



SUPERIOR HEALTH
Quality Alliance

Emergency Preparedness Exercise Design and Evaluation: Session One

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Objectives

- Identify the key components of emergency preparedness exercise and design.
- Explain the four functions of the Homeland Security Exercise and Evaluation Program (HSEEP) cycle.
- Understand the connection between capabilities and objectives.
- Identify helpful tool and resources that support the elements of emergency preparedness exercise and design.

Exercise Design Series Part 1: Welcome and Introductions

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LLC and Emergency
Preparedness
Consultants



Exercises are intimidating, difficult, and, at times frustrating. Our job is to make the process easy and meaningful.



“I’d much rather fall flat on my face during an exercise than in front of a CNN reporter...”



“No fault” vs. “at fault” are two very different places...”



“We LOOK for failures during exercises, we want them, we want to shine a big old spotlight on them.....what we don’t want is that big old spotlight when we’re trying to explain why we did such a horrible job...”



History and Setting the Stage

Yes, this part is boring.....no, we can't skip it...

Background: 9/11, Katrina, and 'insert bad thing here' have shown us multiple times we are vulnerable.

In 2003, two particular presidential directives have led to the world of emergency preparedness and response that we know and love today. **Homeland Security Presidential Directives **HSPD-5 & HSPD-8****

Center for Medicare & Medicaid (CMS) agencies came to the table in 2017, officially.

The 2021, Appendix Z added to the love....



There was an unforeseen issue....

1. We knew we weren't prepared and were still vulnerable

2. We continued to mess up when bad things did happen

3. There was no standardized incident management structure in place

4. There were no 'structured capabilities' or 'functions' to focus on.



Solutions: NIMS and Capabilities Based Planning

Response Structure

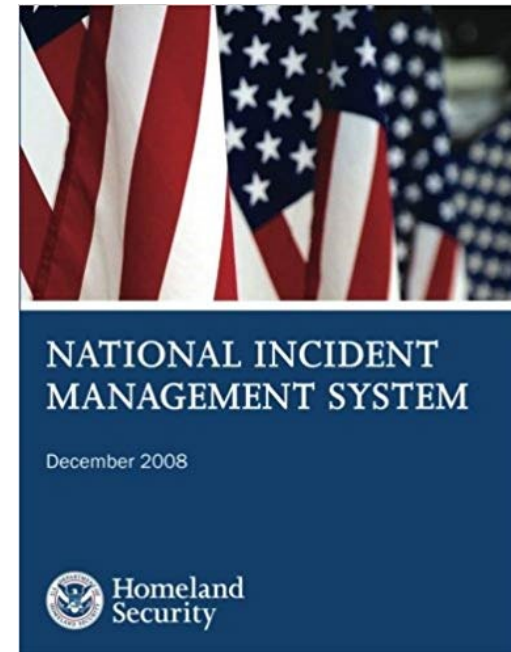
Along came the National Incident Management System (NIMS) – our lovely application of NIMS is the Incident Command System (ICS). Did you know that there is NHICS? Nursing Home ICS. Impress your friends at your next social gathering

Capabilities-Based Planning

There are MANY models but they are CRITICAL to this work

Standard capabilities led to standardized planning....our plans align in that they speak to the same capabilities, regardless of the 'bad thing'

This led to 'Capabilities Based Planning' and 'All-Hazards Planning' – two identified best practices



“THAT WITH WHICH
WE DO NOT
PRACTICE GOES ‘BYE-
BYE’ ...”

Cool! We're ready....now
we just sit around and
wait for the 'bad thing'
right?

Actual proof of people just sitting around waiting for the bad thing to happen....



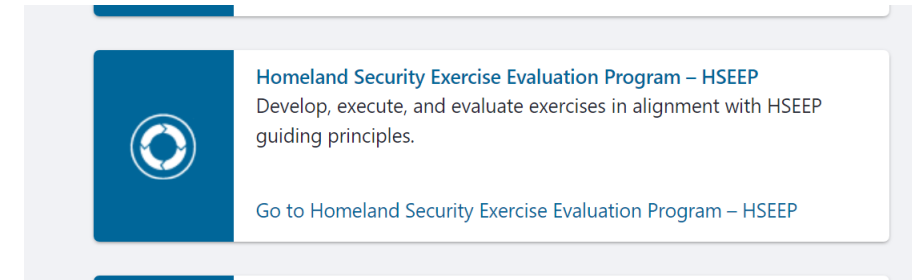
Images by: www.bing.com/images



The need for a standardized 'testing' system....

