



Creating a Multi Year Training Plan

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Disclosure Statement

- AK Division of Public Health is an approved provider of continuing education by the Montana Nurses Association, an accredited approver of the American Nurses Credentialing Center's Commission on Accreditation.
- There is no conflict of interest for anyone involved in planning or presenting this learning activity.



Course Description

This session will review the process for developing a multi-year training and exercise plan based on the Homeland Security Exercise and Evaluation Program (HSEEP) created by FEMA. This plan ensures coordinated training and exercises that accomplish long term goals and progress the capabilities of staff and facilities.



HSEEP April 2013





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Bottom Line Up Front

- Homeland Security Exercise and Evaluation Program (HSEEP) is a guideline
- Tool for training and exercise program management
- HSEEP is focused on a community approach



Sections

- Homeland Security Exercise and Evaluation Program
- Assessment Team
- Jurisdictional Profile
- Training Needs
- Training Goals
- Priority, Personnel, and Frequency
- Training Sources
- Multiyear Training Plan
- Execution



Homeland Security Exercise and Evaluation Program (HSEEP)

- HSEEP is guidance
- Common approach to exercises
- Provides tools for exercise designers to engage
 - Community leaders
 - Other stakeholders
- Whole community approach



Homeland Security Exercise and Evaluation Program (HSEEP)

- What is a Multi-Year Training Plan
 - A tool to help planners develop and design exercise
 - Provides guidance to conduct exercises
 - Guidance on exercise evaluation
 - Builds the improvement plan



Assessment Team

- Form a committed, multidisciplinary team
- Primary members from each discipline represent a larger group
 - Team Leader
 - Emergency Management
 - Law enforcement
 - Fire services
 - EMS
 - Public Health
 - Health Care
 - Government Administrative
 - Public Works
 - Hazardous materials
 - Public Safety
Communications
 - Food and Agriculture
 - Non-governmental organizations



Assessment Team Skills and Attributes

- Cross disciplinary and cross cultural
- Virtual collaboration skills
- Leverage new technologies
- Handle information overload
- What do you see as requirements?



Assessment Team Actions

- What will the assessment team do?
 - Provide guidance and insight on the training and exercise requirements
 - Determine limitations and capabilities
 - Infrastructure
 - Training
 - Timing



Assessment Team Actions Part II

- What will the assessment team do (Part II)
 - Develop program priorities
 - Many come from a variety of sources
 - Grant requirements
 - Facility requirements
 - Personnel requirements
 - Policies/Procedures/Plans
 - Update the program
 - Provide Methodology
 - Assist in implementation





