

# **East Tennessee Healthcare Coalition**

## **Knox/East TN Healthcare Coalition Full Scale Exercise**

### **EXPLAN/Participant/ C/E Handbook** Rules and Instructions Draft Version 1

**March 16, 2015**

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## PREFACE

The East Tennessee Healthcare Coalition Hospital Full Scale Exercise is sponsored by the Knox/East TN Healthcare Coalition. It is being held in coordination with the University of Tennessee Full-Scale Exercise that will involve the University of TN and Knox County Emergency Response agencies. For the purposes of this exercise, three documents (EXPLAN, Participant Handbook and C/E Handbook) have all been combined into this single document, which was produced with input, advice, and assistance from the exercise planning team, and followed the guidance set forth in the Federal Emergency Management Agency (FEMA), Homeland Security Exercise and Evaluation Program (HSEEP). Additional information may be provided to participants in specific roles, as appropriate.

The EXPLAN gives officials, observers, media personnel, and players from participating organizations the information necessary to observe or participate in the exercise focusing on participants' emergency response plans, policies, and procedures as they pertain to disasters. The information in this document is current as of March 15 and is subject to change as dictated by the Exercise Planning Team (EPT).

This is a *Controlled Unclassified* exercise. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators. The EXPLAN cannot be viewed by all exercise participants without the permission of the EPT.

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and to protect this material in accordance with current jurisdictional directives. Public release of exercise materials to third parties including media will not be permitted.

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## HANDLING INSTRUCTIONS

1. The title of this document is Knox/East Tennessee Healthcare Coalition Full Scale Exercise Plan (EXPLAN).
2. The information gathered in this EXPLAN is and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from the exercise planning team is prohibited.
3. At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be stored in a locked container or area offering sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.
4. For more information, please consult the following points of contact (POCs):

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## CHAPTER 1: GENERAL INFORMATION

### Introduction

The Knox/East Tennessee Healthcare Coalition Full Scale Exercise is a full-scale exercise (FSE) designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to a Natural Disaster and CBRNE event significant enough to warrant a hospital evacuation, surge of patients, the activation of participating agencies' Emergency Operations Centers (EOC), and Regional Medical Communications Center. A FSE is a complex event that requires detailed planning. To conduct an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies may take part in the planning process and will take part in exercise conduct and evaluation.

This Exercise Plan (EXPLAN) was produced in conjunction with members of the Knox/East TN Healthcare Coalition including the East Tennessee Regional Health Department, Knox County Health Department, and participating hospitals with the input, advice, and assistance of local/state emergency management, EMS, American Red Cross, and Knox County Schools. The Knox County/East TN Healthcare Coalition Full-scale Exercise is evidence of the growing public safety partnership between hospitals and State and local jurisdictions for the response to the response to the threats and hazards our Nation and communities face.

### Scenario

The scenario involves a tornado event occurring just prior to the start of a University of Tennessee Football Game in Neyland Stadium. Affected areas include the stadium itself, the G-10 parking garage, and several buildings surrounding the stadium. Neyland Stadium holds more than 102,000 people, with thousands more outside the stadium during any given game. Many people sustain direct injuries from the tornado. Victims have varying degrees of traumatic injuries including shrapnel, and crush injuries. There are also many worried well people and frantic family members searching for their loved ones. Due to the number of victims, area area hospitals will receive a surge of patients. First responders, University officials, hospitals and other responders must work together to communicate with one another, manage resources, and coordinate the activities required to effectively deal with the event.

### Confidentiality

The Knox/East TN Healthcare Coalition Full Scale Exercise is a *Controlled Unclassified exercise*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance. This EXPLAN may not be viewed by all exercise participants without permission of the EPT.

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and protect this material in accordance with current Tennessee Homeland Security directives.

Public release of exercise materials to third parties or media is generally prohibited. Exceptions may be requested by through the exercise Points of Contact listed on page 3 of this document.

## Purpose

The purpose of this exercise is to evaluate player actions against current participating hospital evacuation and surge plans and local/regional Mass Casualty Incident Plans.

