

# Central Maine Healthcare Preparedness Coalition

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Multi-year Training and Exercise Plan  
July 14, 2015



## PREFACE

The Central Maine Healthcare Preparedness Coalition (CMHPC) Multiyear Training and Exercise Plan (TEP) is the roadmap for coalition members to move towards meeting the priorities and capabilities presented in the Hospital Preparedness Program (HPP) administered the Office of the Assistant Secretary of Preparedness and Response (ASPR). The CMHPC has implemented a coordinated all-hazard strategy that combines enhanced planning, training, and realistic exercises to strengthen the coalition's ability to prepare for, respond to and rapidly recover from health security incidents and emergencies. Training and exercises play a crucial role in this strategy, providing the coalition members with a means of attaining, practicing, validating, and improving new capabilities.

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## PURPOSE

The purpose of the Multi-year TEP is to document an organization's overall training and exercise program priorities for a specific multi-year time period. It is considered to be a living document that can be updated and refined annually. These priorities are linked to corresponding core capabilities, and, if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, or other factors. This Multi-year TEP identifies the training and exercises that will help the organization build and sustain the core capabilities needed to address its training and exercise program priorities.

The Multi-year TEP lays out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Further, by including training requirements in the planning process, organizations can address known shortfalls prior to exercising capabilities.

Included in this Multi-year TEP is a training and exercise schedule, which provides a graphic illustration of the proposed activities scheduled for the years 2015 through 2018.

## PLANNED ACTIVITIES BY CAPABILITY

Based in part on the HPP work plans the Maine Center for Disease Control and Prevention developed to begin meeting the priorities and requirements of each of the associated capabilities, below are the planned activities for the years 2015-2018. In addition, where applicable, some activities in this plan are based upon a Hazard Vulnerability Analysis (HVA) and corrective actions identified in previous After Action Reports. CMHPC conducts a TEPW and HVA annually in order to update and refine the TEP based on ever-changing hazards and priorities. During the June 2015 HVA, CMHPC identified the following top five hazards for the central Maine region:

1. Cyber Attack
2. Major Hazmat Incident
3. Ice Storm
4. Major Infrastructure Damage
5. Heavy Snow, Blizzard (severe weather)

### CAPABILITY - HEALTHCARE SYSTEMS PREPAREDNESS

Definition: Healthcare system preparedness is the ability of a community's healthcare system to prepare, respond, and recover from incidents that have a public health and medical impact in the short and long term. The healthcare system role in community preparedness involves coordination with emergency management, public health, mental/behavioral health providers, community and faith-based partners, state, local, and territorial governments to do the following:

- Provide and sustain a tiered, scalable, and flexible approach to attain needed disaster response and recovery capabilities while not jeopardizing services to individuals in the community
- Provide timely monitoring and management of resources
- Coordinate the allocation of emergency medical care resources
- Provide timely and relevant information on the status of the incident and healthcare system to key stakeholders

Training Courses and Exercises that Support this Capability:

- Training – Incident Command System/Hospital Incident Command System
- Training – Incident Command System 300 and 400
- Training – Hospital Emergency Response Training
- Training – Communications Training / Health Alert Network/ EMResource bed availability
- Training – Public Information Officer Training
- Training – Medical Preparedness and Response to Bombing Incidents

- Training – Continuity of Operations (COOP) Planning Training
- Training – Mass Casualty Incident (MCI) Training
- Exercise – Coalition communication drills
- Exercise – Cyber TTX
- Exercise – Emergency Operations Workshop/Seminar/TTX
- Exercise – Smells like Evacuation TTX/FSE
- Exercise – Medical Surge Workshop/Seminar/TTX
- Exercise – Active Shooter TTX
- Exercise – Triage Tag FSE
- Exercise – Long Term Care TTX
- Exercise - Infectious Disease TTX
- Exercise – Crisis Standards of Care (CSC) Seminar
- Exercise – HAvBED drill
- Exercise - TEPW

## **CAPABILITY – EMERGENCY OPERATIONS COORDINATION**

Definition: Emergency operations coordination regarding healthcare is the ability for healthcare organizations to engage with incident management at the Emergency Operations Center or with on-scene incident management during an incident to coordinate information and resource allocation for affected healthcare organizations. This is done through multi-agency coordination representing healthcare organizations or by integrating this coordination into plans and protocols that guide incident management to make the appropriate decisions. Coordination ensures that the healthcare organizations, incident management, and the public have relevant and timely information about the status and needs of the healthcare delivery system in the community. This enables healthcare organizations to coordinate their response with that of the community response and according to the framework of the National Incident Management System (NIMS).