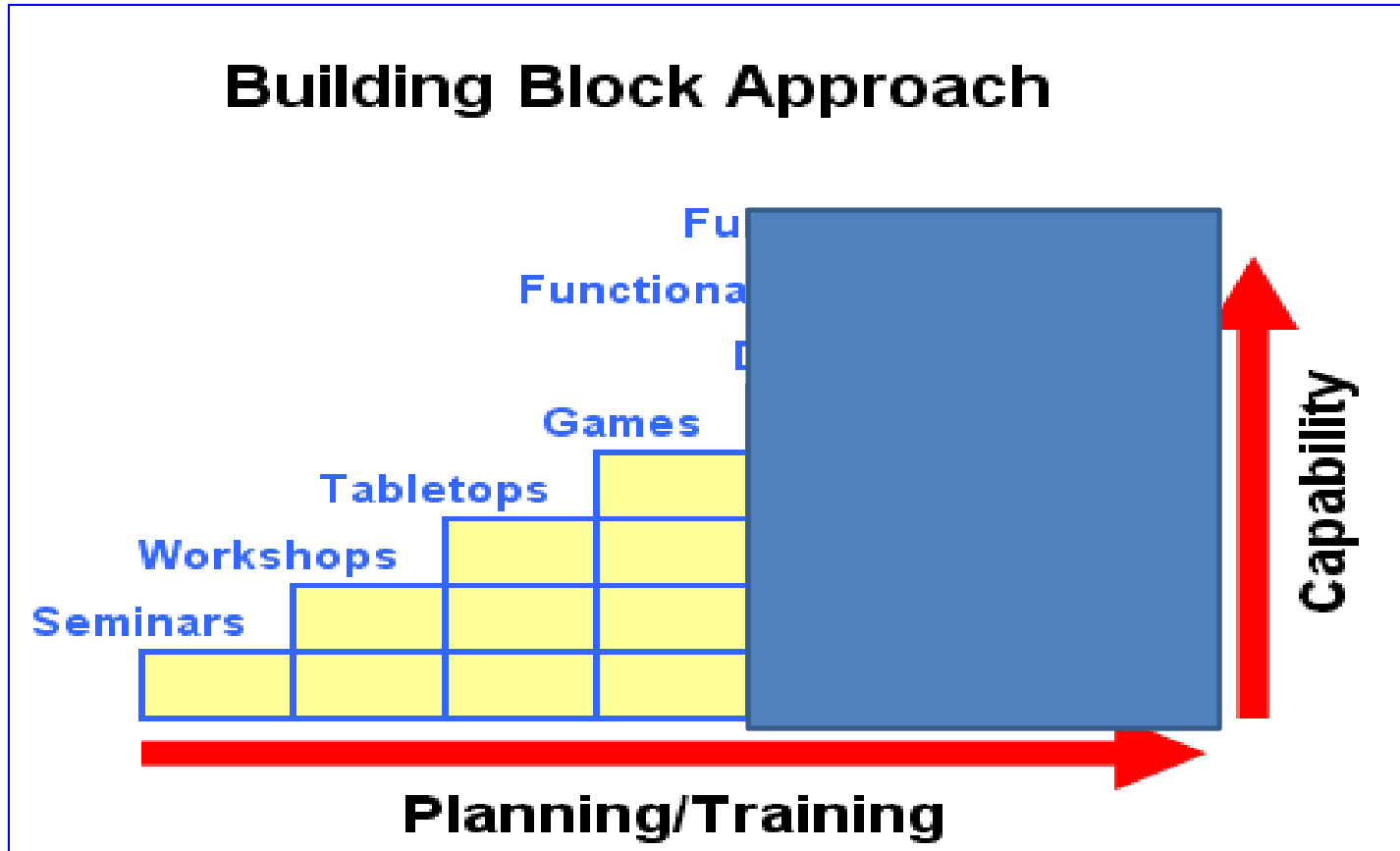
Assessment Team Organization



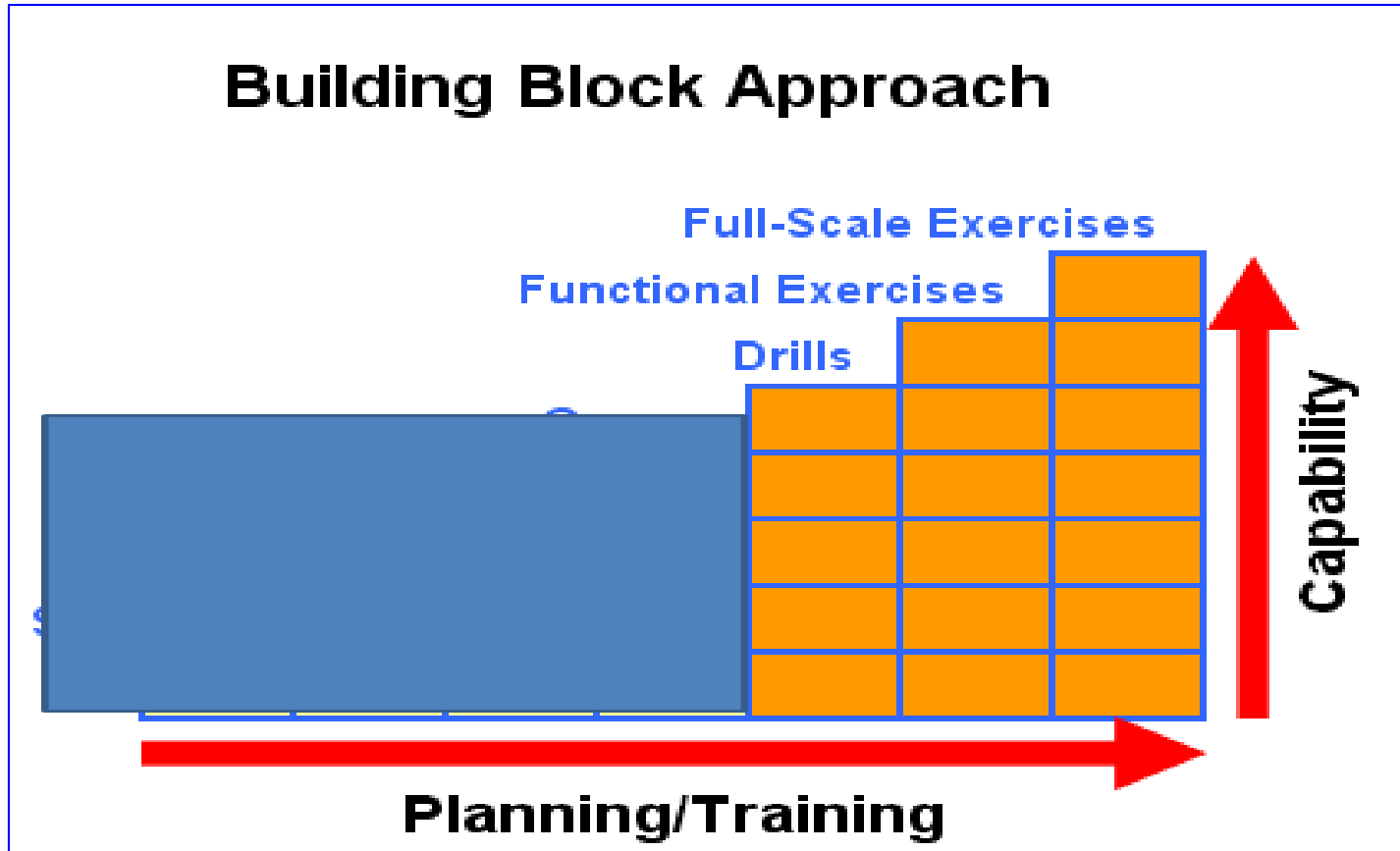
- Team Lead
- Medical
- Emergency Management
- EMS
- Law Enforcement
- Access and Functional Needs



