



NORTHWEST HEALTHCARE Response Network

(Formerly known as King/Pierce County Healthcare Coalition)



November 15th, 2012
4PM to 5:30PM
Water, Interrupted
Exercise Playbook

EXERCISE BACKGROUND

Regional Objectives

These are general objectives that are tested collectively by all participants in and summarized in the regional after-action improvement plan:

Communication

- Receive and acknowledge Health and Medical Area Command(HMAC)/ Health and Medical Operational Group (HMOG) notification to healthcare facilities using the WATrac alerting module
- Test the ability to update the regional display feature in WATrac in order to update facility status
- Test updating situational awareness using WATrac Survey Builder and/or email/fax

Ongoing communication

- Practice using the WATrac command center module by logging into the exercise chat room

Resources and Assets

- Discuss alternative water sources

Utilities Management

- Determine the planning status of emergency water supply plans for healthcare agencies in King/Pierce Counties

Staff Responsibilities

- Implement the Incident Command System (ICS)

Patient and Clinical Support Activities

- Identify essential services impacted by water disruption

Recommended Internal Objectives

These are additional objectives that participants can use to build injects and increase exercise play:

- Implement ICS and staff a command post/center
- Implement emergency water supply plan
- Evaluate impact of water disruption on facility operations
- Discuss staffing plan for water disruption
- Determine plan for securing access to impacted areas
- Request Resource Assistance from HMAC or HMOG

Scenario

Heavy storms have pounded the Puget Sound area the last week. Continued heavy gusts of freezing rain have raised the water level of local rivers and are causing areas of urban flooding. Within the last 3 days, temperatures have dropped to 15 degrees and freezing snow/ice with similar conditions is forecasted for the next 3 days.

Local utility providers throughout the area have raised concerns about the possibility of freezing pipes. At 3pm on November 15th a 24-in water main break in your neighborhood has disrupted water to your entire facility. Water systems in your facility, including toilets and hand washing areas are not functioning.

Planning Assumptions

- This is the first winter storm of the season but unusually severe
- Organizations have been watching the news and were aware of the storm, therefore HMAC/HMOG and facilities have leaned forward and done some internal planning
Freezing ice is a concern at this time
- Other utility failures, including power disruption, are likely
- All facilities have power at this time

EXERCISE PLAY

Player Briefings:

As the controller for your organization, please be sure to include this information in your briefing to your players:

This exercise is intended to test WATrac features and our water disruption plan. We will be prompted with injects throughout the exercise to drive specific objectives. Please play as if this is a real occurrence. Questions can be directed to the exercise controller. Please do not ask questions of evaluators, their job is to capture any gaps or oversights in our plans. For this exercise, play outside the organization, with the exception of other hospitals, will be simulated. Please refer to your player handout for phone numbers, do not use real phone numbers for the drill. Please begin and end every communication (verbal and written) with “this is an exercise”.

Please use the DEMO site for WATrac (See below). The resource request process is posted in room resources in the Command Center room. At the end of the briefing, please provide players with:

- 1) Player handouts
- 2) Player feedbacks forms
- 3) Event scenario

Exercise Control

During this exercise, Exercise Controllers are responsible for maintaining the level of play, for inject management, and for exercise safety. The following are a few tips for assisting in those responsibilities.

- Remind players whenever they send an email or make a phone call to begin with “this is an exercise”.
- Exercise controllers are responsible for maintaining a safe environment for staff and volunteers throughout the exercise. Controllers may assume this role or delegate to a safety officer.
- Exercise participants are provided a player handout with sim cell numbers and rules of conduct (below). The Exercise controller for each healthcare organization should ensure all players are aware of which agencies are being simulated in play and the appropriate numbers to call throughout the exercise.
- Exercise controllers at each site are responsible for ensuring each inject from the master scenario event list (developed internally for your organization) is delivered. This job may be delegated, however it is critical to the continuity of the exercise that each regional inject be delivered according to the timeline outlined in the MSEL (included in this playbook)
- **USE THE DEMO SITE FOR WATRAC FOR DRILL PURPOSES:**
<http://demo.watrac.org>
- If controllers or players need WATrac technical assistance, the site controller should contact the WATrac controller for assistance to ensure continuation of the exercise