## Exercise Objectives

The exercise planning team selected objectives that focus on evaluating emergency operations/ procedures, identifying areas for improvement, and achieving a collaborative attitude. This exercise will focus on the following objectives:

1. Evaluate the participating hospitals' ability to process a surge of patients with varying levels of injuries.
2. Evaluate the hospitals', RMCC, and other participating agencies use of the incident command system to manage the incident.
3. Evaluate the hospitals' internal and external communications systems -along with the RMCC.
4. Evaluate the methods established to track both patients and staff throughout the incident.
5. Evaluate the ability of participating agencies to evaluate available resources and request additional support if required.
6. Evaluate the ability of participating agencies to manage fatalities.

*(Capability 1: Healthcare System Preparedness, Function 3. This describes planning for essential healthcare delivery services and the ability of the healthcare system to implement essential continuity services (e.g., business operations, power, water, information management, heating, ventilation, and air conditioning (HVAC) redundancies). Capability 3, Emergency Operations Coordination; Function 2, Manage and sustain the public health response, Tasks 1, 2, & 3 as outlined on page 17 of the Guidance. Function 3, Support healthcare response efforts through coordination of resources, Tasks 1&2 as outlined on page 18 of the Guidance. Capability 5, Fatality Management; Function 1, Coordinate surges of deaths and human remains at healthcare organizations with community fatality management operations; Tasks 1&2 as outlined on page 21 of the Guidance. Function 2, Coordinate surges of concerned citizens with community agencies responsible for family assistance, Task 1 as outlined on page 22 of the Guidance; Function 3, Mental/behavioral support at the healthcare organization level, Task 1 as outlined on page 23 of the Guidance; Capability 6, Information Sharing; Function 1, Provide healthcare situational awareness that contributes to the incident common operating picture, Tasks 1&2 as outlined on page 24 of the Guidance. Capability 10, Medical Surge; Function 1, The healthcare coalition assists with the coordination of the healthcare organization response during incidents that require medical surge, Tasks 1&2 as outlined on page 30 of the Guidance. Function 2, Coordinate integrated healthcare surge operations with pre-hospital Emergency Medical Services (EMS) operations, Tasks 1&2 as outlined on page 31 of the Guidance. Function 3, Assist healthcare organizations with surge capacity and capability, Tasks 1, 2&3 as outlined on page 33 of the Guidance. Capability 15, Volunteer Management; Function 3, Organization and assignment of volunteers, Task 2 as outlined on page 52 of the Guidance.)*

## CHAPTER 2: EXERCISE LOGISTICS

### Exercise Summary

#### General

The Knox/East Tennessee Healthcare Coalition Full Scale Exercise is designed to establish a learning environment for players to exercise emergency response plans, policies and procedures as they pertain to a natural disaster. Knox/East Tennessee Healthcare Coalition Full Scale Exercise will be conducted on April 17, 2015 beginning at 0900. Exercise play is scheduled through 1200, or until the Senior Controller determines the exercise objectives have been met at each venue.

#### Exercise Venues

The following locations will be active during the exercise:

East Tennessee Children's Hospital  
Fort Sanders Regional Medical Center  
Jefferson Memorial Hospital  
Knoxville/Knox County Emergency Management Agency  
Medlink 2, Regional Medical Communications Center  
Methodist Medical Center of Oak Ridge  
North Knoxville Medical Center  
Parkwest Medical Center  
Physicians Regional Medical Center  
Turkey Creek Medical Center  
University of Tennessee Medical Center

#### Assumptions

Assumptions constitute the implied factual foundation for the exercise and, hence, are assumed to be present before the start of the exercise. The following general assumptions apply to the Knox/East TN Healthcare Coalition Full Scale Exercise:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Exercise simulation will be realistic and plausible, containing sufficient detail from the scenario to initiate hospital evacuation and surge plans, as well as participating agency communications and Mass Casualty Incident Plans.
- Exercise players will react to the information and situations as they are presented, in the same manner as if this had been a real event. When available, patients will be given cards that exhibit signs/symptoms so that hospital staff can provide appropriate treatment. However, due to the nature of the scenario, some patients may arrive at hospitals without detailed patient information.

