

Radiation Injury Treatment Network (RITN) Pittsburgh Functional Exercise 2019

Exercise Plan
September 24, 2019

The Exercise Plan (ExPlan) gives elected and appointed officials, observers, media personnel, and players from participating organizations information they need to observe or participate in the exercise. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.

EXERCISE OVERVIEW

Exercise Name	Radiation Injury Treatment Network (RITN) Pittsburgh Functional Exercise 2019
Exercise Dates	Tuesday, September 24, 2019
Scope	This exercise is a functional exercise planned for four hours at West Penn Hospital and UPMC Presbyterian Shadyside. Exercise play is limited to simulated patients through a reception center process.
Mission Area(s)	Response
Core Capabilities	Healthcare Preparedness Emergency Operations Coordination Information Sharing Medical Surge
Objectives	<ul style="list-style-type: none"> • Evaluate Healthcare Preparedness through multi-agency coordination and response to a radiological event • Test patient reception coordination with RITN and external emergency management agencies • Coordination of Just in Time Training for hospital personnel during a radiological event • Test of emergency notification systems for necessary healthcare personnel • Evaluate coordination of emergency management systems by testing response efforts of internal and external agencies • Assess involvement of Non-RITN hospitals in the management of medical surge
Threat or Hazard	Radiological Threat
Scenario	A 10 kiloton improvised nuclear device was detonated in New York City. The National Disaster Medical System (NMDS) issues activation protocol for Pittsburgh, indicating the region will receive casualties from the disaster.

Exercise Name	Radiation Injury Treatment Network (RITN) Pittsburgh Functional Exercise 2019
Sponsor	This exercise is made possible by the 2019 RITN Functional Exercise Grant, with support from the National Marrow Donor Program (NMDP).
Participating Organizations	West Penn Hospital – Allegheny Health Network (AHN) UPMC Shadyside – University of Pittsburgh Medical Center (UPMC)
Point of Contact	Lori Stover, RN, BSN, MBA Administrative Director, Division of Hematology & Cellular Therapy Allegheny Health Network Cancer Institute lori.stover@ahn.org Phone: 412-578-4392

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.

Exercise Objective	Core Capability
Evaluate Healthcare Preparedness through multi-agency coordination and response to a radiological event	Healthcare Preparedness
Test patient reception coordination with RITN and external emergency management agencies	Emergency Operations Coordination
Coordination of Just in Time Training for hospital personnel during a radiological event	Information Sharing
Test of emergency notification systems for necessary healthcare personnel	Information Sharing
Evaluate coordination of emergency management systems by testing response efforts of internal and external agencies	Emergency Operations Coordination
Assess involvement of Non-RITN hospitals in the management of medical surge	Medical Surge

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.
- **Simulators.** Simulators are control staff personnel who role play nonparticipating organizations or individuals. They most often operate out of the Simulation Cell (SimCell), but they may occasionally have face-to-face contact with players.

Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., media reporters or next of kin) in accordance with instructions provided in the Master Scenario Events List (MSEL). All simulators are ultimately accountable to the Exercise Director and Senior Controller.

- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guides (EEGs).
- **Actors.** Actors simulate specific roles during exercise play, typically victims or other bystanders. *Limited use of actors will be utilized in this exercise.*
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
- **Media Personnel.** Some media personnel may be present as observers, pending approval by the sponsor organization and the Exercise Planning Team.
- **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

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.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

- 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.
- Exercise simulation contains sufficient detail to allow players to react to information and situations as they are presented as if the simulated incident were real.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

Artificialities

During this exercise, the following artificialities apply:

- Exercise communication and coordination is limited to participating exercise organizations, venues, and the SimCell.
- Only communication methods listed in the Communications Directory are available for players to use during the exercise.

EXERCISE LOGISTICS

Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- A Safety Controller is responsible for participant safety; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Exercise Director will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.
- For an emergency that requires assistance, use the phrase “**real-world emergency**.” The following procedures should be used in case of a real emergency during the exercise:
 - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest controller, and, within reason and training, render aid.
 - The controller aware of a real emergency will initiate the “**real-world emergency**” broadcast and provide the Safety Controller, Senior Controller, and Exercise Director with the location of the emergency and resources needed, if any. The Senior Controller will notify the Control Cell or SimCell as soon as possible if a real emergency occurs.

Fire Safety

Standard fire and safety regulations relevant to West Penn Hospital and UPMC Shadyside will be followed during the exercise.

Emergency Medical Services

The sponsor organization will coordinate with local emergency medical services in the event of a real-world emergency.

Site Access

Security

If entry control is required for the exercise venue(s), the sponsor organization is responsible for arranging appropriate security measures. To prevent interruption of the exercise, access to exercise site is limited to exercise participants. Players should advise their venue’s controller or evaluator of any unauthorized persons.

Media/Observer Coordination

Organizations with media personnel and/or observers attending the event should coordinate with the sponsor organization for access to the exercise site. Media/Observers are escorted to designated areas and accompanied by an exercise

controller at all times. Sponsor organization representatives and/or the observer controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of media and/or observer presence.

Exercise Identification

Exercise staff may be identified by vests to clearly display exercise roles; additionally, uniform clothing may be worn to show agency affiliation.

POST-EXERCISE AND EVALUATION ACTIVITIES

Debriefings

Post-exercise debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning.

Hot Wash

At the conclusion of exercise play, controllers facilitate a Hot Wash to allow players to discuss strengths and areas for improvement, and evaluators to seek clarification regarding player actions and decision-making processes. All participants may attend; however, observers are not encouraged to attend the meeting. The Hot Wash should not exceed 30 minutes.

