When to Conduct an Emergency Management Post-Event Critique (✓)

Scope & Examples of Planned Activity or Response to Actual Event

<table>
<thead>
<tr>
<th>Exercise objective(s) or EM Plan elements</th>
<th>Training</th>
<th>Test or Drill</th>
<th>Building/System or Site-Wide Alarm Activation</th>
<th>Tabletop or Functional Exercise</th>
<th>Emergency affecting a Lab building or major system</th>
<th>Full-Scale Exercise</th>
<th>Major Event Affecting Site Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- JLab-developed EM training</td>
<td>- Building Fire-Evacuation Drill</td>
<td>- Response by building occupants to an unplanned alarm.</td>
<td>- Advance planning &amp; coordination with off-site emergency responders</td>
<td>- Preparation for severe weather</td>
<td>- Site Evacuation</td>
<td>- Loss of essential system or facility</td>
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<td></td>
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<td>- Safety Shower Alarm Test</td>
<td>- Injury/illness requiring off-site responders</td>
<td>- Tactical rescue exercise</td>
<td>- Response to major utility interruption</td>
<td>- Multiple casualty event</td>
<td>- Site damage assessment &amp; post-storm recovery</td>
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<td></td>
<td></td>
<td>- Simulated injury or illness</td>
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<td></td>
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<td>- Security Emerg. Readiness Drills (ERD)</td>
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<tr>
<td>Performance Exceeded</td>
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<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Met</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>Met most</td>
<td>✓</td>
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<td>Failed to meet most</td>
<td>✓</td>
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<tr>
<td>Routine Critique Participants:</td>
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<tr>
<td>1. JLab Emergency Manager (Lead)</td>
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<td>2. Event Evaluators</td>
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<td>3. QA/CI designee</td>
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<td>4. Area safety warden</td>
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<td>5. Equipment or system SME when applicable</td>
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<td>6. TJSO observer</td>
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<td>7. Others as specified by Facility Manager</td>
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Criteria for Event Critiques

Rev 9/20/2010
TYPES OF DRILLS AND EXERCISES (Per FEMA)

Drills and exercises simulate or are based on possible real-life scenarios in order to improve emergency management, and should be based on the vulnerabilities identified in each health care organization’s HVA. There are several different types of drills and exercises.

Drill:
A drill is a supervised activity with a limited focus to test a procedure that is a component of the organization’s overall emergency management plan. That is, drills usually highlight and closely examine a limited portion of the overall emergency management plan. For example, an organization might conduct a drill for the use of a radio system with those responsible for communicating on it.

Tabletop Exercise:
A tabletop exercise uses written and verbal scenarios to evaluate the effectiveness of an organization’s emergency management plan and procedures and to highlight issues of coordination and assignment of responsibilities. Tabletop exercises do not physically simulate specific events, do not utilize equipment, and do not deploy resources. In a tabletop exercise, a facilitator usually coordinates discussion.

Functional Exercise:
A functional exercise simulates a disaster in the most realistic manner possible without moving real people or equipment to a real site. A functional exercise utilizes a carefully designed and scripted scenario, with timed messages and communications between players and simulators. The emergency operations center (EOC)—the facility or area from which disaster response is coordinated—is usually activated during a functional exercise and actual communications equipment may be used.

Full-Scale Exercise or Field Exercise:
A full-scale exercise is often the culmination of previous drills and exercises. It tests the mobilization of all or as many as possible of the response components, takes place in “real time,” employs real equipment, and tests several emergency functions. In the hospital context, a full-scale exercise often involves pre-hospital as well as hospital response, and usually involves actors simulating patients and the activation of the EOC. It may also include other health care facilities in order to test mutual aid agreements. “Controllers,” who maintain order and ensure that the exercise proceeds according to plan, are also usually used. Full-scale exercises are generally intended to evaluate the operations capability of emergency management systems in a community and to evaluate interagency coordination.
Post-Exercise Meetings

There are two types of post-exercise meetings, the player debriefing and meetings of the evaluation team.

Player Debriefing
A short exercise debriefing should be conducted with the players immediately after the exercise. This debriefing gives them an opportunity to have their say about how things went, what they think should be changed, and commitments they might make. This is how a debriefing generally is conducted.

The controller conducts the debriefing, beginning with a review of broad objectives and commenting generally on both successes and shortfalls. The controller asks for a brief response (about 2 minutes each) from each player.

As participants comment on their performance, the controller tries to maintain a balance between positive and negative comments and encourages everyone to contribute. Comments during the debriefing should be recorded for inclusion in the After Action Report. An Exercise Debriefing Log may be used for this purpose. An example is provided at the end of the unit.

The debriefing is for exercise participants. If evaluators wish to say a few words, they should concentrate on all the positive aspects of the exercise. It is a good idea to prepare a simple questionnaire for participants to fill out after the exercise. People who hesitate to enter into group discussions will often respond to a questionnaire. One possible format is a set of objective questions requiring only a check mark response, along with some open-ended questions about the performance in general, for example, “What was good or bad about the notification procedure?”

Keeping the debriefing on track
The purpose of the debriefing is to examine player performance. However, players will often want to critique the exercise itself: was it too long, too short, or had too many or too few messages. The goal is to keep the players on track, focusing on performance as much as possible. Explain that they will have inopportunity later to provide input into exercise design, and then provide an exercise critique form for that purpose at the end of the debriefing. An example is provided at the end of this unit.

Evaluation Team Meetings
Evaluation team meetings are held to analyze the exercise and prepare the After Action Report. Evaluation team meetings may include the following:

- A meeting of the evaluation team(s) shortly after the exercise to compare notes
- A more formal meeting of the team a week or so later to analyze the findings and develop an accurate account of what worked and what did not. The team analyses evaluation responses and any other data, and discusses how well each of the objectives was met;
- Additional meetings as needed to analyze data and prepare the report.
The exercise design team may join the evaluation team at one or more meetings to offer feedback and suggestions. The report should be prepared within one to three weeks after the exercise, while memories are still fresh.

**After-Action Report**

The findings of the evaluation team meetings are compiled in the After Action Report, which documents the effectiveness of the exercise. It serves as the basis for planning future exercises, upgrading the EOP or contingency plan, and taking corrective action. The After Action Report is the responsibility of the evaluation team leader or chief evaluator, working with the evaluation team.

**Form**

The report may take a variety of forms. For example, a small exercise may warrant only a brief summary of the minutes of the player debriefing, followed by a few recommendations. Sometimes a memo will do the job. For large exercises, particularly functional or full-scale exercises, the report should be specific and comprehensive.

**Format**

There is no set organizational plan for an After-Action Report. However, the topics listed in the following outline are usually covered.
Sample Report Outline

Introduction
Main purpose of the report, why it is being submitted, preview of main topics, evaluation methodology used, and perhaps a general summary of main problems and recommendations

Statement of the problem
Purpose of the exercise

Exercise summary
- Goals and objectives
- Pre-exercise activities
- Participants and agencies
- Description of exercise scenario

Accomplishments and shortfalls
- Summary of post-exercise debriefing
- Evaluation group findings
  - Are the procedures sound?
  - Are resources sufficient to support the procedures?
  - Are personnel adequately trained to follow the procedures and use resources?

Recommendations
- Training needs
- Changes in the emergency plan
- Other corrective actions
- A draft copy of the After Action Report goes to the Facility Manager for review and concurrence.