.g., equipment stored in the basement)?
3. What resources such as action planning procedures and forms are used to document and guide the response and recovery process?
4. What is your process for receiving and disseminating critical information (Situational Reports) internally and externally with government and non-government partners?
5. What redundant communication systems are in place for use in incidents? How are these systems tested?
6. What information should be released to the public? How will that information be released? How will you communicate with and address the requirements of persons with disabilities and others with access and functional needs (e.g., non-english speaking, seniors, homeless, and homebound)? How do you utilize local media, social media and other resources?
7. How are you utilizing local emergency medical services, ambulance providers, law enforcement and other emergency management resources to aid your efforts?
8. How do you plan for and respond to staffing needs when staff are unable to access your facility?

MODULE 3: RECOVERY/RESTORATION OF SERVICES

Scenario

August 27, 2020: 0800

The storm has moved off the Atlantic coast and has regained sufficient energy to become a Category 2 hurricane. In its wake, the region has suffered significant damage. The governor has declared a State of Emergency, activated the National Guard. The state EOC and all local EOCs have been fully activated. Numerous water rescues have been made by local fire departments and incident activity is extremely high.

Key Issues

- The storm has drenched the region leaving a rainfall total of 10 inches.
- Many streets are impassable due to downed trees and utility services. I95 is impassable in both directions between the Belvidere exit and the entrance ramp to I64.
- Shelters are open throughout the region. There have been fatalities due to rapidly rising flood waters. Efforts to account for the missing are ongoing and it is feared that the death toll will rise.

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. How do you track your staff who may be evacuated from their homes?
2. How do you track your staff when they accompany evacuated patients to other facilities?
3. How do you notify the family of patients you are relocating?
4. How does your facility deal with “boil water” orders?
5. Does your facility have a plan for potential flooding of generator locations?
6. When would the facility activate Business Continuity Plans to continue operations and recover post flooding?
7. What are your plans to house staff onsite in the event they are unable to go home?
8. Do you have continuity plans in place with key vendors to provide services/deliveries when access to the facility is limited?

APPENDIX A: EXERCISE SCHEDULE

Time	Activity
[February 25, 26, & 27, 2020]	
13:00	Welcome and Opening Remarks
13:15	Module 1: Briefing, Caucus Discussion, and Brief-Back
14:00	Break
14:10	Module 2: Briefing, Caucus Discussion, and Brief-Back
15:00	Break
15:10	Module 3: Briefing, Caucus Discussion, and Brief-Back
15:50	Hotwash

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Federal
State
[Jurisdiction A]
[Jurisdiction B]

APPENDIX C: RELEVANT PLANS

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]

APPENDIX D: ACRONYMS

Acronym	Term
CVHC	Central Virginia Healthcare Coalition
SitMan	Situation Manual
TTX	Tabletop Exercise
SimCell	Simulation Cell