

# KETHC 2017

Full Scale Exercise

## LTC/Ancillary/Outpatient Tornado and Evacuation Exercise

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Exercise Plan/Participant Guide/Controller and  
Evaluator Handbook

November 2, 2017



## EXERCISE OVERVIEW

<b>Exercise Name</b>	KET HC 2017 FSE: LTC Tornado and Evacuation Exercise
<b>Exercise Dates</b>	November 2, 2017
<b>Scope</b>	This exercise is a full-scale exercise planned for 1 day at various locations within the Knox/East TN Healthcare Coalition’s jurisdiction. Exercise play is limited to the parameters set forth within each participating organization.
<b>Mission Area(s)</b>	Mitigation, Response, and Recovery
<b>Core Capabilities</b>	HPP Capabilities 1: (Foundation for Health Care and Medical Readiness), 2 (Health Care and Medical Response Coordination), 3 (Continuity of Health Care Service Delivery), 4 (Medical Surge)
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Assess the participating organizations’ use of the incident command system to manage the incident</li> <li>• Evaluate their ability to complete a structure/facility assessment to identify staffing and supply resource needs</li> <li>• Demonstrate the participating organizations’ internal/external communication systems along with the ability to coordinate with outside agencies.</li> <li>• Ability to operational clinical support activity to safely transport and place patients to an appropriate alternate care structure/facility</li> <li>• Evaluate participating organizations’ recovery plans to return to normal operations following the event.</li> </ul>
<b>Threat or Hazard</b>	Tornado event damaging structure/facility forcing patient evacuation.
<b>Scenario</b>	The local community is experiencing a line of heavy storms with possible tornadic activity. The National Weather Service issues a watch for possible tornados for the participating structure/facility’s area. Later a warning is issued, forcing facilities to activate plans. Soon after, a tornado hits the structure/facility, creating enough internal damage that partial evacuation is necessary. Structure/facility must activate incident command system to manage the incident, assess patient/ resource needs, coordinate evacuation process with external partners, assess structure/facility integrity and evaluate recovery plans to return to normal operations.
<b>Sponsor</b>	Knox/East TN Healthcare Coalition utilizing ASPR Hospital Preparedness

	Program Funding
<b>Participating Organizations</b>	Region wide Long Term Care Facilities, Skilled Nursing Facilities, Home Health, Assisted Living Facilities, Dialysis Centers
<b>Point of Contact</b>	Wanda Roberts, East TN Regional Hospital Coordinator <a href="mailto:Etrhc.health@tn.gov">Etrhc.health@tn.gov</a> 865-549-5294 OR Angela Allred, Knox County Emergency Preparedness Public Health Educator <a href="mailto:Angela.allred@knoxcounty.org">Angela.allred@knoxcounty.org</a> (865) 215-5230

## GENERAL INFORMATION

### Exercise Objectives and Domains

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to domains, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned domains are guided by elected and appointed officials and selected by the Exercise Planning Team.

Exercise Objective	Core Capability PHEP/ HPP
Assess the participating organizations’ use of the incident command system to manage the incident	Domain 2: Incident Management Domain 3 : Information Management
Evaluate their ability to complete a structure/facility assessment to identify staffing and supply resource needs	Domain 2: Incident Management Domain 5: Surge Management
Demonstrate the participating organizations’ internal/external communication systems along with the ability to coordinate with outside agencies.	Domain 2: Incident Management Domain 3 : Information Management
Ability to operational clinical support activity to safely transport and place patients to an appropriate alternate care structure/facility	Domain 2: Incident Management Domain 5: Surge Management
Evaluate participating organizations’ recovery plans to return to normal operations following the event.	Domain 1: Community Resilience

**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.
- **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.
- The tornado event is located in each organization's INDIVIDUAL structure/facility (not a region-wide weather event).

# 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 all controller/evaluators as soon as possible if a real emergency occurs.

## **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 sites and the Control Cell and/or SimCell 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 a participating organization's designated representative 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 badges, hats, and/or 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 at all exercise venues. 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

Due to scope of this exercise, the controllers and evaluators debriefing will be done online. Each participating facility will need to follow the link below to complete the Community-Wide Post Exercise Assessment Form. Only complete one form from each participating facility.