Exercise Requirements – depending on your discipline/provider type, you have between 1-2 exercise or real event requirements annually

- We needed a standardized system for this as well
- 'Homeland Security Exercise and Evaluation Program', lovingly referred to as HSEEP, was created to meet this need.
- [Welcome - Preparedness Toolkit \(fema.gov\)](https://www.fema.gov/preparedness-toolkit)



Homeland Security Exercise Evaluation Program – HSEEP
Develop, execute, and evaluate exercises in alignment with HSEEP guiding principles.

Go to Homeland Security Exercise Evaluation Program – HSEEP



FEMA | Preparedness Toolkit

NIMS ▾ Exercises ▾ Planning ▾ Assessments ▾

Preparedness Toolkit > Welcome

PrepToolkit

HSEEP Cycle

Four Functions

1. Design and Development
2. Conduct
3. Evaluation
4. Improvement Planning

HSEEP Cycle

Establishing multi-year exercise program priorities and developing a multi-year TEP are key pieces of Exercise Program Management within the HSEEP methodology



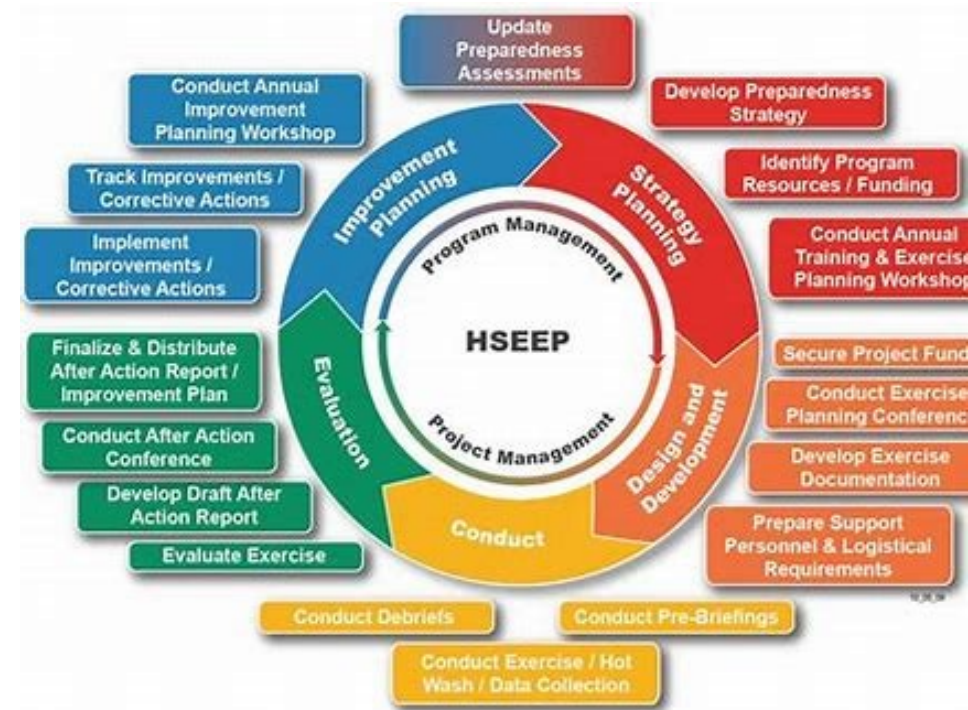
Images by B

HSEEP: Functions within each module

There are 18 different functions within the modules.

Sounds easy, right??

If you don't do it regularly, it can be a challenge.



Images by Bing



We are here to
help!