**Constructs and Constraints**

Constructs are exercise devices designed to enhance or improve exercise realism. Alternatively, constraints are exercise limitations that may detract from exercise realism. Constraints may be the inadvertent result of a faulty construct or may pertain to financial and staffing issues. Although there are a number of constructs and constraints (also known as exercise artificialities) for any exercise, the exercise planning team recognizes and accepts the following as necessary:

- Exercise communication and coordination will be limited to the participating exercise venues and the direction of the Lead Controller.
- Only those communication methods listed in the Communication IAP will be available for players to use during the exercise.
- The participating agencies may need to balance exercise play with real-world emergencies. It is understood that real-world emergencies will take priority.

## Exercise Participants

The following are the categories of participants involved in this exercise; note that the term “participant” refers to all categories listed below, not just those playing in the exercise:

- **Players** are personnel who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Players initiate actions that will respond to and mitigate the simulated emergency.
- **Controllers** set up and operate the exercise site and plan and manage exercise play. Controllers direct the pace of exercise play and may include members from the exercise planning team controllers working with the Lead Controller. Controllers have limited decision-making authority in their respective areas to make changes that impact the scenario or affect other areas of play. Any significant changes must be coordinated through the Lead Controller. Controllers record events and ensure documentation is submitted for review and inclusion in the After-Action Report (AAR). All controllers are accountable to the Lead Controller
- **Evaluators** are chosen to evaluate and provide feedback on a designated functional area of the exercise. They are chosen based on their expertise in the functional area(s) they have been assigned to review during the exercise and their familiarity with local emergency response procedures. Evaluators assess and document participants’ performance against established emergency plans and exercise evaluation criteria, in accordance with HSEEP standards. They are typically chosen from amongst planning committee members or the agencies/organizations that are participating in the exercise. For this exercise Evaluators may serve as Controllers also.
- **Role Players/Patients** are exercise participants who act or simulate specific roles during exercise play. They are typically volunteers who have been recruited to play the role of victims or other bystanders. In this full-scale exercise (FSE), role player/patients are generally limited to participating in POD exercises or media at the EOC. The simulated media role may also be filled by controllers and, if so, there will be no need for actors.
- **Observers** visit or view selected segments of the exercise. Observers do not play in the exercise, and do not perform any control or evaluation functions. Observers will view the exercise from a designated observation area and will be asked to remain within the observation area during the exercise. VIPs are a type of observer, but are frequently grouped separately. A dedicated group of exercise controllers should be assigned to manage these groups. Due to the space limitations posed by many EOCs, observers may be strictly limited or not permitted to view the exercise so they do not interfere with EOC operations and functions.
- **Support Staff** includes individuals who are assigned administrative and logistical support tasks during the exercise (i.e. registration, catering, etc.).

## Exercise Tools

### Exercise Plan/Controller and Evaluator Handbook

The Knox/East Tennessee Healthcare Coalition Full Scale Exercise Plan and C/E Handbook have been combined into a single document. This document is designed to help exercise controllers and evaluators conduct and evaluate an effective exercise. The handbook also enables controllers and evaluators to understand their roles and responsibilities in exercise execution and evaluation. Should a player, observer, or media representative find an unattended handbook, it should be provided to the nearest controller or evaluator.

### Master Scenario Events List

The MSEL outlines benchmarks, as well as injects that drive exercise play. It also details realistic input to the exercise players as well as information expected to emanate from simulated organizations (i.e., those nonparticipating organizations, agencies, and individuals who would usually respond to the situation). An inject will include several items of information, such as inject time, intended recipient, responsible controller, inject type, a short description of the event, and the expected player action.

### Exercise Implementation and Rules

- The decision to conclude the exercise will be determined by the Lead Controller based upon the completion of hospital operations and attainment of the exercise objectives.
- Real-world emergency actions take priority over exercise actions.
- Exercise participants will comply with real-world response procedures, unless otherwise directed by control staff.
- All communications (written, radio, telephone, etc.) made during the exercise will begin and end with the phrase, “This is an exercise.”
- “Real Emergency” will be the designated phrase that indicates there is an emergency requiring immediate attention that may or may not stop exercise play.
- “Timeout” will be the designated phrase used by controllers to temporarily stop exercise play.
- Exercise players will comply with real-world response procedures unless otherwise directed by controllers. Player rules of conduct are outlined in the EXPLAN.
- Exercise players placing telephone calls or initiating radio communication with the exercise players must identify the organization, agency, office, or individual with whom they wish to speak.