Assessment Team



Assessment Team



Jurisdictional Profile

- Consider geography, demographics, response community, resource groups and Critical Infrastructure and Key resources (CIKR)
- Add members to the assessment team as required



Training Needs

- Perform gap analysis
- Evaluate honestly, thoroughly and critically
- Document knowledge, skills and abilities



Training Needs

- Determine needs and feasibility
 - Improvement plans (applying the results)
 - Hazard Vulnerability Assessment (HVA) (context)
 - Guidance from elected officials people in leadership roles
 - Threat and Hazard Identification and Risk Assessment
 - Real world events



Training Goals

- Write proactive, concise training goals and objectives
- Retain some of the original language from the source of the training needs
- Develop realistic training goals and exercise scenarios



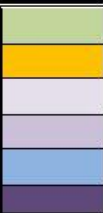

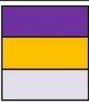
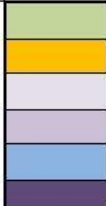
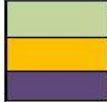
Priority, Personnel, and Frequency

- High priorities are critical, cross-functional, or address CIKR. Priorities may change over time.
- Choose personnel and consider training frequency



Priority, Personnel, and Frequency

State of Alaska- Health and Social Services Training and Exercise Schedule SY 2015

Organization	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Providence Seward Medical Center SeAquarium Shaker 31 Jul-03 Aug												
Featured Script Forward Patient Movement												
Forward Patient Movement TIX												
Rock and a Hard Place												
Pills to Polar Bears												
Priority 1 Emergency Operations Coordination	Priority 2 Information Sharing		Priority 3 Medical Surge			Priority 4 Mass Fatality			Priority 5 Recovery/Continuity of Operations		Priority 6 Other	

Training Sources

- Explore internal training options: use local expertise
- Explore quality external training options from professional organizations



Multiyear Training Plan

- Consolidate near-, mid-, and long-term training goals by priority and frequency
- Provide multidisciplinary training opportunities.