The series
breakdown

Part 1- Introduction to Emergency Preparedness
Exercise and Design

Part 2- Design and Development

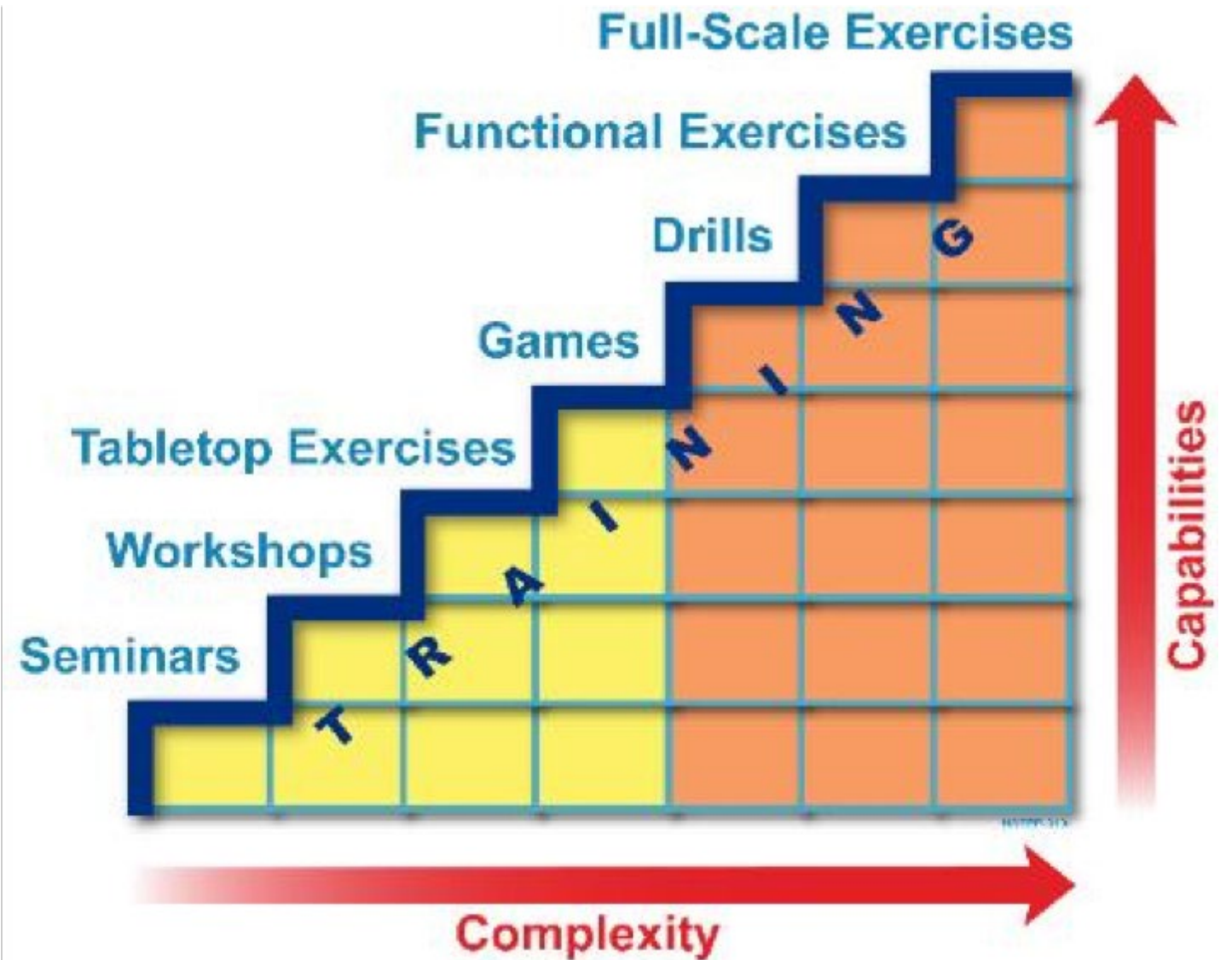
Part 3- Conduct

Part 4- Evaluation and Improvement Planning

The remainder of Part 1 will focus on the 'building
blocks' approach and the capabilities breakdown

The Building Block Approach

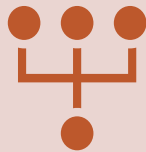
Only Tabletop, Functional, and Full-Scale Exercises typically require an After-Action report



Nomenclature

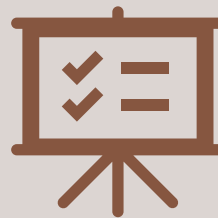
Capability

- A large, complex function requiring 'staff and stuff' to be completed in a coordinated manner.
- Typically, a series of activities is required to demonstrate this.



Activities

- Smaller, more measurable and observable functions that collectively make up a capability.



Tactics

- Single, measurable actions that collectively form an activity.



The Capability & Objective connection

Ask yourself:

What do you hope to accomplish by performing a particular capability?

This is where objectives come in.

We dive into this more in Part 2 (that's called a cliffhanger!)

S	M	A	R	T
SPECIFIC	MEASUREABLE	ACTION-ORIENTED	REALISTIC	TIME-LIMITED

Images by Bing



Capabilities –
are
everywhere!