<http://www.ketcoalition.org/community-wide-post-nov-2-exercise-form/>. This page will not be active until November 2 at 1200. Please complete within two business day post exercise (by November 6, 2017)

### 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. All documents need to be scanned and emailed to [etrhc.health@tn.gov](mailto:etrhc.health@tn.gov) within 2 working days for information to be included in After Action report.

### 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.

## **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.

#### 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. SimCell numbers are:
  - Knox County: (865) 549-5308
  - Other Counties Within the Region: (865) 549-5390
  - If your county EMA is participating, that number will be provided to you.
- For all exercise play questions call:
  - Knox County: Charity Menefee (865) 755-2214
  - Other Counties Within the Region (865) 202-9800
- 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 a facility Hotwash (post-exercise meeting to discuss what went well and what needs improvement) at your venue with controllers and evaluators.
- Designate one person to maintain all post exercise evaluation forms.
- Use the information from your internal hotwash and information provided on evaluation forms to complete the online Community-Wide Post -Exercise Assessment Form. You can find it here. <http://www.ketcoalition.org/community-wide-post-nov-2-exercise-form>

Please complete within 2 days post exercise.

### 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. The SimCell number is 865-549-5308 for all Knox County participants and 865-549-5390 for all other players.

## APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	Location
<b>October 26, 2017</b>			
1400	Representatives from each facility	Final Exercise Planning Meeting Controller and Evaluator Briefing	Bridgewater Place 205 Bridgewater Road NW Knoxville, TN 37923
<b>November 2, 2017</b>			
0900	All	Weather Advisory/Watch	To Be Determined at Each Venue
0915	All	Exercise Begins: Weather Warning	All Venues
0930	All	Tornado Hit To Structure/facility	All Venues
Immediately Following the Exercise	All	Venue Hot Washes/turn in all Participant Feedback Forms	All Venues
<b>November 2, 2017</b>			
1630	<b>All</b>	Complete online Community-wide post-exercise assessment form no later than November 6, 2017.	Assessment form can be found here: <a href="http://www.ketcoalition.org/community-wide-post-nov-2-exercise-form">http://www.ketcoalition.org/community-wide-post-nov-2-exercise-form</a>

