2024 TN Highland Rim Health Care Coalition Full-Scale Exercise Situation Manual

October 2024

# Exercise Overview

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| **Exercise Name** | 2024 Full-Scale Exercise |
| **Exercise Dates** | October 4th- Montgomery, Robertson, Sumner, Trousdale  October 18th- Williamson, Rutherford, Wilson  October 25th- Stewart, Houston, Humphreys, Dickson, Cheatham  \*Davidson facilities pick one day to participate. |
| **Scope** | This coalition-wide exercise will focus on a weather event with a chemical release that requires facilities to exercise a shelter-in-place or evacuation. Hospitals will activate their Hospital Emergency Response Team (HERT). |
| **Core Capabilities** | |  |  | | --- | --- | | **Capability 1** *Objective 2*  Activity 4 | Assess Community Planning for Children, Pregnant Women, Seniors, and Individuals with Access and Functional Needs, Including People with Disabilities and Others with Unique Needs | | **Capability 2** *Objective 2* | Utilize information-sharing platforms | | **Capability 2** *Objective 3* | Coordinate Response Strategy, Resources, and Communications | | **Capability 3** *Objective 2*  Activity 2 | Develop health care organization continuity of operations plan (COOP) | | **Capability 3** *Objective 3* | Maintain Access to Non-Personnel Resources during an Emergency | | **Capability 3** *Objective 3*  Activity 1 | Assess supply chain integrity | | **Capability 3** *Objective 5* | Protect responders’ safety and health | | **Capability 3** *Objective 6* Activity 2 | Develop and implement evacuation and transportation plans | | **Capability 4** *Objective 2* Activity 1 | Develop an alternate care system | | **Capability 4** *Objective 2* Activity 8 | Respond to behavioral health needs during a medical surge response | |
| **Objectives** | * Evaluate the demonstration of coordination within the jurisdictional response framework during emergency operations, including communication of the healthcare system’s status and resource management to support operations. * Evaluate the demonstration of resource management processes that ensure the delivery of essential healthcare services during and after a disaster. * Examine supply chain vulnerabilities and identify alternate sources of procurement. * Develop COOP that ensures delivery of essential patient care services. * Evaluate the inclusivity and effectiveness of AFN accommodations during an emergency or disaster. * Assess the safety and health protection measures for emergency responders during all phases of response operations. * Develop, test, and implement evacuation and transportation plans that ensure safe and efficient evacuations of all community members, including those with AFN. |
| **Threat or Hazard** | Inclement weather resulting in a chemical release |
| **Scenario** | **October**  Multiple tornadoes touched down mid-day in the Mid-Cumberland Region, causing extensive damage to property and infrastructure. Multiple electrical facilities were destroyed, and it is not expected that the electrical grid can withstand this much damage. As a result of infrastructure and property damage, [select one scenario that best fits your needs]:   1- Train derailment resulting in unknown chemical release. Local authorities have advised that facilities in your area need to shelter in place.  2- Tanker turned over on a local roadway resulting in an unknown chemical release. Local authorities have advised that facilities in your area need to shelter in place.  3—Your facility has experienced damage related to the weather, and an unknown chemical has been released.  Key Issues  - Chemical release  - Power outages  - Road closures |
| **Sponsor** | Tennessee Highland Rim Health Care Coalition |
| **Participating Organizations** | Tennessee Highland Rim Health Care Coalition Members |
| **Point of Contact** | Jana Tolleson Regional Health Care Coordinator  Mid-Cumberland Region  Highland Rim Health Care Coalition  Phone: (615) 210-2739  Mac McCormick  Regional Health Care Coordinator  Metro Public Health Department  TN Highland Rim Health Care Coalition  Phone: (615) 767-7597 |

