



Power Struggle

Situation Manual

August 4, 2022

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	Power Struggle
Exercise Dates	August 4, 2022, from 1300 to 1600
Scope	This exercise is a facilitated, functional, community-wide exercise. The exercise is planned for 3 hours and is to be conducted at the player's facility in collaboration with virtual scenario updates and injects from the RHRC. Players will include participation from the Metro Health and Medical Coalition, Xcel Energy, and Corner Home Medical. Exercise play is limited to exercise participants. There will be no role players/actors during this exercise. Any staff or patient/client/resident movement will be simulated only.
Mission Area(s)	Preparedness, Mitigation, and Response
Core Capabilities	<ul style="list-style-type: none"> • HPP Capability 1: Foundation for Healthcare and Medical Readiness (Objective 4, Activity 1 and 3) • HPP Capability 2: Health Care and Medical Response Coordination (Objective 3, Activity 1 and 3) • HPP Capability 3: Continuity of Health Care Delivery (Objective 1)
Objectives	<ol style="list-style-type: none"> 1. Activate and implement Incident Command to manage the event. 2. Activate and implement facility Severe Weather Plan. 3. Activate and implement facility Utility Outage Plan. 4. Activate and implement internal/external Communications Plans. 5. Activate and implement facility Flood Plan. 6. Identify triggers for evacuation and initial triage of clients/residents.
Threat or Hazard	Severe Weather: Building or resident access, staff safety, patient/resident/client safety, power outage, and potential facility evacuation or sheltering in place.
Scenario	A severe weather scenario moving across the metro area that includes severe thunderstorm warning/watch, high winds, damaging hail, and heavy rain. As exercise escalates, there will be sustained power outages and minor flooding. There will be three modules to the exercise scenario and event(s) will escalate over time. Facilities will have to respond to multifaceted impacts to their facility, patients/residents/clients, staff, and vendors.

Exercise Name	Power Struggle
Sponsor	Metro Health and Medical Coalition/Regional Healthcare Preparedness Coordinator - Hospital Preparedness Program (HPP) grant
Participating Organizations	<p>Participants will be from the public and private sector. Participating facilities include Long-term Care, Assisted Living, Home Care, Hospice, Clinics, Xcel Energy, Corner Home Medical, and the Regional Hospital Preparedness Coordinators.</p> <ul style="list-style-type: none"> • Anticipated total number of participants: 400 Facility Type: <ul style="list-style-type: none"> ○ LTC Facilities: 107 ○ Assisted Living Facilities: 165 ○ Group Home Facility: 11 ○ Home Care/Hospice Facilities: 46 ○ Clinics: 6 ○ Public Health: 2 ○ Other: 10 • Number of Regional Exercise Controller: 1 • Number of Regional Exercise Director: 1 <p><i>A roster of participants registered for the exercise can be accessed upon request.</i></p>
Point of Contact	<p>Venue/Regional Controller: Emily Moilanen, Metro Regional Healthcare Preparedness Coordinator, Emily.Moilanen@hcmcd.org</p> <p>Regional Exercise Director: Kris Kaus, Metro Regional Healthcare Preparedness Coordinator, kris.kaus@outlook.com</p>

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 HPP grant and selected by the Exercise Planning Team.

Exercise Objectives	Core Capability
Activate and implement Incident Command to manage the event.	HPP Capability 1: Foundation for Healthcare and Medical Readiness
Activate and implement facility Severe Weather Plan.	HPP Capability 2: Health Care and Medical Response Coordination
Activate and implement facility Utility Outage Plan.	HPP Capability 3: Continuity of Health Care Delivery
Activate and implement internal and external Communications Plans.	HPP Capability 2: Health Care and Medical Response Coordination
Activate and implement facility Flood Plan.	HPP Capability 2: Health Care and Medical Response Coordination HPP Capability 3: Continuity of Health Care Delivery
Identify triggers for evacuation and initial triage of clients/residents.	HPP Capability 3: Continuity of Health Care Delivery

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.
- **Controllers:** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.

- **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: Severe Weather
- Module 2: Loss of Power
- Module 3: Minor Flooding

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 actions and decision making of appropriate mitigation, protection, and response issues and response strategies. For this exercise, the functional groups are as follows:

- Xcel Energy (Utility Company)
- Corner Home Medical - Durable Medical Equipment Provider
- Healthcare Facilities/Services:
 - Long Term Care
 - Assisted Living
 - Group Homes
 - Home Health
 - Hospice
 - Clinics
- Regional Healthcare Resource Center/Regional Healthcare Preparedness Coordinator

Following each module, participants will be alerted to attend a virtual update to obtain situation updates and other key messages from the lead exercise controller. After the exercise is completed, venue/site controllers will be requested to hold a 30-minute Hot Wash discussion for their own facility. The discussion will be moderated by the site controller and facilities will present a brief synopsis of their group's actions and learnings 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 and experience.
- 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 mitigation, protection, and response 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.
- The timeline of events will be accelerated to allow for event escalation throughout the exercise. All players will respond accordingly.
- All players receive information at the same time.
- Exercise communication and coordination is limited to participating exercise organizations and venues.
- Participating agencies may need to balance exercise play with real-world emergencies. **Real-world emergencies take priority.**

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 participate in the facility's hot wash immediately after the exercise. The site controller will also be asked to complete a participant feedback form upon completion of the exercise. These documents, coupled with site controller's observations, notes, hot wash feedback, and debrief will be used to evaluate the exercise and compile the After-Action Report (AAR).