**APPENDIX B: PARTICIPANTS**

Facility Name	Facility Type	Contact	County
1. Amedisys Home Health – Jefferson City	Home Health	<a href="mailto:Divina.bowlin@amedisys.com">Divina.bowlin@amedisys.com</a>	Jefferson
2. Amedisys Home Health – Knoxville	Home Health	<a href="mailto:Kimberly.messer@amedisys.com">Kimberly.messer@amedisys.com</a> <a href="mailto:Michele.mcelroy@amedisys.com">Michele.mcelroy@amedisys.com</a>	Knox
3. Amedisys Home Health- Lafollette	Home Health	<a href="mailto:Joel.brummett@amedisys.com">Joel.brummett@amedisys.com</a> <a href="mailto:Kimberly.messer@amedisys.com">Kimberly.messer@amedisys.com</a>	Campbell
4. Amedisys Home Health – Morristown	Home Health	<a href="mailto:Juli.wilder@amedisys.com">Juli.wilder@amedisys.com</a>	Hamblen
5. Amedisys Home Health – Sevierville	Home Health	<a href="mailto:Jacque.colclasure@amedisys.com">Jacque.colclasure@amedisys.com</a>	Sevier
6. Amedisys Home Health- Harriman	Home Health	<a href="mailto:Ann.pennycuff@amedisys.com">Ann.pennycuff@amedisys.com</a>	Roane
7. Amedisys Home Health- Harrogate	Home Health	<a href="mailto:Lisa.yoakum@amedisys.com">Lisa.yoakum@amedisys.com</a>	Regional
8. Amedisys Home Health- Newport	Home Health	<a href="mailto:Sharon.denton@amedisys.com">Sharon.denton@amedisys.com</a>	Cocke
9. Amedisys Home Health- Oak Ridge	Home Health	<a href="mailto:Misty.collins@amedisys.com">Misty.collins@amedisys.com</a> <a href="mailto:Dana.winningham@amedisys.com">Dana.winningham@amedisys.com</a>	Anderson
10. Amedisys Home Health- Tazewell	Home Health	<a href="mailto:Penny.brashears@amedisys.com">Penny.brashears@amedisys.com</a>	Claiborne
11. Amedisys Hospice- Knoxville	Hospice	<a href="mailto:Brenda.weatherly@amedisys.com">Brenda.weatherly@amedisys.com</a>	Knox
12. Amedisys Hospice- Morristown	Hospice	<a href="mailto:Amy.jones4@amedisys.com">Amy.jones4@amedisys.com</a> <a href="mailto:Kimberly.gregg@amedisys.com">Kimberly.gregg@amedisys.com</a>	Hamblen
13. Amedisys Hospice- Sweetwater	Hospice	<a href="mailto:Brenda.weatherly@amedisys.com">Brenda.weatherly@amedisys.com</a>	Monroe
14. AMR Rural Metro	EMS	<a href="mailto:John.brinkley@amr.net">John.brinkley@amr.net</a>	Knox
15. Anderson County Emergency Management Agency	EMA	<a href="mailto:paynkey@hotmail.com">paynkey@hotmail.com</a>	Anderson
16. Arbor Terrace of Knoxville	Assisted Living	<a href="mailto:lgeer@arborcompany.com">lgeer@arborcompany.com</a> ; <a href="mailto:mscott@arborcompany.com">mscott@arborcompany.com</a>	Knox
17. Atria Weston Place	Assisted Living	<a href="mailto:Lee.seflers@atriaseniorkiving.com">Lee.seflers@atriaseniorkiving.com</a> <a href="mailto:Larry.Johnson@atriaseniorkiving.com">Larry.Johnson@atriaseniorkiving.com</a>	Knox
18. Autumn Care	Assisted Living	<a href="mailto:abidwell@autumncaremgmt.com">abidwell@autumncaremgmt.com</a>	Knox
19. Beech Tree Manor	Skilled Nursing Facility	<a href="mailto:jambrown@jlbctm.com">jambrown@jlbctm.com</a>	Campbell
20. Beverly Park Place Health and Rehab	Skilled Nursing Facility	<a href="mailto:Knnstfco2@gracehc.com">Knnstfco2@gracehc.com</a>	Knox
21. Big South Fork Medical Center	Hospital	<a href="mailto:wking@bsfmedical.com">wking@bsfmedical.com</a>	Scott
22. Blount County Emergency Management Agency	EMA	<a href="mailto:icoleman@blounttn.org">icoleman@blounttn.org</a>	Blount
23. Camellia Home Health	Home Health	<a href="mailto:aboles@camellia.com">aboles@camellia.com</a>	Knox
24. Campbell County EMA	EMA	<a href="mailto:Jmun645@comcast.net">Jmun645@comcast.net</a>	Campbell
25. CareAll Homecare Services	Home Health	<a href="mailto:Dianne.Whittaker@careallinc.com">Dianne.Whittaker@careallinc.com</a>	Knox

