

Hospital Emergency Preparedness & Response Workshop

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EXERCISE MANAGEMENT

Tool for Continuous Capacity Improvement



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Session Objectives

At the end of the session, participants should be able to:

1. Define what is an exercise
2. Discuss the different stages of the cycle of continuous improvement for hospital emergency management
3. List the steps in the exercise management process
4. Explain how lessons learned can be achieved

ARE YOU PREPARED?

If you had an emergency tomorrow, are you prepared to respond to and recover from that emergency?

How do you know?



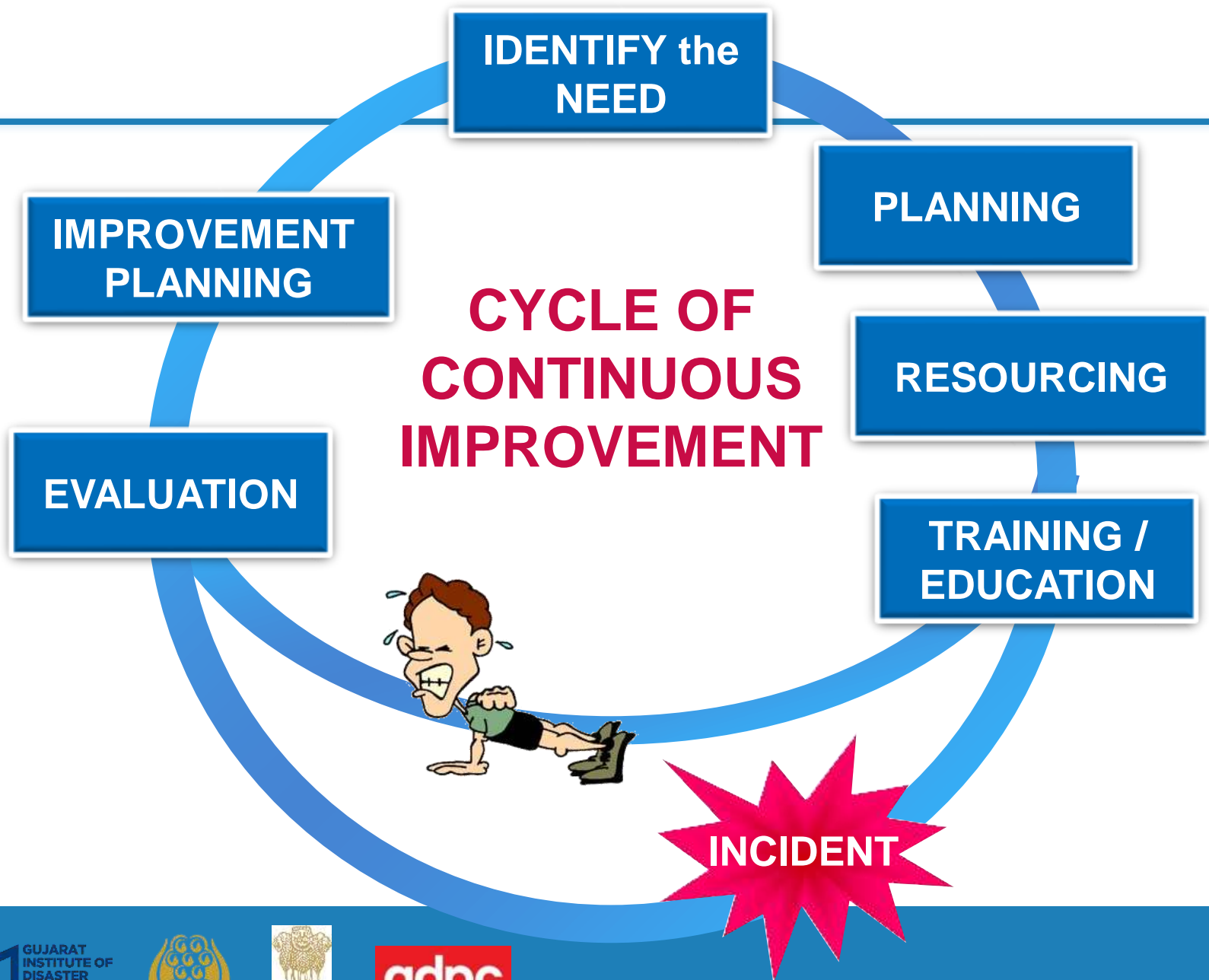
ARE YOU PREPARED?