## **Safety Requirements**

### **General**

This is a full-scale exercise, with exercise play being conducted counties throughout the East TN Region. There will be a dedicated Safety Officer at all of the participating locations of the exercise. Any participant witnessing an unsafe act or emergency should immediately notify a controller. The evaluator will suspend exercise play and notify the Lead Controller, who will evaluate the situation and decide if the exercise can be safely resumed.

### **Site Access**

#### **Security**

Each agency will provide security according to their respective plans.

#### **Observer Coordination**

Each organization with observers will coordinate with their Lead Evaluator/Controller for access. Observers will be escorted to an observation area for orientation and conduct of the exercise.

#### **Parking and Directions**

Each participating organization will be responsible for making parking arrangements at their locale for exercise participants.

#### **Refreshments and Restroom Facilities**

Food and refreshments will be made available for the convenience of all exercise participants. Restroom facilities will be located onsite for use during the exercise.

## Exercise Identification

Identification badges will be issued to exercise staff. All exercise personnel and observers will be identified at each exercise location.

**Table 2.1 Exercise Identification**

Group	
Lead Controller	Charity Menefee
RMCC Controller/Evaluator	Wanda Roberts
East TN Children's Hospital Controller/Evaluator	Nancy Camp
Ft. Sanders Regional Medical Center Controller/Evaluator	Robert Laney
Jefferson Memorial Hospital Controller/Evaluator	Larry Gilbert
Methodist Medical Center Controller/Evaluator	Trish Polfus
North Knoxville Medical Center Controller/Evaluator	Brenda Gray
Parkwest Medical Center Controller/Evaluator	Paul Parsons
Physicians Regional Controller/Evaluator	Leonard Vaughen
Turkey Creek Medical Center Controller/Evaluator	Tonya Shott
University of Tennessee Medical Center Controller/Evaluator	Janet Rowe

## Communications Plan

### Exercise Start, Suspension, and Termination Instructions

The Knox/East TN Healthcare Coalition Full Scale Exercise will be conducted on April 17, 2015 beginning at 0900. Exercise play is scheduled for 1200 or until the EPT and Lead Controller determine that the exercise objectives have been met.

If an actual emergency occurs, the exercise may be suspended or terminated at the discretion of the Lead Controller, depending on the nature of the incident. The designated emergency phrase in case of a medical emergency is "Real Emergency." The Lead Controller will announce restart of the exercise.

**All spoken and written communication will start and end with the statement, "THIS IS AN EXERCISE."**

### Player Communications

Players will use land lines, cell phones, VHF, UHF, 800 MHz, fax, Ham Radios, Tennessee Health Alert Network (THAN), and HRTS (Hospital Resource Tracking System) for this exercise. No player communications are to be sent to agencies outside of the participating agencies listed in this handbook. *In no instance will exercise communication interfere with real-world communications.*

### Controller Communications

The principal method of communications for controllers during the exercise will be by cell phone. A list of key telephone and fax numbers, and radio call signs will be available as a

Communication Directory before the start of the exercise. Controller communications will link control personnel and will remain separate from the player communications.

**Public Affairs**

This exercise enables players to demonstrate an increased readiness to deal with a terrorist incident. Any public safety exercise may be a newsworthy event. Special attention may be given to the needs of the media, allowing them to get as complete and accurate a story as possible while ensuring their activities do not compromise the exercise realism, safety, or objectives.

Each participating agency is responsible for handling medical requests at their organization. Their Public Information Officer (PIO) may prepare a pre-exercise news release for review by all partners, if needed.

