

PLANNING, OBJECTIVES, SCENARIOS, OH MY!

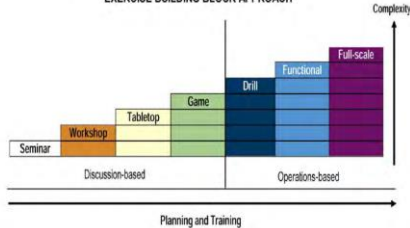
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Metro Health and Medical
Preparedness Coalition

CLARIFICATION

- This is just an overview
- Not an “official” HSEEP certified course
- Further resources will be provided later

EXERCISE BUILDING BLOCK APPROACH



DISCUSSION VS OPERATIONAL EXERCISES

- Slide Development & Facilitation
- Situation Manual (SitMan)
- Conference & Breakout
- Scribing & Participant Feedback Forms
- Relatively Quick/Cheap
- Exercise Plan (ExPlan)
- Master Scenario Events List (MSEL)
- Multiple Sites
- Evaluators & Exercise Evaluation Guide (EEG)
- Safety Considerations
- Lengthy Process/Expensive

DESIGN VS DEVELOPMENT

DESIGN

- Assessing exercise needs
- Defining the exercise scope
- Writing a purpose statement
- Defining exercise objectives
- Creating an exercise scenario

DEVELOPMENT

- Creating documentation
- Arranging logistics, actors, and safety
- Coordinating participants
- Supporting tasks (e.g., training controllers, evaluators, and exercise staff)

EXERCISE PLANNING

PURPOSE

- Determines exercise objectives
- Tailors scenarios to meet objectives
- Determines logistical support

COMPOSITION

- Exercise Director
- Subject Matter Experts
- Response Partners
- Business/Care Unit Representatives
- Lead Evaluator
- Lead Controller

PLANNING MEETING PURPOSE

• Concepts and Objectives Meeting

- Formal beginning of the planning process
- Identify the type, scope, objectives, and purpose of the exercise
- For less complex exercises the C&O Meeting can be conducted in conjunction with the IPC

• Initial Planning Conference

- Gain agreement from the exercise planning team on scope, design requirements, and conditions
- Determine objectives, levels of participation, and scenario variables from each participating agency
- Develop Planning Schedule

PLANNING AND MEETING PURPOSE

• Middle Planning Conference

- Provide additional opportunities to settle logistical and organizational issues that may arise during planning
- Comments on draft exercise documentation
- Construction of the scenario timeline

• Final Planning Conference

- Provides the final forum for reviewing exercise processes and procedures
- The planning team will receive final drafts of all exercise materials prior to the FPC
- Ensures that all logistical requirements have been arranged, all outstanding issues have been identified and resolved, and all exercise products are ready for printing

PLANNING AND MEETING PURPOSE

• MSEL (Master Sequence of Events List) Meeting

- links simulation to action, enhances exercise experience for players, and reflects an incident or activity that will prompt players to implement the policy or procedure being tested
- length of a MSEL Conference varies according to the scope of the exercise and variability of the injects

• Controller/Evaluator Training

- Prior to exercise, to review all documents that will be utilized
- Allow controllers/evaluators to ask questions

PLANNING SCHEDULE

Meeting	Tabletop	Functional	Full Scale
Initial Planning	3 Months Prior	6 Months Prior	12 Months Prior
Midterm Planning	4-6 Weeks Prior	3 Months Prior	6 Months Prior
Master Scenario Events List Meeting	NA	2 Months Prior	3 Months Prior
Final Planning	2-3 Weeks Prior	1 Month Prior	1 Month Prior
CONDUCT			
Draft After Action Report	14 days After	30 Days After	45 Days After
Final After Action Report	30 days After	45 Days After	60 Days After

EXERCISE DOCUMENTS AND RESOURCES

- **Discussion Based**
 - Situation Manual (SITMAN)
 - Slide Set
 - Facilitator Guide
 - Participant Feedback
 - Typically lasts 2-4 hours
- **Operations Based**
 - Exercise Plan (ExPlan)
 - Exercise Evaluation Guide (EEG)
 - Controller and Evaluator Guide (C/E Guide)
 - Master Sequence of Events List (MSEL)
 - Inject Messages
 - Controllers
 - Evaluators
 - Typically lasts 4-8 hours, can also course over a few days

DEFINE THE OBJECTIVES

- *Description of the performance you expect from participants to demonstrate competence.*
- Objectives go hand in hand with the purpose statement but are more specific and performance based

WHY CREATE OBJECTIVES?