Have you.....

- Assessed the risks?
- Documented arrangements (Plans) for responding to and recovering from the risks that you cannot prevent or mitigate against?
- Established (or identified) incident management system?
- Prepared public warning messages?
- Conducted training and education?
- Allocated appropriate resources
- Tested, assessed or evaluated your arrangements?
- Taken corrective action?



INCIDENT



What is an Exercise?

A simulation of emergency management events, through discussion or actual deployment of personnel, in order:

- to train personnel
- to review / test the planning process or other procedures
- to identify needs and/or weaknesses
- to demonstrate capabilities
- to practice people in working together



COMMON BARRIERS IN CONDUCTING A SUCCESSFUL EXERCISE

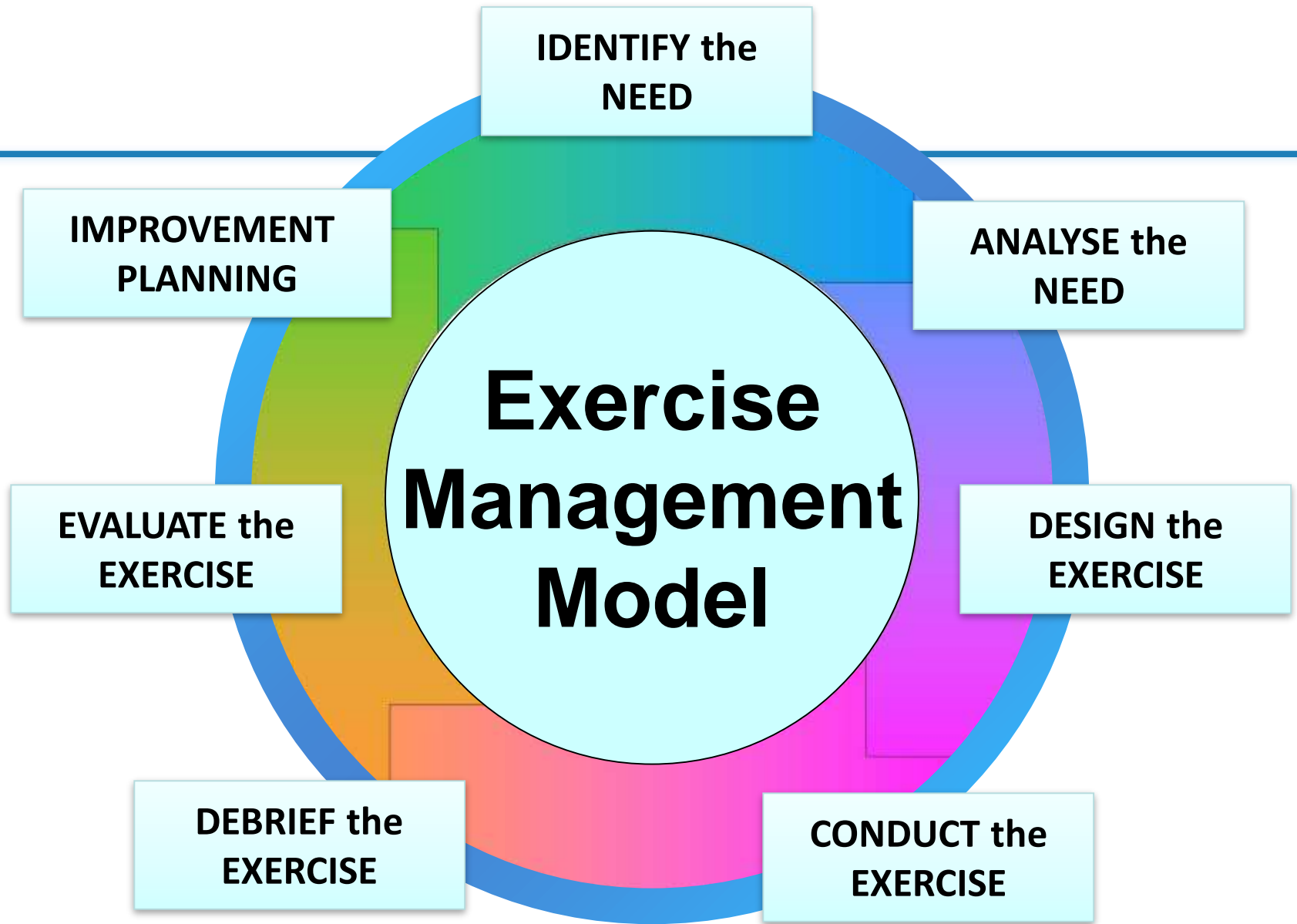
- Lack of policy level commitment
- Overcomplicated scenarios
- The wrong people or too many people at the table
- Unclear objectives
- Time constraints
- Lack of funding
- Different levels of preparedness of participant organizations