## CHAPTER 3: PLAYER GUIDELINES

### Exercise Staff

#### Lead Controller

The Lead Controller has the overall responsibility for planning, coordinating, and overseeing all exercise functions. He/she manages the exercise activities and maintains a close dialogue with other controllers regarding the status of play and the achievement of the exercise design objectives.

#### Controllers

The individual controllers issue exercise materials to players as required and monitor the exercise timeline. Controllers also provide injects to the players as described in the MSEL. Specific controller responsibilities are addressed in this document and through briefings.

#### Evaluators

Evaluators work as a team with controllers. Evaluators are SMES who record events that take place during the exercise and submit documentation for review and inclusion in the After Action Report (AAR). Evaluators should not have any direct interaction with the players. Specific evaluator responsibilities are addressed in this document and through briefings. For this exercise evaluators may serve as controllers.

### Player Instructions

#### Before the Exercise

Review the appropriate emergency plans, procedures, and exercise support documents.

Be at the appropriate site at the designated time before the start of the exercise. Wear identification badge.

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 the exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.

Controllers will only give you 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 while the exercise is in progress. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate so, but report back with an answer at the earliest time possible.

If you do not understand the scope of the exercise or if you are uncertain about an organization's or agency's participation in the exercise, ask a controller.

Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require the incorporation of unrealistic aspects. Note that every effort has been made by the trusted agents to balance realism with the creation of an effective learning and evaluation environment.

All exercise communication will begin and end with the phrase “This is an exercise.” This is a precaution taken so anyone overhearing the conversation will not mistake the exercise play for a real-world emergency.

When communicating with outside organizations, identify the organization, agency, office, and/or individual with which you want to speak.

Maintain a log of your activities. Many times, this log may include documentation of activities missed by a controller or evaluator.

### **Following the Exercise**

At the end of the exercise, please participate in the Hotwash with the controllers and evaluators.

Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and effectiveness of the exercise. Please 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 Knox/East TN Healthcare Coalition Full Scale Exercise is of limited duration and scope, the physical description of what is occurring at the incident sites and surrounding areas may be relayed to the players by controllers.

If a real emergency occurs during the exercise, the exercise may be suspended or terminated at the discretion of the Lead Controller. If a real emergency occurs, say, “***THIS IS A REAL EMERGENCY***” and notify the nearest evaluator.

## CHAPTER 4: EVALUATION AND POST-EXERCISE ACTIVITIES

### Exercise Documentation

It is essential that evaluators keep accurate records and notes because these will form the basis for evaluation of performance. The value of evaluation is its ability to provide constructive feedback (positive and negative) to improve the effectiveness of an organization's response to emergencies. Accurate and detailed documentation is critical to facilitate a full record of all the events in an exercise and to understand player actions.

Evaluators will document the exercise by using the appropriate Exercise Evaluation Guides (EEGs) for actions in their area. The EEGs are provided separately as part of the Evaluator Package. Evaluators should document key activities and those that require a timely response for later evaluation.

Evaluators will review their forms and notes immediately following the exercise to ensure an accurate reconstruction of events and activities for discussion at the Controller and Evaluator Debriefing. Evaluation materials, including notes and forms, become part of the exercise documentation. Checklists and evaluation forms must be completed as thoroughly and accurately as possible.

### Exercise Evaluation Guides

The content for the AAR/IP will be drawn from the EEGs. Each evaluator will be provided with an EEG that will provide specific guidance on what data to collect during the exercise, how to record it, and how to analyze it prior to submission to the Lead Evaluator. The Lead Evaluator and the EPT will compile all evaluator submissions into the first working draft of the AAR.

### Hotwash

Immediately following the completion of each venue exercise play, the Controller for that venue will facilitate a hotwash with players. This meeting is primarily geared toward participants and their supervisors. The hotwash is an opportunity for players to voice their opinions on the exercise and their own performance while the events are still fresh in their minds, *but should concentrate mainly on issues that the evaluators might not have witnessed or recorded*. At this time, evaluators can also seek clarification on certain actions and what prompted players to take them. All participants may attend, however observers are not encouraged to attend this meeting. The hotwash should not last more than 30 minutes. Evaluators should take notes during the hotwash and include these observations in their analysis.