# 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.

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| **Exercise Objective** | **Core Capability** |
| Evaluate the demonstration of coordination within the jurisdictional response framework during emergency operations, including communication of the healthcare system’s status and resource management to support operations. | **Capability 2** *Objective 2 & 3* |
| Evaluate the demonstration of resource management processes that ensure the delivery of essential healthcare services during and after a disaster. | **Capability 3** *Objective 3*  Activity 1 |
| Examine supply chain vulnerabilities and identify alternate sources of procurement. | **Capability 3** *Objective 3* |
| Develop COOP that ensure delivery of essential patient care services. | **Capability 3 Capability 4** *Objective 2 Objective 2*  Activity 2 Activity 1 |
| Evaluate the inclusivity and effectiveness of AFN accommodations during an emergency or disaster. | **Capability 1** *Objective 2*  Activity 4 |
| Assess the safety and health protection measures for emergency responders during all phases of response operations. | **Capability 3** *Objective 5* |
| Develop, test, and implement evacuation and transportation plans that ensure safe and efficient evacuations of all community members, including those with AFN. | **Capability 3** *Objective 6* Activity 2 |
| Develop a comprehensive behavioral health plan to support individuals’ mental health and psychological needs during a medical surge. | **Capability 4** *Objective 2* Activity 8 |

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.

## Exercise Structure

Players will participate in the following. To receive credit for the exercise, you must participate in all parts of the exercise structure and submit a REDCap survey.   
**REDCap surveys are available for download for your records once you have submitted your response.**

* Module 1: Initial Assessment
* Module 2: Incident + 1 Hour
* Moderated Discussion (WebEx): After exercise completion, participants will engage in a moderated discussion in which a spokesperson from each facility will present a synopsis of the group’s actions based on the scenario.

## Exercise Guidelines

* Open, low-stress, no-fault discussion environment. ​
* Comments will be non-attribution. ​
* Responses should be based on knowledge of current plans and capabilities. No one will   
   have all the answers. ​
* Decisions are not precedent-setting. ​
* Problem-solving efforts should be the focus; more questions than answers may be  
   generated. ​
* The situation updates, written material, and resources provided are the basis for  
   discussion. ​
* Participants are encouraged to use the SitMan as a reference and to fill out the Participant  
   Feedback Form as you go; feedback is encouraged!​
* Use notes pages available in the SitMan.

## Exercise Assumptions and Artificialities

During this exercise, the following apply:

* The scenario for this exercise is artificial, however, it is plausible, and events occur as  
   they are presented. ​
* All players receive information at the same time. ​
* Assume cooperation and support from other responders, agencies,  
   and organizational entities.

# Module 1: Initial Assessment

## October 2024 Multiple tornadoes touched down mid-morning in the Mid-Cumberland Region, causing extensive damage to property and infrastructure. Multiple electrical facilities were destroyed, and it is not expected that the electrical grid can withstand this much damage. As a result of infrastructure and property damage, [insert scenario from above here]. Local authorities have advised that facilities in your area need to shelter-in-place.

## Key Issues

* Chemical release
* Power outrages
* Road closures

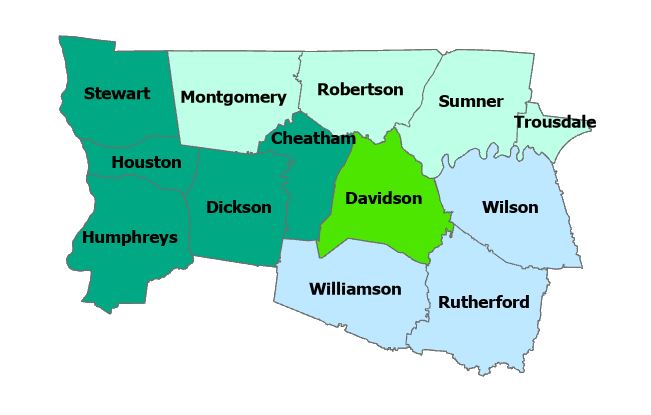
# Module 2: Incident + 1 hour

Winds have shifted towards your building, making it unsafe. Responders advise that you evacuate. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

# Appendix A: Exercise Schedule

| Time | Activity |
| --- | --- |
| October 4th- Montgomery, Robertson, Sumner, Trousdale  October 18th- Williamson, Rutherford, Wilson  October 25th- Stewart, Houston, Humphreys, Dickson, Cheatham  \*Davidson facilities pick one day to participate. | |
| 0845 | National Weather Service (NWS) Weather Update Introduction (WebEx) |
| 0900 | Healthcare Resource Tracking System (HRTS) Alert Self-Paced Exercise (Tabletop, Functional, Full-Scale Exercise) |
| 1400 | Moderated Discussion: End of Exercise  Extra Credit: If you have read this far, text or email Mac and Jana a picture of a baby otter. You'll get a sticker! |

**Exercise Groups**  
\*Davidson facilities to pick one exercise date



# APPENDIX B: PARTICIPANT FEEDBACK FORM

Please enter your responses in the form field or check box after the appropriate selection.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name:** |  | | | | | **Title:** |  |
| **Company:** | |  | | |  |  |  |
| **Role:** | Player | | Facilitator | Observer | | Evaluator | |

## Part I: Recommendations and Corrective Actions

1. Based on the discussions today and the tasks identified, list the top three strengths and/or areas that need improvement.