Cont'd.....

- Competing interests and priorities during the exercise
- Difficulty getting buy-in and/or funding for exercises that address catastrophic issues that would have huge consequences but are of relatively low probability
- Thinking of the exercise as a demonstration that you know what you are doing and that **“you cannot or should not make mistakes”**; similarly, thinking that nothing should **“go wrong”** during the exercise

Exercise Planning Team Structure





What is the need to conduct an exercise



All exercises begin with a specific need to:

- Test
- Evaluate
- Assess
- Practice
- Train
- Demonstrate

Analyse the Need

The identified need is analyzed to determine the **aim** and **objectives** for the proposed exercise.



Difference between AIM and OBJECTIVE

AIM

Overall intention
“What do you want to achieve?”

OBJECTIVE

What do want your participants to perform?

SOP

Procedure

Actions

EXERCISE

Designing the Exercise

The exercise is planned and written to achieve the objectives. This includes:

- Scope of the exercise
- Type of exercise
- Scenario
- Directing staff and responsibilities
- Control arrangements
- Communication arrangements
- Arrangements for briefings, debriefs and evaluation
- An exit strategy

Exercise Scope

How big is this exercise going to be?

What is included

What is NOT included

*Avoid **scope creep**!!!*



What Does Scope Include?

There are five key elements of scope:

1. Type of emergency
2. Location
3. Functions
4. Participants
5. Exercise type

Types of Exercises

Discussion Based Exercises

- Seminars
- Workshops
- Table top exercise (TTX)
- Games



Operations Based Exercises

- Drills
- Functional exercise (FE)
- Full scale exercise (FSE)



Exercise Type & Utility

Full Scale Exercise	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH
Functional Exercises	MED	HIGH	HIGH	MED	N/A	N/A
Field Exercise (Drills)	N/A	LOW	MED	HIGH	HIGH	HIGH
Field Exercise (Demo)	N/A	N/A	N/A	LOW	LOW	LOW
Games	N/A	N/A	N/A	N/A	LOW	HIGH
Tabletop Exercises	HIGH	HIGH	MED	MED	N/A	N/A
Workshops	MED	MED	MED	MED	N/A	N/A
Seminars	LOW	LOW	N/A	N/A	N/A	N/A