MODULE 1: SEVERE WEATHER

Scenario

August 4 (Thursday): 1:00 pm

Local news channels are reporting damage to buildings and downed powerlines in cities along the western boarder of Minnesota. The news reports warn that high winds, large hail, and heavy rain from this slow-moving storm front will be moving into the metro area within the hour. Your area is under a Severe Thunderstorm Watch. The current temps are in the high 90's with high humidity.

Key Issues

- Potential severe weather situation.
- Incident Command System activation.
- Communication mechanisms.

Questions

Based on the information provided, address the issues raised in Module 1. Identify critical issues, decisions, requirements, plan activations, or questions that should be addressed at this time.

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

Healthcare Facilities/Services

1. What steps are you taking to prepare for the potential severe weather?
2. Who is, and how do you, monitor severe weather?
3. How is it communicated to staff, residents/clients?
4. When do you activate Incident Command?

Regional Healthcare Resource Center/Regional Healthcare Preparedness Coordinator

1. What steps is the RHRC taking at this time?
2. Is there any messages and communications occurring?
 - If so, what method of incident notification do you use?
 - Who is the message or alert sent to?

MODULE 2: LOSS OF POWER

Scenario

August 4, 2022 (Thursday): 2:30 pm

You are currently under a Severe Thunderstorm Warning. The high winds have knocked down several power lines across the metro and west central region that has resulted in loss of power to several counties including to your entire facility/client's home. The severe weather warning remains in effect until 4:00 pm for your area.

** During this Module we will have a short presentation from an Xcel Energy representative.*

***Mid-way through module an inject stating, "Power is not expected to be restored for at least 24-48 hours, maybe longer" will be announced by facility lead (listed in the MSEL). A MNTrac alert will also be sent.*

Key Issues

- Response Plan activation and implementation
- Loss of power
- Communication mechanisms
- Patient/Resident/Client safety

Based on the information provided, address the issues raised in Module 2. Identify critical issues, decisions, requirements, plan activations, or questions that should be addressed at this time.

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

Xcel Energy

1. Does Xcel have a plan to prioritize healthcare facilities and/or vulnerable populations?
2. Should facilities that use high amount of energy/power contact Xcel to report outages?
3. Where is the best place to get updates on outages from Xcel?

Healthcare Facilities/Services

1. Assess emergency power and medical equipment.
 - a. Standby power systems activation.
2. Outside temps are high and building temps are rising to an uncomfortable state, what steps are you taking to make your residents/clients comfortable?
3. At what point do you communicate with your regional partners?
 - a. Regional system partners

- b. Coalition (and join MNTrac when room is activated)
 - c. Utility company
 - d. DME
4. When do you and what will you communicate with resident families or clients in your service area?

Regional Healthcare Resource Center/Regional Healthcare Preparedness Coordinator

1. What plans have you activated?
2. What is your top priority at this point?
3. Have you implemented regional communication mechanisms?
4. If so, how and to whom.

MODULE 3: MINOR FLOODING

Scenario

August 5 (Friday), 2022: 10:00 am

The rain continues to fall and has caused water to leak into your facility in a subset of patient rooms/into your client's home. This in addition to the power outage and rising temps in the building, may be pointing to a potential evacuation.

** During this module we will have a short presentation from a DME representative.*

***Near the end of the module and inject stating, "Your power has been restored." Will be announced by the facility lead (listed in MSEL) to aid in closing discussion and ending module. A MNTrac alert will also be sent.*

Key Issues

- Staff safety
- Patient/resident/client/visitor safety
- Shelter in place processes, evacuation readiness
- Property preservation/fortification

Based on the information provided, address the issues raised in Module 3. Identify critical issues, decisions, requirements, plan activations, or questions that should be addressed at this time.

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

Corner Home Medical - Durable Medical Equipment Provider

1. What procedures does Corner Home Medical have in place in the event of an emergency that impact use of, or access to, DME/oxygen by clients?
2. What is the best way for healthcare organizations to communicate their needs to DME providers during an emergency? Prior to an emergency?
3. Describe how you prioritize competing resource requests during an emergency?
4. What is your typical turn around time for emergent resource requests?

Healthcare Facilities/Services

1. Does your evacuation plan outline triggers for evacuation?
 - a. Full or partial evacuation?

2. Do you have enough O2 tanks to transport patients/clients?
3. Activate your Flood Safety plan. What does that look like?
4. (LTC) Pull your current list of residents and triage them.
 - a. Where are your residents/clients being transported to? How?
 - b. How do you track staff? Who goes with the residents?
5. (HCH) Where would you direct your clients to go if they need to leave their home?
 - a. Is there a triage process? If so, what does that look like.
 - b. Assess DME/O2 supplies. What resources do you have available to assist you?
6. When and how do you inform families?