Training Courses and Exercises that Support this Capability:

- Training –Incident Command System/Hospital Incident Command System
- Training – Incident Command System 300 and 400
- Training – Communications Training / Health Alert Network/ EMResource bed availability
- Training – Public Information Officer Training
- Training – Continuity of Operations Planning (COOP) Training
- Training – Mass Casualty Incident (MCI) Training

- Exercise – Coalition communication drills
- Exercise – Emergency Operations Workshop/Seminar/TTX
- Exercise – Medical Surge Workshop/Seminar/TTX
- Exercise – Active Shooter TTX
- Exercise – Long Term Care TTX
- Exercise - Infectious Disease TTX
- Exercise – HAvBED drill
- Exercise – TEPW

## **CAPABILITY – INFORMATION SHARING**

Definition: Information sharing is the ability to conduct multijurisdictional, multidisciplinary exchange of public health and medical related information and situational awareness between the healthcare system and local, state, Federal, tribal, and territorial levels of government and the private sector. This includes the sharing of healthcare information through routine coordination with the Joint Information System for dissemination to the local, state, and Federal levels of government and the community in preparation for and response to events or incidents of public health and medical significance.

Training Courses and Exercises that Support this Capability:

- Training – Incident Command System/Hospital Incident Command System
- Training – Incident Command System 300 and 400
- Training – Communications Training / Health Alert Network / HAvBED
- Training – Public Information Officer Training
- Exercise – Coalition communication drills
- Exercise – Cyber TTX
- Exercise – Emergency Operations Workshop/Seminar/TTX
- Exercise – Smells like Evacuation TTX/FSE
- Exercise – Medical Surge Workshop/Seminar/TTX
- Exercise – Active Shooter TTX
- Exercise – Triage Tag TTX
- Exercise – Long Term Care TTX
- Exercise - Infectious Disease TTX

## **CAPABILITY – MEDICAL SURGE**

Definition: The Medical surge capability is the ability to provide adequate medical evaluation and care during incidents that exceed the limits of the normal medical infrastructure within the community. This encompasses the ability of healthcare organizations to survive an all-hazards incident, and maintain or rapidly recover operations that were compromised.

Training Courses and Exercises that Support this Capability:

- Training – Hospital Emergency Response Training
- Training – Communications Training / Health Alert Network/ EMResource bed availability
- Training – Medical Preparedness and Response to Bombing Incidents
- Training – Mass Casualty Incident (MCI) Training
- Exercise – Emergency Operations Workshop/Seminar/TTX
- Exercise – Medical Surge Workshop/Seminar/TTX
- Exercise – Active Shooter TTX
- Exercise – Triage Tag FSE
- Exercise - Infectious Disease TTX
- Exercise – Crisis Standards of Care (CSC) Seminar
- Exercise – HAvBED drill

## **CAPABILITY – RESPONDER SAFETY AND HEALTH**

Definition: The responder safety and health capability describes the ability of healthcare organizations to protect the safety and health of healthcare workers from a variety of hazards during emergencies and disasters. This includes processes to equip, train, and provide other resources needed to ensure healthcare workers at the highest risk for adverse exposure, illness, and injury are adequately protected from all hazards during response and recovery operations.

Training Courses and Exercises that Support this Capability:

- Training – Mass Casualty Incident (MCI) Training
- Exercise – Smells like Evacuation TTX/FSE
- Exercise – Active Shooter TTX
- Exercise - Infectious Disease TTX

## METHODOLOGY AND TRACKING

The Central Maine Healthcare Coalition has adopted the Homeland Security Exercise and Evaluation Program (HSEEP) for its training and exercise program. With this in mind, our priorities for training and exercising follow the HSEEP progressive exercise approach by ensuring appropriate training and solid plans are in place before conducting more complex discussion or operation based exercises. As plans are updated, workshops will be convened to formulate the plan utilizing input from all the stakeholders. Once the plans are complete, any training that may be necessary will be conducted and seminars will be held to disseminate the plan. The seminars will be followed by a more complex discussion based exercise, such as a tabletop, then move to functional and full-scale exercises as appropriate.

At the conclusion of each exercise, an After Action Report/Improvement Plan (AAR/IP) will be completed and we will track the implementation of corrective actions. The purpose of the AAR is to summarize the events of an exercise (or real-world incident) and contains an analysis of performance. An exercise AAR contains analysis of an entity's ability to accomplish tasks, achieve exercise objectives and demonstrate capabilities. A real-world incident AAR presents analysis of how an entity performed in response to an incident and provides candid discussion of lessons learned and improving future performance. The Improvement Plan (IP) section of an AAR includes corrective actions for improvement, timelines for implementation and specific points of contact.

Even though this is the Multi-year TEP for the Central Maine Healthcare Preparedness Coalition, all real-world events and pre-planned events will be followed by a debrief of the event and the creation of an AAR/IP. The AARs/IPs from real-world and pre-planned events will also be tracked in order for the department to continue to build its capability.