Facility Name	Facility Type	Contact	County
26. Claiborne County Emergency Management Agency	EMA	<a href="mailto:ccema@emadhs.us">ccema@emadhs.us</a>	Claiborne
27. Claiborne County Hospital Nursing Home	Long Term Care	<a href="mailto:mcampbell@covhlth.com">mcampbell@covhlth.com</a>	Claiborne
28. Clarity Pointe of Knoxville	Assisted Living	<a href="mailto:overontom@claritypointeknoxville.com">overontom@claritypointeknoxville.com</a>	Knox
29. Clinch River Home Health	Home Health	<a href="mailto:Rkendrick01@gmail.com">Rkendrick01@gmail.com</a> <a href="mailto:office@crhh.net">office@crhh.net</a>	Regional
30. Cocke County Emergency Management Agency	EMA	<a href="mailto:Ccema.benton@gmail.com">Ccema.benton@gmail.com</a> <a href="mailto:Ccema.brooks@gmail.com">Ccema.brooks@gmail.com</a>	Cocke
31. Covenant Home Care	Home Health	<a href="mailto:vmassey@covhlth.com">vmassey@covhlth.com</a> <a href="mailto:gharvey@covhlth.com">gharvey@covhlth.com</a>	Knox/Regional
32. Covenant Medical Group	Primary Care	<a href="mailto:superwomanLL12@gmail.com">superwomanLL12@gmail.com</a>	Regional
33. Cumberland Village Care Genesis Healthcare	Skilled Nursing Facility	<a href="mailto:Nikole.lynch@genesishcc.com">Nikole.lynch@genesishcc.com</a> <a href="mailto:Robert.flowers@genesishcc.com">Robert.flowers@genesishcc.com</a>	Campbell
34. Dialysis Clinic Inc	Dialysis	<a href="mailto:Angela.miracle@dciinc.org">Angela.miracle@dciinc.org</a> ; <a href="mailto:Michael.tascione@dciinc.org">Michael.tascione@dciinc.org</a>	Regional
35. Dialysis Clinic, Inc- Maryville	Dialysis	<a href="mailto:cwestmor@carter.net">cwestmor@carter.net</a> <a href="mailto:Tamara.toole@dciinc.org">Tamara.toole@dciinc.org</a> <a href="mailto:Crystal.helpingstine@dciinc.org">Crystal.helpingstine@dciinc.org</a>	Blount
36. Dialysis Clinic, Inc.- Holston River	Dialysis	<a href="mailto:Tamara.toole@dciinc.org">Tamara.toole@dciinc.org</a> <a href="mailto:Crystal.helpingstine@dciinc.org">Crystal.helpingstine@dciinc.org</a>	Knox
37. Dialysis Clinic, Inc.- Knoxville	Dialysis	<a href="mailto:Tamara.toole@dciinc.org">Tamara.toole@dciinc.org</a> <a href="mailto:Crystal.helpingstine@dciinc.org">Crystal.helpingstine@dciinc.org</a>	Knox
38. Dialysis Clinic, Inc.- Sevierville	Dialysis	<a href="mailto:Tamara.toole@dciinc.org">Tamara.toole@dciinc.org</a> <a href="mailto:Crystal.helpingstine@dciinc.org">Crystal.helpingstine@dciinc.org</a>	Sevier
39. Diversicare of Oak Ridge	LTC/SNF	<a href="mailto:Jason.hughes@dvr.com">Jason.hughes@dvr.com</a>	Anderson
40. East Tennessee Children's Hospital Home Health Care	Home Health	<a href="mailto:RPhillips@etch.com">RPhillips@etch.com</a>	Knox
41. East Tennessee Regional Health Office	TN Dept. of Health	<a href="mailto:Laura.white@tn.gov">Laura.white@tn.gov</a> <a href="mailto:Wanda.roberts@tn.gov">Wanda.roberts@tn.gov</a>	Regional
42. Fort Loudoun Medical Center	Hospital	<a href="mailto:Dwalton2@covhlth.com">Dwalton2@covhlth.com</a>	Loudoun
43. Fort Sanders Regional Medical Center- Transitional Care Unit	Transitional Care Unit	<a href="mailto:rlaney@covhlth.com">rlaney@covhlth.com</a>	Knox
44. Fort Sanders Sevier Nursing Home	Long Term Care	<a href="mailto:halford@covhlth.com">halford@covhlth.com</a> <a href="mailto:Amiller5@covhlth.com">Amiller5@covhlth.com</a>	Sevier
45. Fresenius Kidney Care – Cedar Bluff	Dialysis	<a href="mailto:Robin.Nelson@fmc-na.com">Robin.Nelson@fmc-na.com</a>	Knox
46. Fresenius Kidney Care – East Knox	Dialysis	<a href="mailto:Amalisha.deloughary@fmc-na.com">Amalisha.deloughary@fmc-na.com</a> <a href="mailto:Lisa.moore@fmc-na.com">Lisa.moore@fmc-na.com</a>	Knox
47. Fresenius Kidney Care – LaFollette	Dialysis	<a href="mailto:Jthoward1952@gmail.com">Jthoward1952@gmail.com</a> <a href="mailto:Lisa.jefferson@fmc-na.com">Lisa.jefferson@fmc-na.com</a>	Campbell
48. Fresenius Kidney Care – Loudon	Dialysis	<a href="mailto:Brenda.Lee@fmc-na.com">Brenda.Lee@fmc-na.com</a>	Loudon
49. Fresenius Kidney Care – Newport	Dialysis	<a href="mailto:Lea.laster@fmc-na.com">Lea.laster@fmc-na.com</a>	Cocke