Policy &
Guidelines

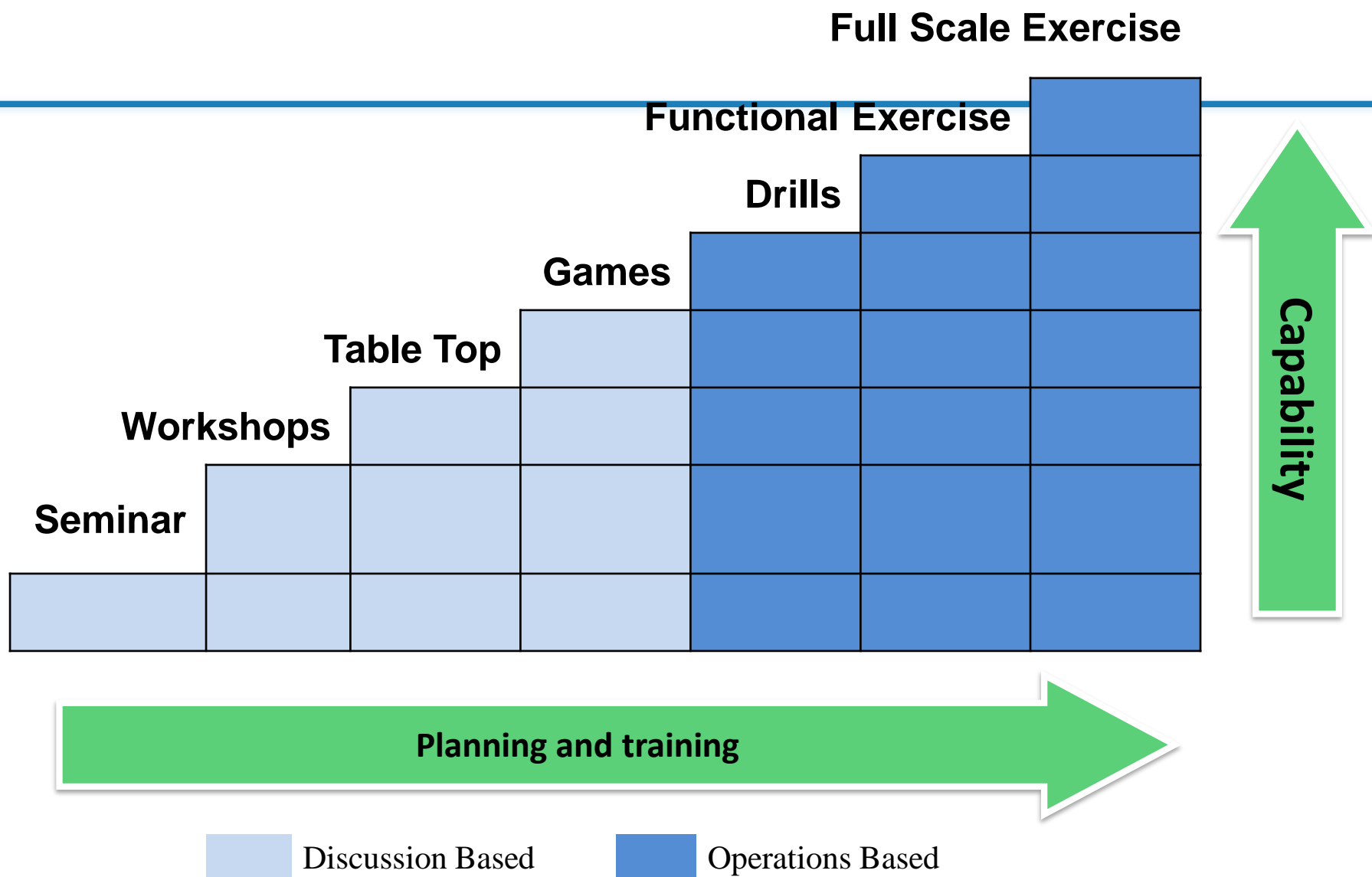
Response
Plans

Admin
Procedures

Operational
Procedures

Tasks &
Skills

Equipment/
Techniques



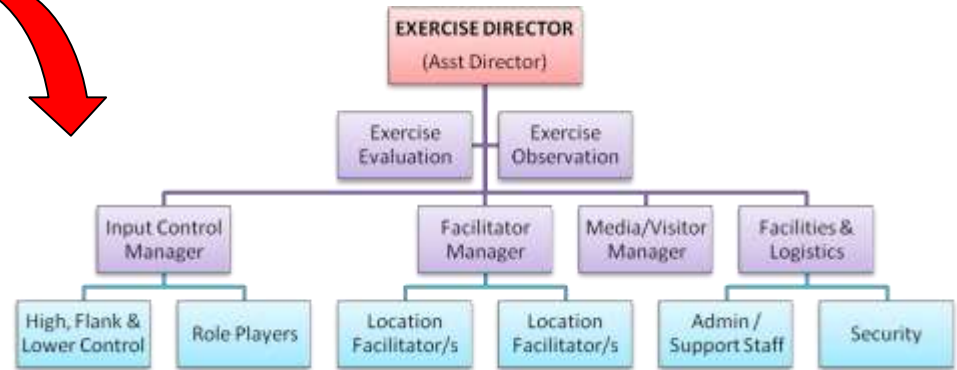
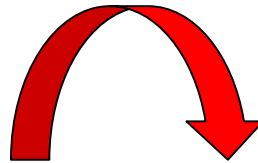
Exercise Scenario