The 15 PHEP
Capabilities

<https://www.cdc.gov/orr/readiness/phep/index.htm>

Public Health Emergency Preparedness (PHEP) Capabilities

1. Community Preparedness
2. Community Recovery
3. Emergency Operations Coordination
4. Emergency Public Information / Warning
5. Fatality Management
6. Information Sharing
7. Mass Care
8. Medical Countermeasure Dispensing
9. Medical Materiel Management / Distribution
10. Medical Surge
11. Non-Pharmaceutical Interventions
12. Public Health Laboratory Testing
13. Public Health Surveillance and Epidemiologic Investigation
14. Responder Safety and Health
15. Volunteer Management

Capabilities – Hospital Preparedness

The HPP Capabilities*

[New HPP Capabilities Emphasize Healthcare Response \(hhs.gov\)](https://www.hhs.gov)

*Note: 4 new Capabilities are being proposed for the new Cooperative Agreement which would begin on July 1, 2024.

[8 hpp capabilities - Bing images](#)

Hospital Preparedness (HPP) Capabilities

1. Foundation for Healthcare and Medical Readiness
2. Healthcare and Medical Response Coordination
3. Continuity of Health Care Service Delivery
4. Medical Surge

 **VDH**
VIRGINIA
DEPARTMENT
OF HEALTH
Protecting You and Your Environment



Capabilities for Accreditation

The Joint Commission Capabilities

[eICS - Incident Reports \(juvare.com\)](http://juvare.com)

The Joint Commission Critical Areas

- Communication
- Resources and Assets
- Safety and Security
- Staff Responsibilities
- Utilities Management
- Patient Clinical and Support Activities



Capabilities – FEMA

FEMA Core Capabilities

[fema core capabilities - Bing images](#)



What are the Core Capabilities?

Prevent	Protect	Mitigate	Respond	Recover
Planning	Planning	Planning	Planning	Planning
Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning
Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination
Forensics and Attributes	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cybersecurity	Long-Term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Screening, Search, and Detection	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
	Interdiction and Disruption	Threats and Hazard identification	Infrastructure Systems	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Mgmt for Protection Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-Scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Service	
			Situational Assessment	

Suggestions/Best Practices

- Know if your provider type/discipline has specific ‘capabilities’
- Format your plans into capabilities
 - Activities
 - Tactics (these become your Standard Operating Procedures or Ops Checklists)
 - Exercise Evaluators will be looking at the ‘tactics’ level
- You’ll never reach proficiency at the tactic level until you understand what’s above them; capabilities and activities
- The ‘tactics’ and how they are formatted are THE most important part of your plans



Example of Plan

Not all names are the same...

INCIDENT RESPONSE GUIDE UTILITY FAILURE



UTILITY FAILURE

MISSION	
To safely manage resident care through effective and efficient nursing home operations during the loss of a major utility with the facility.	
DIRECTIONS	
Read this entire response guide and use as a checklist to ensure tasks are addressed and completed. For each response period, all activated IMT positions should refer to their Job Action Sheet for additional actions. Each IRG is intended to be a starting point and not all inclusive. Customize to your facility. <i>Note: Section duties and responsibilities remain the responsibility of the Incident Commander unless delegated.</i>	
OBJECTIVES	
<input type="checkbox"/>	Identify extent of outage and consider evacuation.
<input type="checkbox"/>	Maintain resident care capabilities.
<input type="checkbox"/>	Minimize impact on nursing home operations and clinical services.
<input type="checkbox"/>	Communicate the situation status to residents, staff, and the public.

RAPID RESPONSE CHECKLIST	
<input type="checkbox"/>	Call 9-1-1 if the power outage causes or threatens a medical emergency (e.g., power is lost to a ventilator).
<input type="checkbox"/>	If the utility outage poses a risk to the safety of residents, staff or visitors, take actions to reduce/eliminate the threat without jeopardizing the safety of staff.
<input type="checkbox"/>	Report the outage to the appropriate utility company or repair vendor.