- Exercise controllers should log into the “Healthcare Controller” Command Center room in WATrac to communicate directly with the lead healthcare controller
 - Media injects will be communicated to participating organizations through the Healthcare Controller room in WATrac
 - If you have any challenges utilizing WATrac, you can reach the WATrac controller [REDACTED]

Simulation

****For all communications, please remember to begin each call with “THIS IS AN EXERCISE”*****

For **King County agencies**: to place a medical or non-medical resource request (including simulated contact of water vendors, utility providers and local emergency management contacts) please contact the HMAC/Public Health – Seattle & King County Duty Officer [REDACTED]

For **Pierce County agencies**: to place a medical resource request (including simulated contact of water vendors and utility providers please contact the HMOG/Tacoma-Pierce County Health Department Duty Officer [REDACTED]

To simulate non-medical resource requests in Pierce County, please call the Pierce County DEM Duty Officer [REDACTED]

Participants

For the purposes of this exercise, it’s assumed that all facilities water status is non-operational – all services are disrupted. If your facility requires something different, please send an email to the lead controller [REDACTED]. Other options include partial disruption that could be localized to a specific service or geographic area.

Organization	Objectives being Tested	Type of Facility	Water Status
Franciscan Health System	1) Receiving Alerts 2) Situation status survey 3) Update Regional status in WATrac	Hospital	Non-operational
UW Medical Center	1) Receiving Alerts 2) Situation status survey 3) Update Regional status in WATrac 4) Using command center in WATrac	Hospital	Non-operational
UW Medicine Valley Medical Center	1) Receiving Alerts 2) Situation status survey 4) Using command center in WATrac	Hospital	Non-operational

Highline Medical Center	1) Receiving Alerts 2) Situation status survey 3) Update Regional status in WATrac 4) Using command center in WATrac	Hospital	Non-operational
Seattle Children's	1) Receiving Alerts 2) Situation status survey 4) Using command center in WATrac	Hospital	Non-operational
Harborview Medical Center	1) Receiving Alerts	Hospital	Non-operational
Madigan Healthcare System	1) Receiving Alerts 2) Situation status survey 3) Update Regional status in WATrac 4) Using command center in WATrac	Hospital	Non-operational
MultiCare Health System	1) Receiving Alerts 2) Situation status survey 3) Update Regional status in WATrac 4) Using command center in WATrac	Hospital	Non-operational
Virginia Mason	1) Receiving Alerts 2) Situation status survey 3) Update Regional status in WATrac 4) Using command center in WATrac	Hospital	Non-operational
Western State Hospital	1) Receiving Alerts 2) Situation status survey 4) Using command center in WATrac	Hospital	Non-operational
Washington Poison Center	1) Receiving Alerts 2) Situation status survey 4) Using command center in WATrac	Ancillary Services	Non-operational
The Summit at First Hill	1) Receiving Alerts 2) Situation status survey	Long Term Care	Non-operational

Healthcare Injects – Master Scenario Events List

Highlighted in red are key regional activities/injects

Event #	Event Time	Event Description	Responsible Controller	Recipient Player(s)	Expected Outcome of Player Action
1	3:00pm	Public Health – Seattle & King County and Tacoma- Pierce County Health Department are notified via their duty officer lines that large water main breaks throughout the counties that are affecting healthcare facilities.			
2	4:00pm	START EXERCISE			
3	4:00pm	Player Briefing – all site controllers conduct a player briefing, using documentation provided by design team	ALL	ALL	Information to players is consistent and stage is set to begin exercise play
4	4:00pm	HMAC/HMOG activated: 1 or more organizations are reporting water disruption	ALL	ALL	None
5	4:05pm	WATrac alert sent to participants informing them that HMAC/HMOG is activated	WATrac Controller	Those individuals identified by Healthcare Site Controllers	Logon to WATrac, acknowledge the alert (Objective: communication)