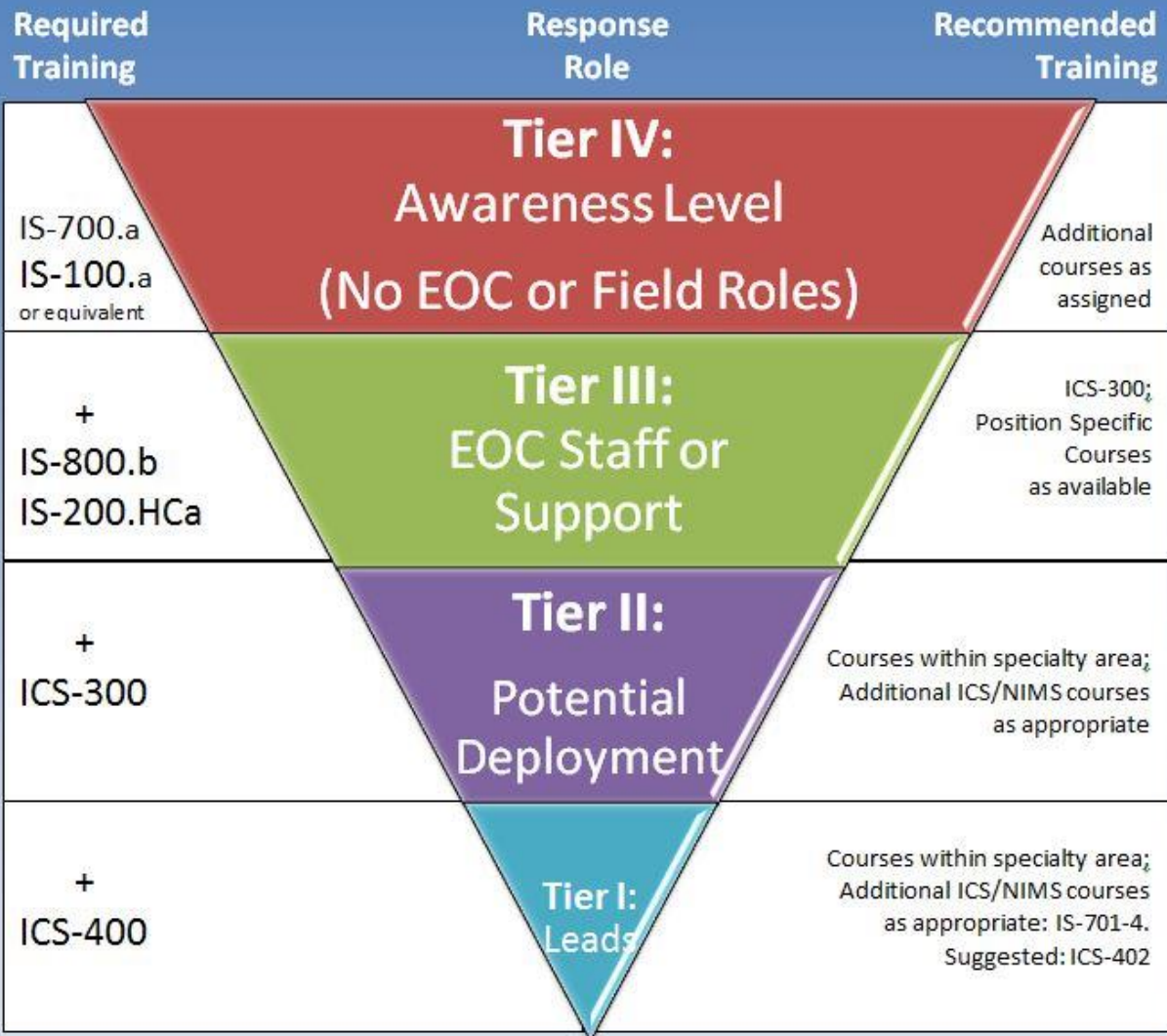


MYTEPTemplate



NIMS TRAINING GUIDELINES

Public Health and Healthcare

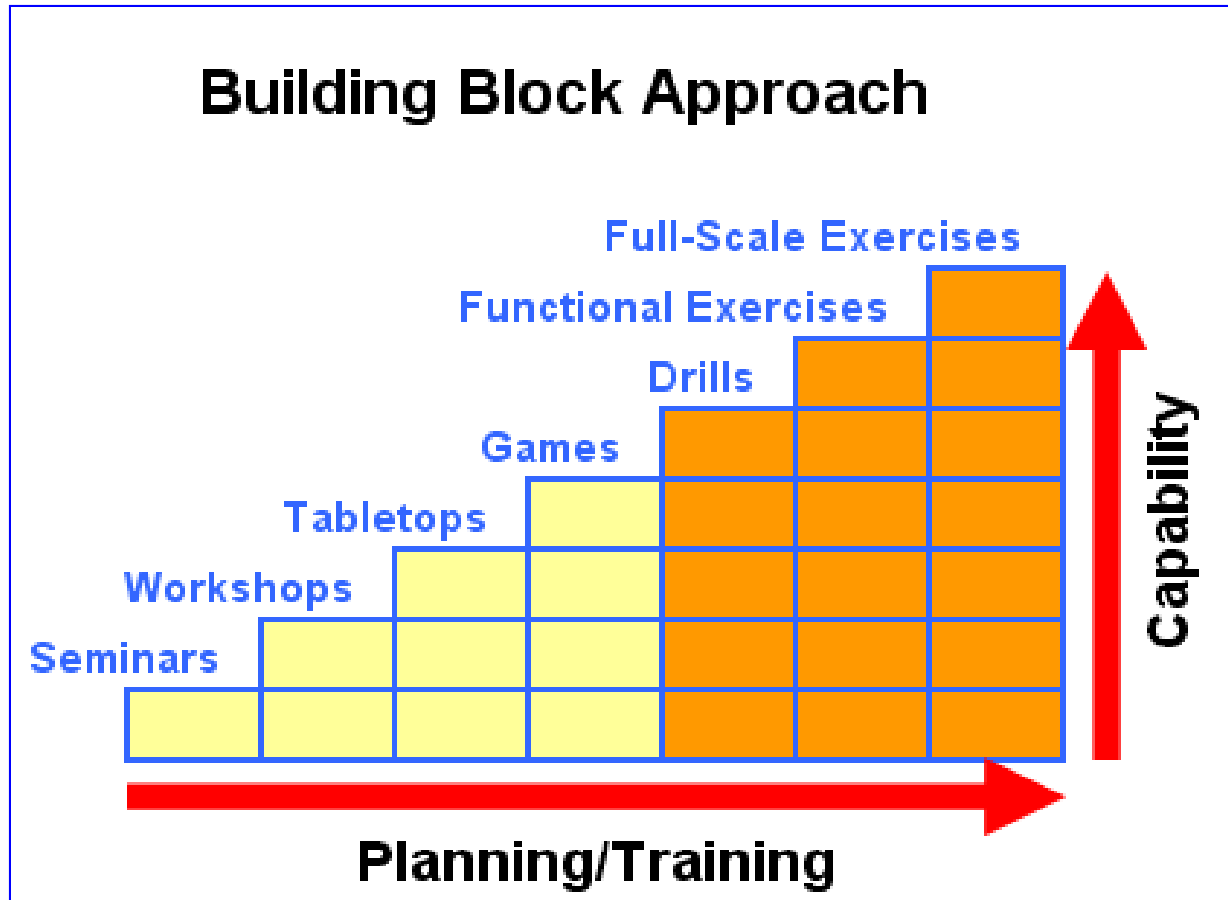


ORGANIZATIONS SHOULD HAVE A DISASTER PLAN FOR ESSENTIAL FUNCTIONS

AS ALASKANS, WE ARE RESPONSIBLE FOR OUR INDIVIDUAL & FAMILY PREPAREDNESS

Learn. Prepare. Prevail.

Execution



Execution

- Progressive approach
 - Discussion based
 - Seminars
 - Workshops
 - Tabletops
 - Games
 - Operations Based
 - Drills
 - Functional Exercises
 - Full Scale



Execution

- Determine the requirements for the plan
 - Number of years
 - Determine the requirements of your funding source
- Outline the methods and priorities
 - For integration
 - Determining upcoming exercises and training
 - Priorities
 - Homeland Security Exercise and Evaluation Program



Execution

- Determining need and feasibility
- Develop the Training/Exercise Charter
- Estimate duration of required activities and resources



Need/Feasibility



Charter/Scope



Duration



Execution

- Communication
 - Who do you need to talk to
 - Assessment Team
 - Stakeholders
 - Management
- Deliverables
 - What needs to be in the plan
 - What is the status



Communication



Deliverables



Execution

Bringing it all together

- Exercise Planning
 - Concept and Objectives meeting
 - Initial Planning Meeting
 - Mid Planning Meeting
 - Master Scenario Events List Meeting
 - Final Planning Meeting
- Training in Support of Exercises



Execution

Exercise Design

- FEMA Courses
 - IS 120
 - IS 139
- Exercise Type
 - Discussion Based
 - Operations Based
- Scope
 - Right Size the event
 - May be done in the Exercise Charter
- Objectives