Controller and Evaluator Debriefing

Controllers and evaluators attend a facilitated C/E Debriefing immediately following the exercise. During this debriefing, controllers and evaluators provide an overview of their observed functional areas and discuss strengths and areas for improvement.

Participant Feedback Forms

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

Evaluation

Exercise Evaluation Guides

EEGs assist evaluators in collecting relevant exercise observations. EEGs document exercise objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs, coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the exercise and compile the After-Action Report (AAR).

After-Action Report

The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. AARs also include basic exercise information, including the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and POC.

Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

After-Action Meeting

The After-Action Meeting (AAM) is a meeting held among decision- and policy-makers from the exercising organizations, as well as the Lead Evaluator and members of the Exercise Planning Team, to debrief the exercise and to review and refine the draft AAR and Improvement Plan (IP). The AAM should be an interactive session, providing attendees the opportunity to discuss and validate the observations and corrective actions in the draft AAR/IP.

Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by elected and appointed officials from the organizations participating in the exercise, and discussed and validated during the AAM.

PARTICIPANT INFORMATION AND GUIDANCE

Exercise Rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise players will comply with real-world emergency procedures, unless otherwise directed by the control staff.
- All communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement **“This is an exercise.”**
- Exercise players who place telephone calls or initiate radio communication with the SimCell must identify the organization or individual with whom they wish to speak.

Players Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

Before the Exercise

- Review appropriate organizational plans, procedures, and exercise support documents.
- Be at the appropriate site at least 30 minutes before the exercise starts. Wear the appropriate uniform and/or identification item(s).
- Sign in when you arrive.
- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.
- Read your Player Information Handout, which includes information on exercise safety.

During the Exercise

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.

- If you do not understand the scope of the exercise, or if you are uncertain about an organization's participation in an exercise, ask a controller.
- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise's trusted agents to balance realism with safety and to create an effective learning and evaluation environment.
- All exercise communications will begin and end with the statement **"This is an exercise."** This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.
- When you communicate with the SimCell, identify the organization or individual with whom you wish to speak.
- Speak when you take an action. This procedure will ensure that evaluators are aware of critical actions as they occur.
- Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller or evaluator.

After the Exercise

- Participate in the Hot Wash at your venue with controllers and evaluators.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

Simulation Guidelines

Because the exercise is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by simulators or controllers. A SimCell will simulate the roles and interactions of nonparticipating organizations or individuals.

Appendix A: Exercise Schedule

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

Tuesday, September 24, 2019

Time	Personnel	Activity	Location
730	Controllers, evaluators and exercise staff	Check-in for final instructions and communications check	West Penn Hospital (WPH)
745	Actors	Check in for final instructions	West Penn School of Nursing (SON)
730-800	All	Check in, breakfast	WPH Conference Center
800	All	Introductions, instructions for exercise	WPH Burstin Room
815	All	Exercise starts	WPH
830	Controllers, evaluators and actors	Exercise personnel in starting positions	WPH Incident Command Center (ICC) West Penn SON, ED
1200	All	Exercise Ends	WPH
1200-1300	All	Hot Wash, Lunch	WPH

Appendix B: Exercise Participants

Participating Organizations
Federal
Radiation Injury Treatment Network
Department of Veterans Affairs
911 th Airlift Wing – US Air Force
State
Hospital & Healthsystem Association of Pennsylvania (HAP)
City
City of Pittsburgh Emergency Management Office
Local/Regional
Allegheny County Health Department
Allegheny County Airport Authority
Healthcare Organizations
West Penn Hospital
UPMC Shadyside Hospital
UPMC Children’s Hospital of Pittsburgh
Highmark Health

Appendix C: Communications Plan

Player Communications

Exercise communications do not interfere with real-world emergency communications. Players use routine organization communications systems. Additional communication assets may be made available as the exercise progresses. West Penn Hospital and the Allegheny Health Network coordinates its internal and external communications through Highmark Health Corporate Communications.

Controller Communications

The principal methods of information transfer for controllers during the exercise is by phone with 2-way radio as an alternate method of communication. The controller communications network allows the Incident Controller to make and announce universal changes in exercise documentation, such as changes to the Master Scenario Events List (MSEL). The primary means of communication among the SimCell, Controllers, and Players is telephone. A list of key telephone numbers will be available before the exercise starts.

Player Briefing

Controllers may be required to provide scenario details to participants to begin exercise play. Technical handouts or other materials also may be provided to orient players with the exercise.

Public Affairs

The Allegheny Health Network/Highmark Health Communications Department is responsible for coordinating and disseminating public information before the exercise. Additional updates will also be provided by the Incident Control Public Information Officer provided by the AHN Communications Department. Communications will include both internal and external communications.

Appendix D: Exercise Site Maps

Figure D.1: West Penn Hospital



Appendix E: Acronyms

Acronym	Term
AAM	After-Action Meeting
AAR	After-Action Report
AHN	Allegheny Health Network
ASPR	Assistant Secretary for Preparedness and Response
BMT	Bone Marrow Transplant
DHS	U.S. Department of Homeland Security
EEG	Exercise Evaluation Guide
ExPlan	Exercise Plan
HSEEP	Homeland Security Exercise and Evaluation Program
ICC	Incident Command Center
IP	Improvement Plan
MSEL	Master Scenario Events List
NDMS	National Disaster Medical System
NMDP	National Marrow Donor Program
RITN	Radiation Injury Treatment Network
SON	School of Nursing
UPMC	University of Pittsburgh Medical Center