Event #	Event Time	Event Description	Responsible Controller	Recipient Player(s)	Expected Outcome of Player Action
6	4:10pm	Your facility has been affected by a nearby water main break and has lost water to all services including sprinkler systems; Your Facilities department is reporting hand washing stations and restrooms are out of service	Healthcare Site Controller	ALL (as appropriate within organization play)	<p>Players should be prepared to react to and mitigate impacts of water disruption. EOC should be opened and HICS established.</p> <p>(Objective Communication : staff responsibilities and Utilities Management)</p> <p>Describe plan for getting these services in place. Players can call simulated phone number to order resources. (Objective: Resources and Assets)</p>

Event #	Event Time	Event Description	Responsible Controller	Recipient Player(s)	Expected Outcome of Player Action
7	4:15PM	HMAC/HMOG has opened "Water Disruption Exercise" Command Center chat room and is requesting facility participation	WATrac Controller	Those individuals identified by Healthcare Controllers	<p>Players that are invited to command center room and check in based on questions prompted in command center</p> <p>(How is your facility doing? What kind of impacts are you experiencing?/What issues are you dealing with?)</p> <p>In Command Center players will be prompted that if they need to request assistance with water resources to contact the appropriate duty officer. Players will be informed that if they need to request water, they need to be prepared to indicate how much and in what form/modality they can receive the water to be usable to their facilities, – such as blivets, bottled water, water tanker truck, etc; this can be done at any point during exercise play if your organization desires)</p> <p>(Objective: Communication, Resources and Assets, Patient and Clinical Support Activities, safety and security)</p>

Event #	Event Time	Event Description	Responsible Controller	Recipient Player(s)	Expected Outcome of Player Action
8	4:15 PM	Utility providers are estimating it will take a few days to restore water main breaks around the county	Lead Controller	Healthcare Controller/identified players within facility	Players should discuss long-term approach to water disruption(Objective: Utility management and resources and assets)
9	4:20 PM	DMCC is requesting regional status update in WATrac for ED diversion and bed count	Lead Controller	Healthcare Controller/Id identified players within facility	Facilities update their status in WATrac - bed count is real time, not simulated for the exercise
10	4:25 PM	Morning shift staff is calling in to report they may not make it in for their shift.	Healthcare Site controller	All	Begin planning for reverse surge (low staff) (Objective: Patient and Clinical Support Activities)
11	4:30	Food services is requesting water for evening meals	Healthcare Site controller	All	Players should identify alternate water sources and strategy for getting feeding/supplying water to patients. (Objective: Resources and Assets)
12	4:30 PM	HMAC/HMOG notifies facilities (via controllers to complete situational awareness survey in WATrac; Email of survey is sent to participants that do not have access to WATrac (Survey is preloaded in WATrac for all participating facilities “Water, Interrupted Exercise Situation Survey”. This can be given to players at any time if this timeline does not work)	Lead Controller	Healthcare Controllers/identified players within facility	Facilities complete the situational awareness survey

Event #	Event Time	Event Description	Responsible Controller	Recipient Player(s)	Expected Outcome of Player Action
13	5:30 PM	END EXERCISE*			<p>Based on controller conference calls it sounds like facilities are ending player earlier than originally planned. HMAC/HMOG staff will be available for play until 5:30. If this disrupts your organization's play, please contact [REDACTED] the lead Controller [REDACTED] so other arrangements can be made to support your efforts.</p>

Objective: Implement the Incident Command System (ICS) Associated Injects: 6- Your facility has been affected by a nearby water main break and has lost water to all services including sprinkler systems. Expected Action: Players should be prepared to react to and mitigate impacts of water disruption. EOC should be opened and HICS established.	Status	Observation	
	Met/Not Met		
	Improvement Plan		
Issue:	Root Cause Analysis	__Procedure __Training __Process __Personnel __Other Comment on Analysis:	
Recommendation:	Type:	Responsibility:	Due Date:

Evaluation

<p>Objective(s): Communication:</p> <ul style="list-style-type: none"> • Receive and acknowledge emergency from HMAC/HMOG notification to healthcare facilities using the WATrac alerting module • Test updating situational awareness using WATrac Survey Builder and/or email/fax • Test the ability to update the regional display feature in WATrac in order to update facility status <p>Associated Injects:</p> <p>5 - WATrac alert sent to participants informing them that HMAC/HMOG is activated</p> <p>8 - DMCC is requesting regional status update for ER diverting and bed count</p> <p>13 - HMAC/HMOG notifies facilities to complete situational awareness survey in WATrac; Email of survey is sent to participants that do not have access to WATrac -</p> <p>Expected Actions: Logon to WATrac, acknowledge the alert. Facilities update their status - bed count is real time, not simulated for the exercise; complete survey</p>	<p>Status</p> <p>Met/Not Met</p>	<p>Observation</p>
	<p>Improvement Plan</p>	
<p>Issue:</p>	<p>Root Cause Analysis</p>	<p>__Procedure __Training __Process __Personnel __Other</p> <p>Comment on Analysis:</p>

<i>Recommendation:</i>	<i>Type:</i>	<i>Responsibility:</i>	<i>Due Date:</i>

Objective: Ongoing communication Practice using the WATrac command center module by logging into the exercise chat room Associated Injects: 10 - HMAC/HMOG has opened “Water Disruption Exercise” Command Center chat room and is requesting facility participation Expected actions: open “water disruption exercise” command center chat room and follow instructions	Status	Observation	
	Met/Not Met		
	Improvement Plan		
Issue:	Root Cause Analysis	__Procedure __Training __Process __Personnel __Other Comment on Analysis:	
Recommendation:	Type:	Responsibility:	Due Date:

Objective: Identify essential services impacted by water disruption Associated Injects: 9 - Utility providers are estimating it will take a few days to restore water main breaks around the county Expected outcome: Players should discuss long-term approach to water disruption and include alternate water sources. (Objective: Resources and Assets)	Status	Observation	
	Met/Not Met		
	Improvement Plan		
Issue:	Root Cause Analysis	__Procedure __Training __Process __Personnel __Other Comment on Analysis:	
Recommendation:	Type:	Responsibility:	Due Date:

Objective: Identify essential services impacted by water disruption Associated Injects: 11 - Morning shift staff is calling in to report they may not make it in for their shift. Expected outcome: Begin planning for reverse surge (low staff)	Status	Observation	
	Met/Not Met		
	Improvement Plan		
Issue:	Root Cause Analysis	__Procedure __Training __Process __Personnel __Other Comment on Analysis:	
Recommendation:	Type:	Responsibility:	Due Date:

Objective: Discuss alternative water sources Associated Injects: 12 - Food services is requesting water for evening meals Expected outcome: Players should include alternate water sources and strategy for getting feeding/supplying water to patients. (Objective: Resources and Assets)	Status Met/Not Met	Observation	
	Improvement Plan		
Issue:	Root Cause Analysis	__Procedure __Training __Process __Personnel __Other Comment on Analysis:	
Recommendation:	Type:	Responsibility:	Due Date:

Wrap-Up

Participants are expected to conduct internal hot washes to capture lessons learned immediately following the exercise.

The Regional Debrief will occur on **Friday, December 14th via conference call from 10am-11am.** [REDACTED] All participating organizations will be acknowledged in the Regional after Action Report (AAR). Participants will need to share their major lessons learned for inclusion in the regional AAR and regional improvement plan.

Attachment 1 - Controller Contact Information

Last Name	First Name	Email	Company	Work Phone
[REDACTED]	[REDACTED]	[REDACTED]	Response Network – Master/lead Controller	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Response Network – WATrac Controller	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Franciscan Health System	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	UW Medical Center	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	UW Medicine Valley Medical Center	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Highline Medical Center	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Seattle Children's	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Harborview Medical Center	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Washington Poison Center	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Western State Hospital	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	DSHS/Western State Hospital	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Madigan Healthcare System	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	The Summit at First Hill	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	MultiCare Health System	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	Virginia Mason	[REDACTED]