### **HSEEP Compliance**

Exercises conducted by the CMHPC will follow the HSEEP guidelines by attempting to satisfy four distinct performance areas:

- *Training and Exercise Plan Workshop:* the Central Maine Healthcare Coalition will conduct a TEPW each calendar year in which they develop a TEP that includes training and exercise priorities. The plan will include a multiyear training and exercise schedule.
- *Exercise Planning and Conduct:* Exercises will be conducted as outlined in HSEEP 2013 guidance and the type of exercises will be consistent with the TEP.
- *After-Action Reporting:* Following each exercise, an AAR/IP will be developed using the appropriate HSEEP format.
- *Improvement Planning:* Corrective Actions identified in the AAR/IP will be tracked and implemented (e.g. designated start date and completion date, point of contact, and organization assigned to the action).

### **Types of Exercises**

There are seven types of exercises defined within HSEEP, each of which is either discussion-based or operations-based.

- Discussion-based exercises familiarize participants with current plans, policies, agreements, and procedures. Types of discussion-based exercises include:

- Seminar: A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedure (e.g. a seminar to review a new Evacuation Standard Operating Procedure).
- Workshop: A workshop resembles a seminar, but is employed to build specific products, such as a draft plan or policy (e.g. a TEPW is used to develop a MYTEP).
- Tabletop Exercise: A TTX involves key personnel discussing simulated scenarios in an informal setting. TTXs can be used to assess plans, policies, and procedures.
- Game: A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedure designed to depict and actual or assumed real-life situation
- Operations-based exercises validate plans, policies, agreements and procedures, clarify roles and responsibilities, and identify resource gaps in an operational environment. Types of operations-based exercises include:
  - Drill: A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity (e.g. a fire department conducts a decontamination drill).
  - Functional Exercise (FE): A functional exercise examines and/or validates the coordination, command, and control between various multi-agency coordination centers (e.g. emergency operation center, joint field office, etc.). A FE does not involve any “boots on the ground” (e.g. first responders or emergency officials responding to an incident real-time).
  - Full-Scale Exercise (FSE): A full-scale exercise is a multi-agency, multi-jurisdictional, multi-discipline exercise involving functional (e.g. joint field office, emergency operation centers) and “boots on the ground” response (e.g. firefighters decontaminating mock victims prior to transportation to the hospital).

## **MULTI-YEAR TRAINING AND EXERCISE SCHEDULE**

The attached Training and Exercise Schedules depict the exercises and trainings that will take place or be offered from July 2015 to June 2018 for the CMHPC and its public health and healthcare partners. As noted previously and evidenced on the schedule, the CMHPC is committed to following the HSEEP progressive exercise approach for all training and exercises which will increasingly build in complexity. As we continue to build our capabilities and formulate our healthcare coalition, this plan will be updated annually to reflect such increases in HPP capabilities.

**Central Maine Healthcare Preparedness Coalition Multi-year Training & Exercise Schedule 2015**

Organization	Jul	Aug	Sep	Oct	Nov	Dec
Coalition Training		HAN Training for CONNECT	HICS MCI Training	PIO Training Bombing Course LTC HAN/EMResource Training		HICS HAN/EMResource Training MCI Training HERT
Coalition Exercises		Coms Drill	Smells like Evacuation TTX HAVBED Drill Triage Tag FSE	EOP Workshop Smells like Evacuation FSE Active Shooter FSE	Coms Drill	Triage Tag FSE

**Central Maine Healthcare Preparedness Coalition Multi-year Training & Exercise Schedule 2016**

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Coalition Training			MCI Training HICS		HERT ICS 300/400	HICS MCI Training		HERT	MCI Training		HERT	MCI Training
Coalition Exercises		Coms Drill Med Surge Workshop	Triage Tag FSE	TEPW Cyber TTX HAvBED Drill	Coms Drill	EOP Seminar Triage Tag FSE		Coms Drill	HAvBED Drill Triage Tag FSE		Coms Drill	Med Surge Seminar CSC Seminar Triage Tag FSE

**Central Maine Healthcare Preparedness Coalition Multi-year Training & Exercise Schedule 2017**

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Coalition Training			HERT	COOP		HERT			HERT			
Coalition Exercises		Coms Drill EOP TTX		TEPW HA v BED Drill	Coms Drill Infectious Disease TTX			Coms Drill Med Surge TTX	HA v BED Drill		Coms Drill	

**Central Maine Healthcare Preparedness Coalition Multi-year Training & Exercise Schedule 2018**

Organization	Jan	Feb	Mar	Apr	May	Jun
Coalition Training	HERT			HERT		
Coalition Exercises		Coms Drill LTC TTX		TEPW HAvBED Drill		Coms Drill Med Surge TTX