Facility Name	Facility Type	Contact	County
50. Fresenius Kidney Care - Powell	Dialysis	<a href="mailto:William.ivey@fmc-na.com">William.ivey@fmc-na.com</a>	Knox
51. Fresenius Kidney Care – TN River Area	Dialysis	<a href="mailto:Brigette.nethery@fmc-na.com">Brigette.nethery@fmc-na.com</a>	Regional
52. Fresenius Kidney Care – West Knox	Dialysis	<a href="mailto:Linda.browning@fmc-na.com">Linda.browning@fmc-na.com</a> ; <a href="mailto:debra.harman@fmc-na.com">debra.harman@fmc-na.com</a>	Knox
53. Fresenius Kidney Care- Athens	Dialysis	<a href="mailto:Brigetta.netherly@fmc-na.com">Brigetta.netherly@fmc-na.com</a>	McMinn
54. Fresenius Kidney Care- Bradley	Dialysis	<a href="mailto:Brigetta.netherly@fmc-na.com">Brigetta.netherly@fmc-na.com</a>	Bradley
55. Fresenius Kidney Care- Corporate	Dialysis	<a href="mailto:Sue.dooley@fmc-na.com">Sue.dooley@fmc-na.com</a> <a href="mailto:Jim.mcgammon@fmc-na.com">Jim.mcgammon@fmc-na.com</a>	Regional
56. Fresenius Kidney Care- Crossville	Dialysis	<a href="mailto:Brigetta.netherly@fmc-na.com">Brigetta.netherly@fmc-na.com</a>	Cumberland
57. Fresenius Kidney Care- Fort Sanders	Dialysis	<a href="mailto:Sandy.ferguson@fmc-na.com">Sandy.ferguson@fmc-na.com</a>	Knox
58. Fresenius Kidney Care- Knoxville	Dialysis	<a href="mailto:Susan.rains@fmc-na.com">Susan.rains@fmc-na.com</a> <a href="mailto:Kenneth.goins@fmc-na.com">Kenneth.goins@fmc-na.com</a>	Knox
59. Fresenius Kidney Care- Morristown	Dialysis	<a href="mailto:Peggy.eldridge@fmc-na.com">Peggy.eldridge@fmc-na.com</a>	Hamblen
60. Fresenius Kidney Care- New Market	Dialysis	<a href="mailto:Loretta.w.white@fmc-na.com">Loretta.w.white@fmc-na.com</a>	Jefferson
61. Fresenius Kidney Care- North Knoxville	Dialysis	<a href="mailto:Bonnie.cupp@fmc-na.com">Bonnie.cupp@fmc-na.com</a>	Knox
62. Fresenius Kidney Care- Oak Ridge	Dialysis	<a href="mailto:Denise.flanders@fmc-na.com">Denise.flanders@fmc-na.com</a>	Anderson
63. Fresenius Kidney Care- Roane County	Dialysis	<a href="mailto:Connie.harig@fmc-na.com">Connie.harig@fmc-na.com</a>	Roane
64. Fresenius Kidney Care- Skyway	Dialysis	<a href="mailto:Katherine.welda@fmc-na.com">Katherine.welda@fmc-na.com</a>	Monroe
65. Gastrointestinal Associates of Knoxville	Ambulatory Surgery Center	<a href="mailto:jsharp@gihealthcare.com">jsharp@gihealthcare.com</a>	Knox
66. Hamblen County EMA	EMA	<a href="mailto:lindsey.horn@CO.hamblen.tn.us">lindsey.horn@CO.hamblen.tn.us</a>	Hamblen
67. Heritage Center of Oak Ridge	SNF	<a href="mailto:jwlloyd@savasc.com">jwlloyd@savasc.com</a>	Anderson
68. Hillcrest Healthcare South	Long Term Care	<a href="mailto:dmccarty@hillcresthc.com">dmccarty@hillcresthc.com</a>	Knox
69. Holston Health and Rehab	Long Term Care	<a href="mailto:kmccord@holstonhealth.com">kmccord@holstonhealth.com</a>	Knox
70. Huntsville Manor	Long Term Care	<a href="mailto:admin@huntsvillemanor.com">admin@huntsvillemanor.com</a>	Scott
71. Interim HealthCare of Morristown	Home Health	<a href="mailto:jsebastian@pss-interim.com">jsebastian@pss-interim.com</a>	Hamblen
72. Intrepid USA Healthcare Services	Home Health	<a href="mailto:Ted.bingham@intrepidusa.com">Ted.bingham@intrepidusa.com</a>	Regional
73. Island Home Park Health and Rehab	Long Term Care/Rehab	<a href="mailto:Knsstfco1@gracehc.com">Knsstfco1@gracehc.com</a> <a href="mailto:bboles@hillcresthc.com">bboles@hillcresthc.com</a>	Knox
74. Jefferson County Emergency Management Agency	EMA	<a href="mailto:bphillips@jeffersoncountyttn.gov">bphillips@jeffersoncountyttn.gov</a>	Jefferson
75. Jefferson County Nursing Home	Long Term Care	<a href="mailto:alovell@jcnh.org">alovell@jcnh.org</a>	Jefferson
76. Kingston Family Practice	Ambulatory	<a href="mailto:rflanagan@covhlth.com">rflanagan@covhlth.com</a>	Roane
77. Knox County Emergency Management Agency	EMA	<a href="mailto:cickes@cityofknoxville.org">cickes@cityofknoxville.org</a>	Knox
78. Knox County Health Department	TN. Dept. of Health	<a href="mailto:Angela.allred@knoxcounty.org">Angela.allred@knoxcounty.org</a> <a href="mailto:Charity.menefee@knoxcounty.org">Charity.menefee@knoxcounty.org</a>	Knox