- **Design process:** The needs assessment, scope, and purpose statement lead to the formulation of objectives.
- **Exercise conduct:** Elements of the exercise should be conducted according to the objectives to make sure that it stays on track.
- **Evaluation:** During the exercise, observers use the objectives to evaluate performance.
- **Follow-up:** Participants retrain, plan, and practice to address objectives that were not fulfilled.

WHAT MAKES A GOOD OBJECTIVE?

- Clear, concise, and focused on participant performance.
- They should contain:
 - An action, stated in observable terms.
 - The conditions under which the action will be performed.
 - Standards (or level) of performance.
- An objective should state:
 - **who** should do **what**
 - under **what conditions**
 - according to **what standards**.

SAMPLE OBJECTIVES

- Within 15 minutes (standards) of the Alert and Notification (conditions), Command Team Members (who) will arrive at the Designate Command Center (specific action)

SMART OBJECTIVES

- **Simple**--simply phrased. It is brief and easy to understand.
- **Measurable**--results are observable and everyone can agree on whether or not the objectives are achieved.
- **Achievable**--not be too difficult or impossible to achieve.
- **Relevant**--should be instrumental to the mission of the organization and link to its goals or strategic intent.
- **Realistic**--realistic expectation for the exercise.
- **Task Oriented**--focus on behavior or procedure. **OR**
- **Time Bound**--a specified and reasonable timeframe should be incorporated into all objectives (functional and full-scale).

SMART WORD CHOICES

Avoid vague verbs such as:

Know
Understand
Appreciate
Be aware of

Use action verbs such as:

- Assess.
- Clarify.
- Define.
- Determine.
- Demonstrate.
- Establish.
- Evaluate.
- Examine.
- Explain.
- Identify.
- Inspect.
- List.
- Notify.
- Operate.
- Prepare.
- Record.
- Report.
- Show.
- Test.

COMPOSE A SCENARIO NARRATIVE

- A brief description or "story" of events that have occurred leading up to the exercise.
- It captures attention and motivates exercise participants to proceed to make decisions or take action based on events that have occurred.
- The narrative has two important functions:
 - First, it sets the mood for the exercise. Participants need to be motivated to participate. The narrative captures their attention and makes them want to go on.
 - Second, the narrative sets the stage for later action by providing information that the participants will need during the exercise.
- Ties into the Objectives, MSEL, and EEGs

CHARACTERISTICS OF A GOOD SCENARIO NARRATIVE

- Type of event
 - Time of occurrence
 - Location/where the event/incident occurred
 - What has happened leading up to the exercise
 - What may happen
 - Weather conditions
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- For an emergency with warning time (e.g., a severe weather incident), the narrative often outlines the developing situation chronologically.
 - For an unexpected event (e.g., a chemical spill or bomb threat), the narrative may be shorter. Or, it may devote more detail to the environment of the emergency (e.g., a nearby school, other chemicals stored, rush hour approaching) to create intensity of feeling.

SAMPLE NARRATIVE: TORNADO

- **Background:** It's late May. The residents in xxx have responded to six tornado warnings in the last month. The tornadoes spotted have caused minor damage to some farm buildings in the county, but no tornadoes have struck xxx proper.
- **The Event:** At 7:51 p.m. last night a 1/4 mile wide EF 5 tornado traveled SW to NE through the heart of xxx.
- **The Results:** All structures and trees in the path of the tornado have been destroyed. Debris from the tornado has made the roads impassable. There are numerous injuries and an unknown number of fatalities. Utilities and telecommunications are unavailable throughout the entire town.
- **Subsequent Actions:** Upon hearing about the tornado striking xxx, numerous physicians, nurses, debris removing contractors and other citizens self-deployed. To restore order the Governor ordered MN National Guard troops to secure a perimeter around the entire town. It is currently off-limits to everyone except first responders.
- Initial assessments indicated that the xxx facility was heavily damaged. There is no time-frame available yet to know when state officials will be able to further assess damage at the xxx facility.
- **The Next Day:** At 6:03 a.m., the Governor, declared a State of Emergency.
- Because you are a member of the Command Team, you have been contacted by the XXX to report to the [1st command team Center here] as soon as possible. The time is now approximately 9 a.m.

QUESTIONS?

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