After inject of “power is restored”, address these questions:

- What are your steps to begin to demobilize?
- When/who will do the safety assessment?

Regional Healthcare Resource Center/Regional Healthcare Preparedness Coordinator

1. What steps are you taking at this point?
2. What are your priorities?
3. What communication mechanisms are you using?
4. Have you activated additional RHRC response teams members?

After inject of “power is restored”, address these questions:

- What are your steps to begin to demobilize?
- What is being communicated to the facilities (MNTrac)?

Appendix A: Master Schedule of Events List (MSEL)

Note: Because this information is updated throughout the exercise planning process, appendices may be developed as a stand-alone document rather than part of the SitMan.

For this exercise, a stand-alone MSEL was developed and will be distributed to each facility’s exercise controller prior to the exercise.

The illustration below is only an example of a portion of the MSEL used for this exercise.

POWER STRUGGLE
MASTER SCENARIO EVENTS LIST (MSEL)
 August 4, 2022

[The Master Scenario Events List is a chronological timeline of expected actions and scripted events to be injected into exercise play by facilitators/controllers to generate or prompt player activity. It ensures necessary events happen so that all exercise objectives can be met. This template should be utilized to track each of the individual events within the scenario and those expected actions of personnel and the learning points associated with those actions.]					
No.	Timeline	Assigned To	Message/Talking Points	Expected Outcome	Learning Points
0.	<i>Injects can be addressed during the given exercise timeframe.</i>	<i>Injects can be addressed during the given exercise timeframe.</i>	<i>Scenario events or messages within the exercise that prompt players to implement the plans, policies, and/or procedures that require testing during the exercise. It is not always necessary to follow an inject with questions, however, they can be useful to foster valuable dialogue or help reach expected outcomes.</i>	<i>Represents a desired response or actions to the questions or messages proposed during the delivery of injects. Expected outcomes should come directly from the plan being tested, as well as previous training staff may have received.</i>	<i>Pieces of information or actions that personnel will learn or take away from the proposed inject and associated expected outcomes. These learning points often represent key pieces of the emergency operations plan that personnel should understand or be aware of.</i>
	May 19	Planning Team	Initial Planning Meeting	Set scope, objectives, and scenario.	Exercise development.
	June 23	Planning Team	Mid-Planning Meeting	Identify EX name, refine scenario, set EX and training timeline.	Exercise development.
	July 13	RHRC/ Facilities	Exercise Basics Training	Discuss exercise definitions, structure, and processes for conducting an exercise.	Gain baseline knowledge and understanding for carrying out an exercise at your facility.
	July 21	Planning Team	Final Planning Meeting	Solidify SitMan, MSEL, and Ex flow.	Finalize exercise components.
	July 27 & 28	RHRC/ Facilities	Controller/Evaluator (CE) Training	Review exercise roles and identify any remaining gaps in exercise plan.	Ready teams for exercise day.
	1300	Exercise Begins – August 4, 2022			
1.	1300	RHRC/ Facilities	RHRC sends email and MNTrac message to join Zoom call regarding severe weather.	Participants receive MNTrac alert and/or email notification. Initiate exercise.	Gained awareness of and access to critical notification processes.
2.	1303	RHRC/ Facilities	Hold Zoom call for introduction of exercise, scenario, and further instruction. (Module 1)	<ul style="list-style-type: none"> • Players able to join the call and receive current event information (stage 1 of scenario). • Next meeting time is set for 1330. 	Successful communication platform to disseminate critical information to key stakeholders.
3.	1315	Facilities	Assess your organization’s initial process to gather, vet, and disseminate credible threat information in a timely manner.	<ul style="list-style-type: none"> • Identify how your organization receives critical weather information and how it <u>vet</u>s information received. • Identify how your organization disseminates vetted information to staff and residents in a timely fashion. 	<ul style="list-style-type: none"> • Identified a formal process for critical internal and external information flow. • Identified who is responsible for coordinating communication within your organization and how. • Implement Severe Weather Plan.

APPENDIX B: RELEVANT PLANS

Below is a list of plans that may be used during this exercise. This list is not a definitive list and healthcare facilities/services may activate or implement others plans as needed.

1. Emergency Operations Plan
2. Crisis Communication Plan
3. Flood Plan
4. Vendor Contact List
5. Staff Contact List
6. Shelter in Place Procedure
7. Evacuation Procedure
8. Communication Templates
9. City Maps
10. Facility Maps

APPENDIX C: ACRONYMS

Acronym	Term
AAR/IP	After Action Report/Improvement Plan
AL	Assisted Living
DME	Durable Medical Equipment
EEG	Exercise Evaluation Guide
HCH	Home Care and Hospice
HPP	Hospital Preparedness Program
HSEEP	Homeland Security Exercise Evaluation Program
LTC	Long Term Care
MSEL	Master Scenario Events List
RHPC	Regional Healthcare Preparedness Coordinator
RHRC	Regional Healthcare Resource Center
SitMan	Situation Manual
SME	Subject Matter Expert