Facility Name	Facility Type	Contact	County
79. Knoxville Orthopaedic Surgery Center	Ambulatory Surgery	<a href="mailto:Cynthia.collard@orthotennessee.com">Cynthia.collard@orthotennessee.com</a> <a href="mailto:Rene.bates@orthotennessee.com">Rene.bates@orthotennessee.com</a>	Knox
80. LaFollette Medical Center, Baker Cancer Center	Specialty Clinic	<a href="mailto:Missy.turner@tennova.com">Missy.turner@tennova.com</a>	Campbell
81. LaFollette Medical Center, Health and Rehab Center	Rehab	<a href="mailto:Missy.turner@tennova.com">Missy.turner@tennova.com</a>	Campbell
82. LaFollette Medical Center, Rural Health Clinic	Rural Health Clinic	<a href="mailto:Missy.turner@tennova.com">Missy.turner@tennova.com</a>	Campbell
83. LaFollette Medical Center, Rural Health Clinic South	Rural Health Clinic	<a href="mailto:Missy.turner@tennova.com">Missy.turner@tennova.com</a>	Campbell
84. LaFollette Medical Center, Senior Behavioral Health Unit	Long Term Care	<a href="mailto:Missy.turner@tennova.com">Missy.turner@tennova.com</a>	Campbell
85. LaFollette Medical Center, Tennova Physician Services	Outpatient	<a href="mailto:Missy.turner@tennova.com">Missy.turner@tennova.com</a>	Campbell
86. LaFollette Medical Center, Wound Healing Center	Outpatient	<a href="mailto:Missy.turner@tennova.com">Missy.turner@tennova.com</a>	Campbell
87. Life Care Center of Morristown	Long Term Care	<a href="mailto:Doug_swint@lcca.com">Doug_swint@lcca.com</a> <a href="mailto:Steven_fuller@lcca.com">Steven_fuller@lcca.com</a>	Hamblen
88. Madisonville Health and Rehab	Long Term Care	<a href="mailto:Madisonville.maintenance@healthservices.cc">Madisonville.maintenance@healthservices.cc</a> <a href="mailto:Madisonville.cs@healthservices.cc">Madisonville.cs@healthservices.cc</a>	Monroe
89. Monroe County Emergency Management Agency	EMA	<a href="mailto:mc.ema@monroetn.com">mc.ema@monroetn.com</a>	Monroe
90. Newport Health and Rehabilitation Center	Skilled Nursing Facility	<a href="mailto:sacastillo@savasc.com">sacastillo@savasc.com</a> <a href="mailto:JWScott@SavaSC.com">JWScott@SavaSC.com</a>	Cocke
91. Newport Medical Center	Hospital	<a href="mailto:Paula.mitchell@tennova.com">Paula.mitchell@tennova.com</a>	Cocke
92. NHC Healthcare Fort Sanders	Skilled Nursing Facility Long Term Care	<a href="mailto:Dodgedakota340@mail.com">Dodgedakota340@mail.com</a> <a href="mailto:Rcampbell5887@yahoo.com">Rcampbell5887@yahoo.com</a>	Knox
93. NHC Healthcare- Farragut	Long Term Care	<a href="mailto:maintenance@nhcfarragut.com">maintenance@nhcfarragut.com</a>	Knox
94. NHC Healthcare Knoxville	Skilled Nursing Facility	<a href="mailto:bshuford@nhcknoxville.com">bshuford@nhcknoxville.com</a> <a href="mailto:rmccarrell@nhcknoxville.com">rmccarrell@nhcknoxville.com</a>	Knox
95. NHC Healthcare- Oak Ridge	Long Term Care	<a href="mailto:jtambornini@nhcoakridge.com">jtambornini@nhcoakridge.com</a> <a href="mailto:scrowley@nhcoakridge.com">scrowley@nhcoakridge.com</a>	Anderson
96. NHC Home Care- Knoxville	Home Health	<a href="mailto:cwilliamson@nhhomecareknoxville.com">cwilliamson@nhhomecareknoxville.com</a>	Knox
97. Norris Health and Rehab	Long Term Care	<a href="mailto:Hjmcleod@savasc.com">Hjmcleod@savasc.com</a>	Anderson
98. North Knoxville Dialysis Center	Dialysis		Knox
99. Oakwood Senior Living	Assisted Living	<a href="mailto:awise@ssmgrp.com">awise@ssmgrp.com</a>	Knox
100. Oneida Nursing & Rehab Center	Skilled Nursing Facility	<a href="mailto:onmtd@gracehc.com">onmtd@gracehc.com</a>	Scott
101. Parkwest Surgery Center	Ambulatory Surgery Center	<a href="mailto:czoladz@usp.com">czoladz@usp.com</a>	Knox
102. PCEP Surgery Center- Knoxville	Surgery Center	<a href="mailto:abooth@painconsultants.com">abooth@painconsultants.com</a>	Knox
103. Pigeon Forge Care & Rehabilitation	Skilled Nursing Facility	<a href="mailto:Plant.pigeon@signaturehealth.com">Plant.pigeon@signaturehealth.com</a>	Sevier