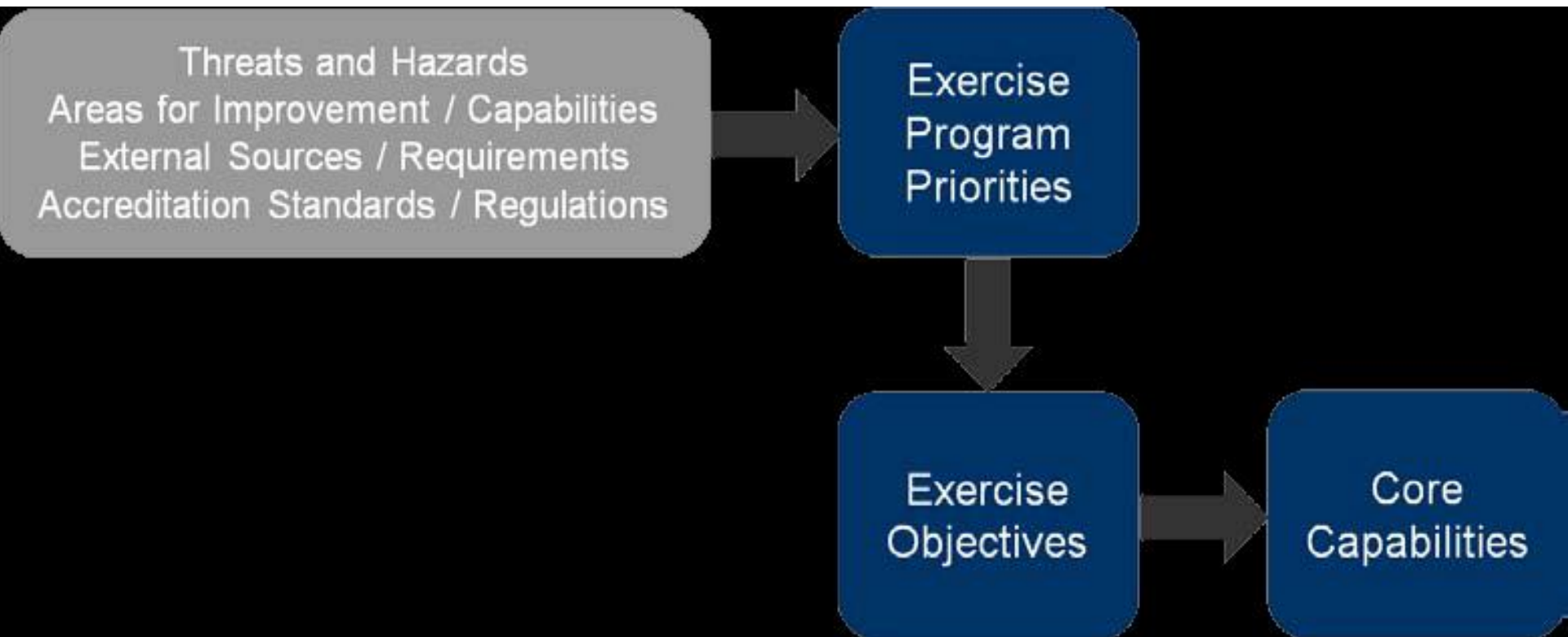
Exercise Design

SMART Objectives

- **Specific**
 - Objectives should address the five Ws- who, what, when, where, and why. The objective specifies what needs to be done with a timeline for completion.
- **Measurable**
 - Objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. Their focus should be on observable actions and outcomes.
- **Achievable**
 - Objectives should be within the control, influence, and resources of exercise play and participant actions.
- **Relevant**
 - Objectives should be instrumental to the mission of the organization and link to its goals or strategic intent.
- **Time-bound**
 - A specified and reasonable timeframe should be incorporated into all objectives.