- **GENERAL IDEA:** referred to as the narrative, sets the scene for an exercise to begin and follows with a hypothetical situation creating the need for emergency response.
- **SERIALS / SPECIAL IDEA:** sections or chapters that coincide approximately with the key events and the response in the plan

Exercise Control Team



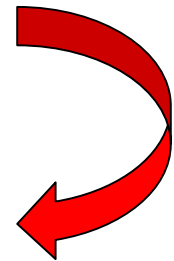
Discussion EX



Functional Exercise



Full-Scale Exercise



Conducting the Exercise

The conduct of the exercise involves:

- Pre exercise activities
- Briefings
- Starting the exercise
- Managing the exercise
- Safety in the exercise
- Finishing the exercise
- Debriefings



Exercise Debriefing

- Debrief is the process of critically analysing the conduct of the exercise
- Debriefs may include:
 - Hot debriefs
 - Exercise Directing Staff
 - Exercise participants
 - Agency and/or multi agency
 - Exercise Planning Team



Evaluating the Exercise

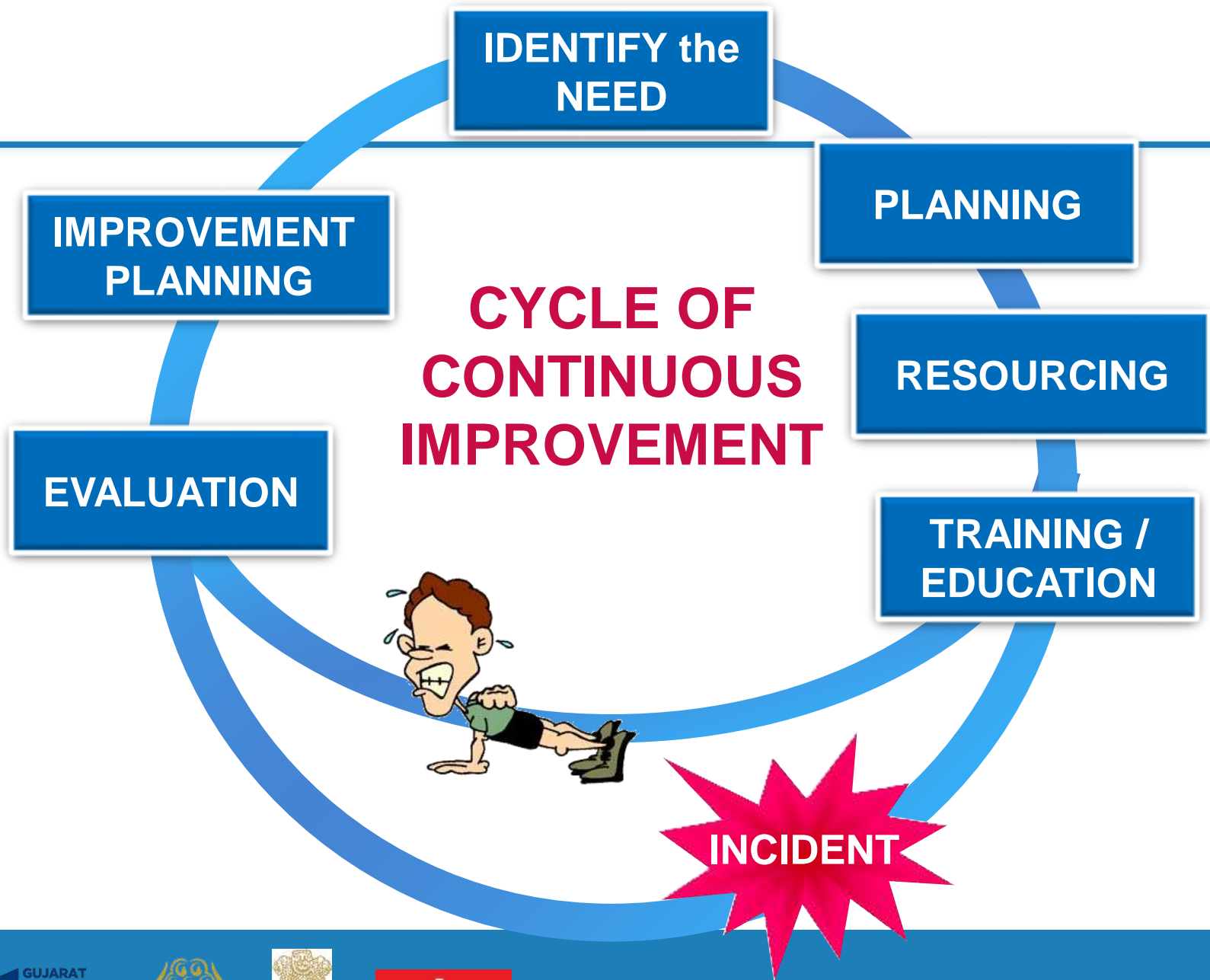
- Evaluation should include the design and conduct stages of the exercise as well as the participants response to the developing scenario.
- Evaluation may take the form of an After Action Review (AAR) and should include an evaluation of any recommendations for subsequent action.