About - HSEEP Resources - Preparedness Toolkit (fema.gov)

The screenshot shows the FEMA Preparedness Toolkit website. The header includes the FEMA logo and navigation links: About, HSEEP Policy & Guidance, Program Management, Design and Development, Conduct, Evaluation, Improvement Planning, and Exercise Evaluation Guides. The breadcrumb trail reads: Preparedness Toolkit > Validating Capabilities > HSEEP Resources > About. The main content area features a banner for the Homeland Security Exercise Evaluation Program with a circular refresh icon. Below the banner are three green buttons: HSEEP Videos, HSEEP Webinars, and HSEEP Training. The 'About HSEEP' section explains that exercises are key to national preparedness and provides a set of guiding principles. It includes a list of news and updates: 'New Long-Term Community Resilience Exercise Resources Now Available' and 'Access Virtual Exercise Best Practice Guides Today'. A 'Quick Links' section highlights 'Policy and Guidance'. On the right, a circular diagram titled 'Exercise Cycle' shows five phases: Program Management, Design and Development, Conduct, Evaluation, and Improvement Planning. A text prompt above the diagram asks users to select a phase to view related HSEEP templates.

FEMA | Preparedness Toolkit

Help Sign In

About HSEEP Policy & Guidance Program Management Design and Development Conduct Evaluation Improvement Planning Exercise Evaluation Guides

Preparedness Toolkit > Validating Capabilities > HSEEP Resources > About

Homeland Security Exercise Evaluation Program

HSEEP Videos HSEEP Webinars HSEEP Training

About HSEEP

Exercises are a key component of national preparedness — they provide the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement.

HSEEP provides a set of guiding principles for exercise and evaluation programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

To learn more about HSEEP resources and templates, click on the area of interest in the graphic to the right or select an item from the menu below.

HSEEP News & Updates

- New Long-Term Community Resilience Exercise Resources Now Available
- Access Virtual Exercise Best Practice Guides Today

Quick Links

Policy and Guidance
HSEEP Policy & Guidance provides a set of fundamental principles for exercise programs, as well as a common approach to program management, design and development, conduct, evaluation, and

SELECT A PHASE OF THE EXERCISE CYCLE TO VIEW RELATED HSEEP TEMPLATES.

```
graph TD; PM[Program Management] --> DD[Design and Development]; DD --> C[Conduct]; C --> E[Evaluation]; E --> IP[Improvement Planning]; IP --> PM;
```

Quick Links



Policy and Guidance

HSEEP Policy & Guidance provides a set of fundamental principles for exercise programs, as well as a common approach to program management, design and development, conduct, evaluation, and improvement planning.

[Go to Policy and Guidance](#)



Program Management

Key factors drive the exercise design and development process. Exercise practitioners use the intent and guidance of their elected and appointed officials and the exercise program priorities to shape the key concepts and planning considerations for exercises. In designing and developing individual exercises, exercise planning team members are identified to schedule planning meetings, identify and develop exercise objectives, design the scenario, create documentation, plan exercise conduct and evaluation, and coordinate logistics.

[Go to Program Management](#)



Design and Development

An effective exercise program is an essential component of our national preparedness as it validates plans, tests operational capabilities, maintains leadership effectiveness, and examines ways we utilize the whole community. Exercise program management involves a collaborative approach that integrates resources, organizations, and individuals in order to identify and achieve program priorities.

[Go to Design and Development](#)

Evaluation

[Download All H](#)

[Download Archi](#)

HSEEP Resources - Preparedness Toolkit (fema.gov)



Conduct

Exercise conduct involves activities essential to conducting exercises such as preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities. Throughout these efforts, the engagement of elected and appointed officials by practitioners will ensure that the exercise is addressing the guidance and intent of officials.

[Go to Conduct](#)



Evaluation

Exercise evaluation is the cornerstone of an exercise and maintains the functional link between exercise and improvement planning. Through exercise evaluation, organizations assess the capabilities needed to accomplish a mission, function, or objective. Effective exercise evaluation involves planning for exercise evaluation, observing and collecting data during exercise conduct, analyzing data, and reporting exercise outcomes.

[Go to Evaluation](#)



Improvement Planning

Exercises afford organizations the opportunity to evaluate capabilities and assess progress toward meeting capability targets in a controlled, low-risk setting. An effective corrective action program develops improvement plans that are dynamic documents, with corrective actions continually monitored and implemented as part of improving preparedness.