### Controller and Evaluator Debriefing

Controllers, evaluators, and selected exercise participants will attend a facilitated Controller and Evaluator Debriefing on Tuesday, April 21<sup>st</sup> at 2:00pm at the Knox County Health Department, Community Room. During the debriefing these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. Evaluators should take this opportunity to complete/finalize their EEGs for

submission to the lead evaluator as well as begin the analysis process outlining the issues to be included in the After Action Report (AAR).

### **After Action Report**

The AAR is the culmination of the Knox/East TN Healthcare Coalition Full Scale Exercise. It is a written report outlining the strengths and areas for improvement identified during the exercise. The AAR will include the timeline, executive summary, scenario description, mission outcomes, and capability analysis. The AAR will be drafted by a core group of individuals from the exercise planning team.

### **After Action Conference and Improvement Plan**

The improvement process represents the comprehensive, continuing preparedness effort of which the Knox/East TN Healthcare Coalition Full Scale Exercise is a part. The lessons learned and recommendations from the AAR will be incorporated into an Improvement Plan (IP).

#### **After Action Conference**

The After Action Conference is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate the findings and recommendations in the draft AAR, and begin development of the IP. The date for the After Action Conference will be announced at a later date.

#### **Improvement Plan**

The IP identifies how recommendations will be addressed, including what actions will be taken, who is responsible, and the timeline for completion. It is created by key stakeholders participating in the After Action Conference.

## APPENDIX A: EXERCISE SCHEDULE

The Knox/East TN Healthcare Coalition Full-Scale Exercise is being held in conjunction with the University of Tennessee Full-Scale Exercise and will follow their Exercise Schedule as much as possible.

Exercise Date	Method	Activity
March 30, 1300	Face-to-Face, KCHD Community Room	C/E Debrief/Exercise Packet Pick Up
April 16, 1600	Email to Controllers	Weather Service Briefing Information – Controllers can issue a Tornado Warning/Watch at any time before the exercise in an effort to get alternate shift participation in Code Gray response.
April 17, 0845	Email to Controllers	Tornado Warning for Region is issued.
April 17, 0930	All – THAN, HRTS, Radio	<b>STARTEX</b> – on scene responders at the University of TN will notify RMCC as part of that portion of the exercise, which will kick off notifications for this event. <i>***As would occur in a real-world response, some patients may start arriving at area hospitals (especially those close to the scene) prior to or simultaneous to official notification being made.</i>
April 17, ~0935	THAN and HRTS Notifications	THAN notifications to Region 2 EMS requesting resources. HRTS event activated along with THAN to area hospitals.
April 17, 0945	Inject Via HRTS	Hospitals asked to utilize patient tracking system to track patients.
April 17, 0945	Inject Via HRTS, utilizing HRTS Message Board and HAM participation	News is reporting severe power outages throughout the region. RHCs request facility status reports from all participating hospital utilizing HRTS message board and HAM as a back-up.
April 17, 1010	Infect via HRTS	Hospitals are requested to inventory their blood supplies to determine if sufficient – along with other critical resources related to even response.
April 17, 1200	All	<b>ENDEX</b>
April 21, 2015 1400	KCHD Community Room	Controller/Evaluator Debriefing/HOTWASH

## **APPENDIX B: PARTICIPATING AGENCIES**

### **Participating Agencies**

Blount Memorial Hospital  
Claiborne County Hospital  
East Tennessee Children's Hospital  
East Tennessee Regional Health Office (TDH)  
Fort Loudon Medical Center  
Fort Sanders Regional Medical Center  
Jellico Community Hospital  
Knox County School System  
Knox County Health Department  
Lafollette Medical Center  
Lakeway Regional Medical Center  
Leconte Medical Center  
Medlink 2, Regional Medical Communications Center  
Methodist Medical Center of Oak Ridge  
North Knoxville Medical Center  
Parkwest Medical Center  
Physicians Regional Medical Center  
St Mary's Medical Center of Scott County  
Sweetwater Hospital Association  
Tennessee Department of Health  
Turkey Creek Medical Center  
University of Tennessee Medical Center