AAR should answer the following:

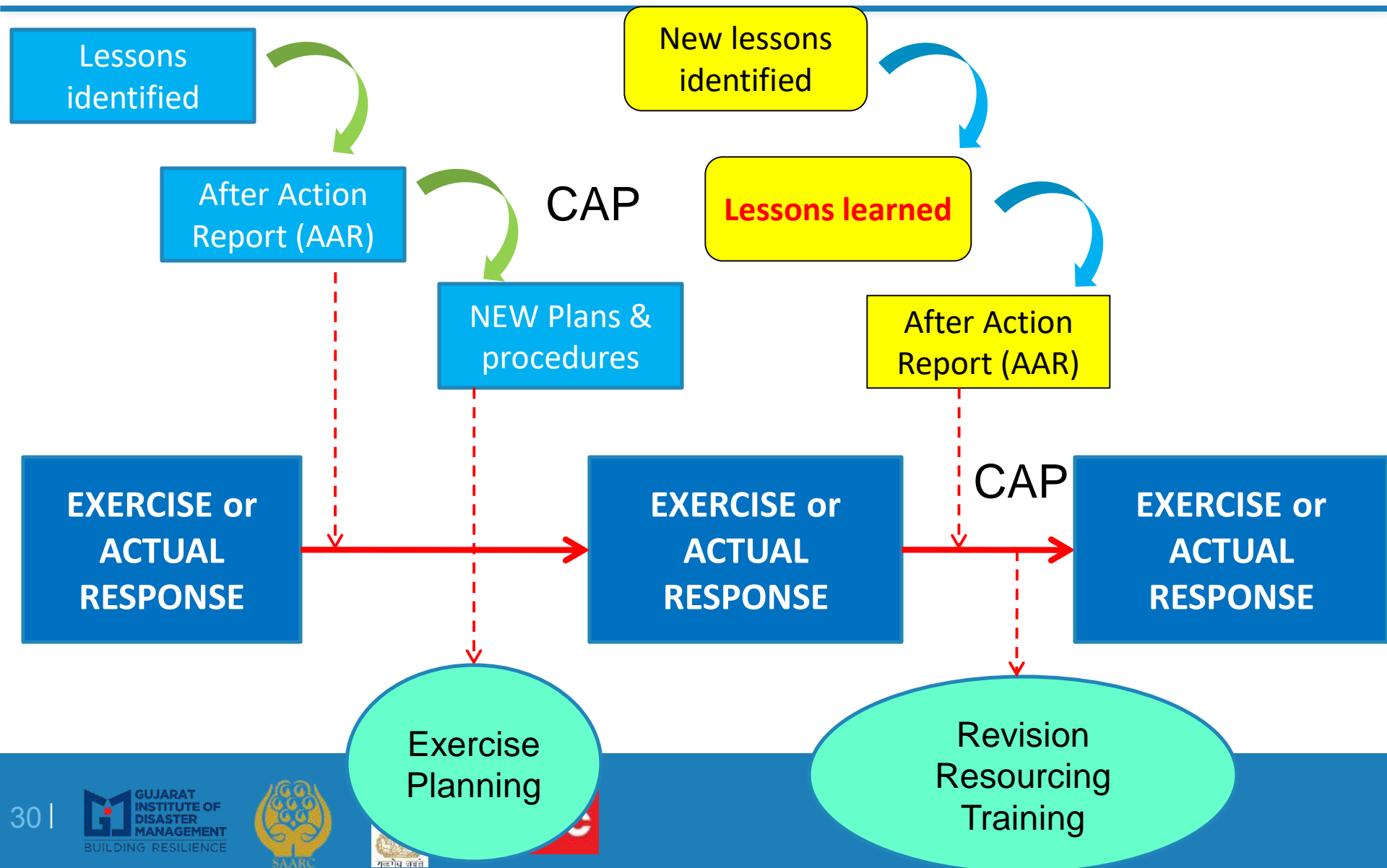
- **What did we plan to do?** (reviewing the exercise objectives)
- **What did we achieve?** (information from various debriefings, evaluators observation and checklist, did our policies, plans and procedures work?)
- **Why did it happen?** (information from the post exercise conference/meeting analyzing the outputs of the exercise)
- **What can be done in the future?** (providing solutions and recommendations in the corrective action plan)