[Go to Improvement Planning](#)



Exercise Evaluation Guides (EEGs)

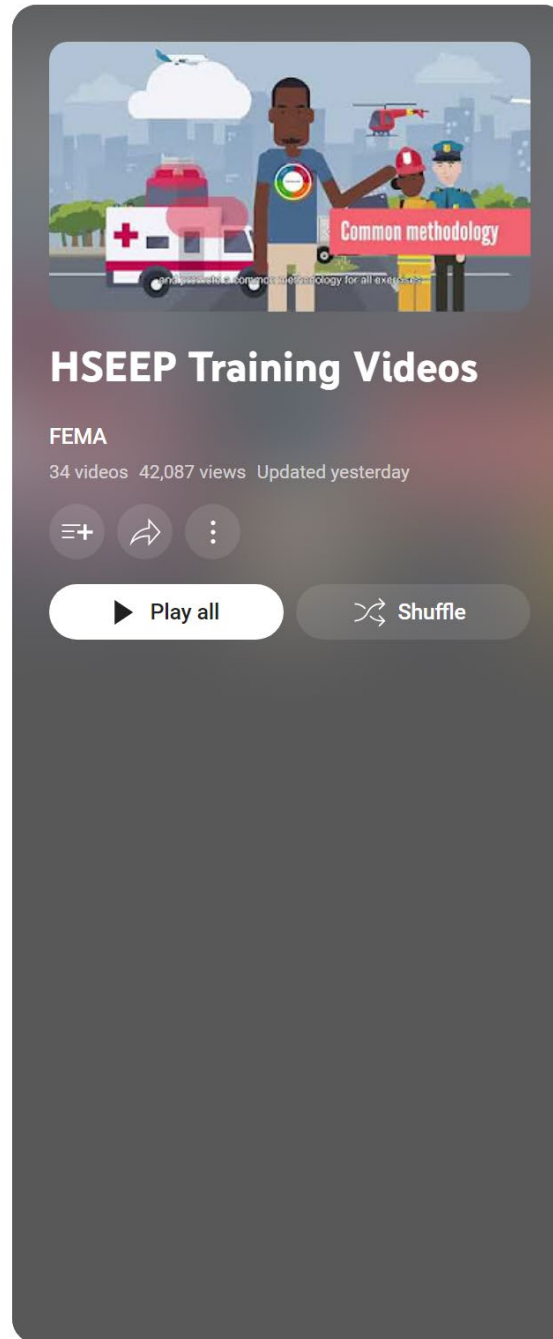
Exercise Evaluation Guides (EEGs) provide a consistent tool to guide exercise observation and data collection. EEGs are aligned to exercise objectives and core capabilities, and list the relevant capability targets and critical tasks. These targets and critical tasks may be drawn from the National Preparedness Goal and the five national planning frameworks, a threat/hazard identification and risk assessment product, or from an organization's own plans and assessments.

[Go to Exercise Evaluation Guides \(EEGs\)](#)

More HSEEP Resources

Or just 'YouTube'
it....









HSEEP Training
Videos – YouTube
(34 short videos)



HSEEP Training Videos

FEMA
34 videos 42,087 views Updated yesterday

Play all Shuffle

-  **Homeland Security Exercise and Evaluation Program (HSEEP) Common methodology**
FEMA • 9.5K views • 2 years ago
5:34
-  **Exercise Progression-New July 20, 2022**
FEMA • 2.3K views • 11 months ago
7:53
-  **Assessing Threats, Hazards and Risks to Build an Exercise Program**
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-  **Charting the Exercise Program Vision: The Integrated Preparation Process**
FEMA • 6.3K views • 2 years ago
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-  **Conducting an IPPW & Developing an IPP-New July 20, 2022**
FEMA • 2.3K views • 11 months ago
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-  **Homeland Security Exercise and Evaluation Program (HSEEP) Common methodology**
FEMA • 1.8K views • 11 months ago
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-  **Start with Smart Exercise Planning**
FEMA • 4.4K views • 2 years ago
4:08
-  **Exercise Objective Development-New July 20, 2022**
FEMA • 1.3K views • 11 months ago
7:45



Part 2: Design and Development

Please reach out to Aimee or Brian with any questions.

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Superior Health: Emergency Preparedness Tabletop Exercises

- Virtual facilitated tabletop exercises September 2023 through September 2024.
- Meet CMS requirements for full-scale community-based exercise.
- Test functional elements of your Emergency Plan.
- Complete the required documentation and receive an “After Action Report” from Optima EP.
- To register: [Meet the CMS Requirement: Virtually facilitated tabletop exercise \(mailchi.mp\)](#)



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SUPERIOR HEALTH

Quality Alliance

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