Exercise Design



Execution Exercise Prep

- Training
 - Internal
 - External
 - State of Alaska-DHSS
 - Emergency Management Institute
 - Review some of the specific factors for consideration in developing the objectives



Execution Exercise Prep

Threats and Hazards

- National threats and hazards
- Jurisdictional threats and hazards
- Hazard vulnerability analysis

Areas for Improvement/ Capabilities

- Real-world incident corrective actions
- Exercise corrective actions
- Identified and/or perceived areas for improvement

External Sources Requirements

- Industry reports
- State or national preparedness reports
- Homeland security strategies

Accreditation Standards/ Regulations

- Accreditation standards and/or requirements
- Grants or funding-specific requirements
- Occupational Safety and Health Administration regulations

Execution Exercise Prep

Target Capabilities		PHEP Functions	HPP Functions
Community Preparedness	Healthcare Preparedness	Determine risks to health of the jurisdiction	Coordinate with planning for at-risk individuals and those with special medical needs
<i>Core public health activities related to community resilience. Local leaders, citizens and families are empowered to mitigate, practiced in responding to events, have available social networks, knowledge of health/medical systems.</i>	<i>Ability of a community's healthcare system to prepare, respond, and recover from incidents that have a public health and medical impact.</i>	Build community partnerships	Develop, refine, or sustain Healthcare Coalitions
		Use community organizations to foster health networks	Coordinate healthcare planning to prepare for disasters
		Coordinate training/guidance re community engages in preparedness	Identify & prioritize essential healthcare assets/services
			Determine healthcare preparedness gaps and resources
National Preparedness Goal Core Capability: Community Resilience			
Community Recovery	Healthcare System Recovery	Identify and monitor public health, medical, and mental/behavioral health system recovery needs	Develop recovery processes for healthcare delivery system
<i>Recovery of PH, medical, mental/behavioral health systems/services (planning, advocacy, collaboration, and monitoring by health departments/community partners), enabling PH to prepare for alternate delivery/continuity of services and service restoration planning.</i>	<i>Collaboration with Emergency Management and other community partners, (e.g., PH, business, education) to develop efficient processes; advocacy for rebuilding of public health, medical, & mental/behavioral health systems to at least pre-incident levels.</i>	Coordinate community public health, medical, and mental/behavioral health system recovery operations	Assess and notify stakeholders of healthcare delivery status
		Implement corrective actions to mitigate damages from future incidents	Support healthcare response efforts through coordination of resources
			Demobilize and evaluate healthcare operations
National Preparedness Goal Core Capabilities: Health and Social Services ▪ Public and Private Services/Resources ▪ Long-term Vulnerability Reduction			
Emergency Operations Center Coordination		Preliminary assessment to determine activation need	Assess; notify stakeholders of healthcare delivery status
<i>Direct & coordinate implementation of other public health preparedness capabilities, to make informed, timely, and effective decisions that direct resources and personnel to adaptively address ongoing, evolving health needs from emergencies.</i>	<i>Ability for healthcare organizations to engage with incident management at the EOC or on-scene to coordinate information and resource allocation for affected healthcare organizations. Coordinate response with that of the community and across agencies.</i>	Activate public health emergency operations	Healthcare organization multi-agency representation and coordination with emergency operations
		Develop incident response strategy	Support healthcare response efforts through coordination of resources
		Manage and sustain the PH response	Demobilize and evaluate healthcare operations
		Demobilize and evaluate PH emergency operations	
National Preparedness Goal Core Capabilities: Health and Social Services ▪ Public and Private Services/Resources ▪ Long-term Vulnerability Reduction			
Information Sharing		Identify stakeholders to be incorporated into info flow	
<i>Exchange of information among agencies and key partners to maintain situational awareness for routine activities as well as incidents, so leaders can make timely, informed decisions.</i>	<i>Multijurisdictional, multidisciplinary exchange of PH/medical information, situational awareness across the HC system, government, & private sector. Coordination with Joint Information System for information dissemination to entities and the community.</i>	Identify and develop rules and data elements for sharing	Provide healthcare situational awareness that contributes to the incident common operating picture
		Exchange info to determine common operating picture	Develop, refine, and sustain redundant, interoperable communication systems
National Preparedness Goal Core Capability: Information Sharing			