After Action Review (AAR) will include input from all aspects of the exercise

- Outputs from the exercise planning process and planning meetings
- Facilitator checklists used during the exercise
- Observations from the exercise Directing Staff
- Outputs from the exercise debriefs
- Checklist and or observations from the exercise Evaluator/s



Lessons Learned Process

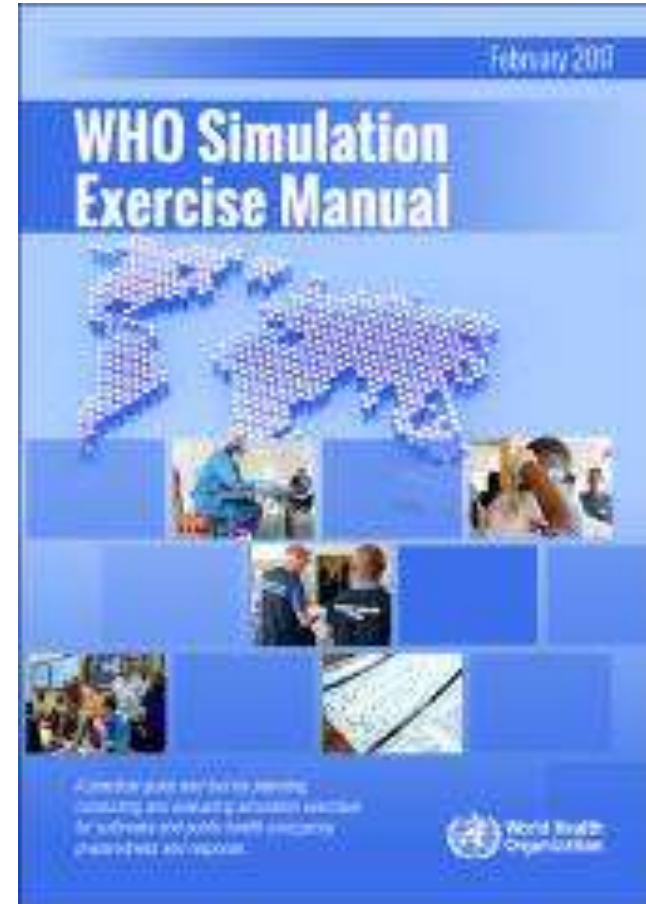


Reference

EXERCISE'MANAGEMENT'GUIDE'FOR' HEALTH'FACILITY'MANAGERS'IN' VALIDATING'EMERGENCY'OPERATIONS' PLAN'

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Thank you

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