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1. Identify the action steps that should be taken to address the issues identified above. For each action step, indicate if it is a high, medium, or low priority.

| **Corrective Action** | **Priority** |
| --- | --- |
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1. Describe the corrective actions that relate to your area of responsibility. Who should be assigned responsibility for each corrective action?

| **Corrective Action** | **Recommended Assignment** |
| --- | --- |
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1. List the policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

| **Item for Review** | **Priority** |
| --- | --- |
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## Part II: Assessment of Exercise Design and Conduct

Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

| **Assessment Factor** | **Strongly**  **Disagree** | | | **Strongly Agree** | | |
| --- | --- | --- | --- | --- | --- | --- |
| The exercise was well structured and organized. | 1 | 2 | 3 | | 4 | 5 |
| The exercise scenario was plausible and realistic. | 1 | 2 | 3 | | 4 | 5 |
| The multimedia presentation helped the participants understand and become engaged in the scenario. | 1 | 2 | 3 | | 4 | 5 |
| The facilitator(s) was knowledgeable about the material, kept the exercise on target, and was sensitive to group dynamics. | 1 | 2 | 3 | | 4 | 5 |
| The Situation Manual used during the exercise was a valuable tool throughout the exercise. | 1 | 2 | 3 | | 4 | 5 |
| Participation in the exercise was appropriate for someone in my position. | 1 | 2 | 3 | | 4 | 5 |
| The participants included the right people in terms of level and mix of disciplines. | 1 | 2 | 3 | | 4 | 5 |

## Part III: Participant Feedback

What changes would you make to this exercise? Please provide any recommendations on how this exercise or future exercises could be improved or enhanced. Also provide any other feedback you feel would be useful for the exercise planners.

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# Appendix C: Exercise Participants

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| Participating Organizations |
| Tennessee Highland Rim Healthcare Coalition |

# Appendix D: SWOT ANALYSIS

## NOTES and SWOT ANALYSIS

\* For facility reference only

GROUP: \_\_\_\_\_\_\_ COUNTY: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

NOTES

# Appendix E: acronym list

AFN Access and Functional Needs

COOP Continuity of Operation Plan

EMA Emergency Management Agency

HCC Healthcare Coalition

HERT Hospital Emergency Response Team

HRTS Healthcare Resource Tracking System

NWS National Weather Service

RHC Regional Healthcare Coordinator

SitMan Situation Manual

SME Subject Matter Expert

TNHRHCC TN Highland Rim Health Care Coalition

# Appendix F: ADDITIONAL DOCUMENTS

**NWS Weather Update**



**CHEMPACK Activation Protocol**



**Objective Guide**For ideas on how to meet the objectives, click below!



**Facility Expectation Guide**

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**Expected surge capacity to meet MRSE standards. (Preliminary)**

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| --- | --- |
| **Hospital** | **Expected Surge Capability** |
| Houston County Community Hospital | 4 |
| Metro Nashville General | 13 |
| TriStar NorthCrest Medical Center | 23 |
| Saint Thomas Rutherford | 88 |
| Saint Thomas Midtown | 57 |
| Saint Thomas West | 89 |
| Sumner Regional Medical Center | 34 |
| Tennova Healthcare - Clarksville | 69 |
| Three Rivers Hospital | 3 |
| VA Nashville | 27 |
| TriStar Ashland City Medical Center | 4 |
| TriStar Centennial Medical Center | 130 |
| TriStar Hendersonville Medical Center | 40 |
| TriStar Horizon Medical Center | 36 |
| TriStar Skyline Medical Center | 55 |
| TriStar Southern Hills Medical Center | 31 |
| TriStar Stonecrest Medical Center | 29 |
| TriStar Summit | 49 |
| Trousdale Medical Center | 3 |
| Monroe Carroll Jr Children's Hospital | 68 |
| Vanderbilt Medical Center | 230 |
| Vanderbilt Wilson County Hospital | 26 |
| Williamson Medical Center | 50 |