EXERCISE TRAINING MATRIX						
Phase*	Person	Event	Date	Where	Support	Deliverable
I/II/III/IV	Exercise Lead	Weekly Meetings	D-90	Telephone Conference		Weekly schedule and update, review deliverables
I	Exercise Lead	Initial Meeting at Seward	D-75	Exercise Location(s)	Reps from HERO and Trauma	Define Objectives and partner groups, review plans/ develop training plan
I	Logistics	Deployable asset demonstration	D-65	DHSS Warehouse	HERO	As required-Training on Western Shelter Set up-Execute training plan
I	Exercise Lead/Logistics	Deployable asset demonstration	D-50	Exercise Location(s)	HERO/Support Elements	Conducted Radio Training/EOC Training
II	Training and Exercise	AK TRACS	D-50	Anchorage	HERO	AKTRACS/Common Operating Picture
II	Exercise Lead	Partner TTX	D-30	AK DMAT warehouse	NA	Training with the DMAT team
II	Training Team	Facility TTX	D-14	Exercise Locations	NA	Table top/Planning 'P'
II	Exercise Lead	DHSS TTX	D-7	DHSS	HERO	As required
II	Incident Commander/Logistics	Load DHSS	D-Day	Warehouse	AKNG	
III	Exercise lead/White Cell	Exercise STARTEX	D-Day	Exercise Locations	Local Exercise Team	Start of Exercise-Request DHSS Support
III	Exercise lead/White Cell	Local partner establish comms with city EOC	D-Day	Exercise Locations	Local Exercise Team	Initial in brief/Com set up/ asset set up
III	Incident Commander	DHSS Arrive	D+1	Exercise Locations	HERO/Controllers/EOC/Observers	Deployed IMT to PSMC-set up Mobil EOC and Western Shelters as ED and Triage
III	Exercise lead/White Cell	DMAT Arrive	D+2	Exercise Locations	IMT	Support for event
III	Incident commander	Mass Casualty and FPM TTX	D+3	Exercise Locations	All Exercise Participants (REPS)	ENDEX
IV	Exercise lead/White Cell	AAR Schedule	D+7	Anchorage	NA	424 Team
IV	Exercise lead/White Cell	Develop IP process	D+60	Anchorage	424 Team	Mission Complete

I=Initiating Phase, II=Planning Phase, III=execution phase, IV=Recovery Phase

Exercise Prep

- Discussion Based
 - SITMAN or POWERPOINT
 - Multimedia
 - AV
 - Test your system
 - Sign in sheets
- Operations Based
 - Depends on scope
 - Communications



Exercise Prep

- Briefings
 - Elected and Appointed officials
 - Controller/Evaluator
 - Actors
 - Players
 - Observers



Exercise Play

- Exercise Director
- Evaluators
 - Lead
 - Facilitator
 - Controller
 - Safety
 - Simulator/Actors
 - Observers
 - Players



Exercise Execution

- Discussion Based
 - Facilitated
 - Keep it moving
 - Awareness of the appropriate areas
 - Listen and summarize discussions
- Operations Based
 - Exercise Director



Exercise Evaluation

- Data Collection
 - Wrap up activities
 - Debriefings
 - Player Hot Wash
 - Controller/Evaluator Debriefing
- Evaluation Plan
 - Exercise Evaluation Guides
 - Objectives/tasks/core capability
 - Evaluation Team
 - Participation Feedback Forms



Exercise Close Out

- Crafting the After Action Report
 - Were targets met?
 - Were critical tasks accomplished?
 - If not, what is the impact?
 - Do current plans, policies and procedures meet the need?
 - Are the participants familiar with these documents?
- After Action Draft
- Improvement Plan



Exercise Close Out

- Improvement Plan
 - Group effort
 - Critical analysis
 - Use “near real time” data
 - Assignment of tasks/corrections



Exercise End State

- Developed Assessment Team
 - Guidance on training and exercise requirements
 - Priorities
- Exercises
 - Progressive
 - Discussion based
 - Operational based
- Jurisdictional Profile



Exercise End State

- Training Needs
 - Improvement Plans
 - Gap analysis
 - Knowledge, skills and abilities
- Training Goals
 - Realistic/Achievable
 - Priority
 - Training Sources



Exercise End State

- Develop the Multi-Year Training Plan
 - Near, mid and long-term goals
 - Priority and frequency
 - Essential Functions
 - Determine length of plan
- Execute the Plan
 - Progressive, phased approach
 - Need and feasibility



Exercise End State

- Exercise Planning
 - Design
 - SMART Objectives
 - Preparation
 - Training and Education
 - Training Plan
 - Brief appointed and elected officials
 - Prep exercise documentation
 - Prep your controllers and evaluators



Exercise End State

- Execute the exercise
 - Safety first!
 - Master Scenario/Ground Truth/Exercise Plan
- Gather the results
 - Hotwashes
 - Participant Feedback forms
 - Observer controller



Exercise Close out

- Write the After Action
 - Talk to your partners
 - Review documents
- Develop the Improvement Plan
 - Take no more than 90 Days
 - Review with team
- Take action on the improvement plan





Contact Information

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