Facility Name	Facility Type	Contact	County
Center			
104. Roane County Emergency Management Agency	EMA	<a href="mailto:Traci.cofer@roanecountytn.gov">Traci.cofer@roanecountytn.gov</a>	Roane
105. Rural Medical Services, Inc.	FQHC	<a href="mailto:lshults@rmstn.org">lshults@rmstn.org</a> <a href="mailto:tsmith@rmstn.org">tsmith@rmstn.org</a>	Cocke
106. Scott County Emergency Management Agency	EMA	<a href="mailto:scottcounty.ema@scottcounty.com">scottcounty.ema@scottcounty.com</a>	Scott
107. Serene Manor	Long Term Care	<a href="mailto:Rgriffin@serenemanor.com">Rgriffin@serenemanor.com</a>	Knox
108. Sevier County Emergency Management Agency	EMA	<a href="mailto:jayers@seviercountytn.gov">jayers@seviercountytn.gov</a>	Sevier
109. Sevierville Health and Rehab	Long Term Care/Rehab	<a href="mailto:sevadmi@gracehc.com">sevadmi@gracehc.com</a>	Sevier
110. Shannondale Health Care Center	Skilled Nursing Facility	<a href="mailto:Rwatkins23@gmail.com">Rwatkins23@gmail.com</a>	Knox
111. Smoky Mountain Home Health & Hospice	Home Health & Hospice	<a href="mailto:jans@smokyhhc.com">jans@smokyhhc.com</a>	Sevier/Regional
112. Summit View of Farragut, LLC	Long Term Care	<a href="mailto:Joe.strawn@summitviewhm.com">Joe.strawn@summitviewhm.com</a>	Knox
113. Summit View Rocky Top, LLC	Long Term Care	<a href="mailto:Cherlyn.quin@summitviewhm.com">Cherlyn.quin@summitviewhm.com</a>	Anderson
114. SunCrest Home Health	Home Health	<a href="mailto:teresawalker@almostfamily.com">teresawalker@almostfamily.com</a>	Regional
115. Sweetwater Hospital Home Health	Home Health	<a href="mailto:hhdirector@sweetwaterhospital.org">hhdirector@sweetwaterhospital.org</a> <a href="mailto:hhsec@sweetwaterhospital.org">hhsec@sweetwaterhospital.org</a>	Monroe
116. Tennessee Dept. of Health	Central Office	<a href="mailto:Amy.cox@tn.gov">Amy.cox@tn.gov</a>	State
117. Tennessee State Veterans' Home	Skilled Nursing Facility	<a href="mailto:dottinger@tsvh.org">dottinger@tsvh.org</a>	Knox
118. Tennessee Valley Eye Center	Ambulatory Surgery	<a href="mailto:philliph@theyecenter.com">philliph@theyecenter.com</a>	Knox
119. The Endoscopy Center- Main	Outpatient	<a href="mailto:jsharp@gilhealthcare.com">jsharp@gilhealthcare.com</a>	Knox
120. The Endoscopy Center- North	Outpatient	<a href="mailto:jsharp@gilhealthcare.com">jsharp@gilhealthcare.com</a>	Knox
121. The Endoscopy Center- West	Outpatient	<a href="mailto:jsharp@gilhealthcare.com">jsharp@gilhealthcare.com</a>	Knox
122. The Eye Surgery Center of East Tennessee	Ambulatory Surgery	<a href="mailto:Ashley.archer@amsurg.com">Ashley.archer@amsurg.com</a>	Knox
123. The Waters of Clinton	Long Term Care	<a href="mailto:mstp@watersofclinton.com">mstp@watersofclinton.com</a>	Anderson
124. TriState Health and Rehabilitation	Long Term Care	<a href="mailto:adm@tristatehealth.org">adm@tristatehealth.org</a>	Claiborne
125. Turkey Creek Medical Center	Hospital	<a href="mailto:Tonya.shott@tennova.com">Tonya.shott@tennova.com</a>	Knox
126. U.T. Hospice	Hospice	<a href="mailto:Tonya.mccarty@lhcgroupp.com">Tonya.mccarty@lhcgroupp.com</a>	Knox
127. University of Tennessee Medical Center	Hospital	<a href="mailto:jrowe@utmck.edu">jrowe@utmck.edu</a>	Knox
128. West Hills Health and Rehab	Skilled Nursing Care	<a href="mailto:jorrick@hillcresthc.com">jorrick@hillcresthc.com</a>	Knox
129. Westmoreland Health and Rehab	Rehab	<a href="mailto:Westmoreland.CEO@healthservices.cc">Westmoreland.CEO@healthservices.cc</a>	Knox
130. Willow Ridge Center	Skilled Nursing Facility	<a href="mailto:Rebecca.mills@genesishcc.com">Rebecca.mills@genesishcc.com</a> ; <a href="mailto:don.french@genesishcc.com">don.french@genesishcc.com</a>	Union

**APPENDIX C: ACRONYMS**

<b>Acronym</b>	<b>Term</b>
AAR	After Action Report
ALT	Assisted Living Facility
ASPR	Assistant Secretary for Preparedness and Response
DHS	U.S. Department of Homeland Security
EEGs	Exercise Evaluation Guides
EMA	Emergency Management Agency
EMS	Emergency Medical Services
ETRO	East TN Regional Office (Tennessee Department of Health)
ExPlan	Exercise Plan
FSE	Full Scale Exercise
FQHC	Federally Qualified Health Center
HH	Home Health
HPP	Hospital Preparedness Program
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
ICS	Incident Command System
IP	Improvement Plan
HICS	Hospital Incident Command System
KCHD	Knox County Health Department
KET HC	Knox/East TN Healthcare Coalition
LTC	Long Term Care
MSEL	Master Scenario Events List
POC	Point of Contact
SIMCELL	Simulation Cell
SME	Subject Matter Expert
SNF	Skilled Nursing Facility
VIPs	Very Important Persons