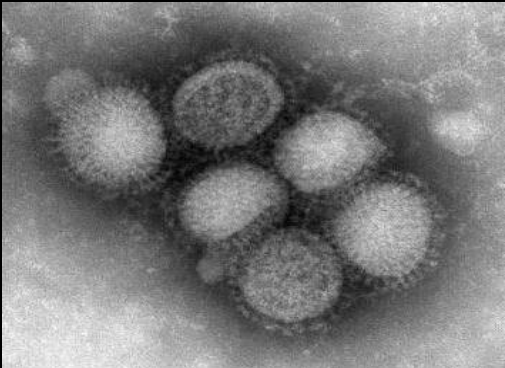


**SHASTA COUNTY
Pandemic Influenza
Exercise 2009**



**CONTROLLER
AND EVALUATOR
HANDBOOK**



PREFACE

This Controller and Evaluator (C/E) Handbook was produced with input, advice, and assistance from the Shasta County Public Health exercise planning team, which followed the guidance set forth in the Federal Emergency Management Agency (FEMA), Homeland Security Exercise and Evaluation Program (HSEEP).

The C/E Handbook is to provide controllers and evaluators with detailed information about the exercise scenario and their specific duties and responsibilities. As the exercise is *unclassified*, the control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. *This document is intended for the exclusive use of exercise controllers and evaluators only.*

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.

CONTENTS

Preface ii

Section 1: General Information

Introduction 1
Exercise Summary 1
Target Capabilities 2
Exercise Objectives 3
Exercise Participants 3
Public Affairs 5

SECTION 2: Scenario and Supporting Data

Exercise Scenario 1
Major Activities and Injects 1

SECTION 3: Controller Information and Guidance

Exercise Control 1
Site Safety and Incident/Accident Reporting 1
Additional Exercise Implementation Rules 2
Controller Responsibilities 3
Incident Simulation 3
Scenario Tools 3
Communications Plan 4
Controller Instructions 4
Exercise Assessment, Review and Analysis 5
Exercise Report 6

Section 4: Evaluator Information and Guidance

General Information 1
Exercise Evaluation 1
Evaluator Instructions and Guidelines 3

Appendix A: Exercise Schedule

Appendix B: Master Sequence of Events List

Appendix C: Controller and Evaluator Assignments

SECTION 1: GENERAL INFORMATION

Introduction

The Shasta County Pandemic Influenza Exercise (SCPI), is a functional exercise designed to establish a learning environment for players to exercise their emergency/medical surge response plans, policies, procedures and communications capabilities as they pertain to pandemic influenza response.

The exercise was originally to be part of the 2009 Statewide Medical and Health Exercise. Due to the H1N1 events that unfolded in April and May of this year and the multitude of response activities involving most of the health agencies, California Public Health decided to cancel the state exercise.

Despite the cancellation, Shasta County Public Health and the agencies already committed to participate in the state exercise, have chosen to go ahead with the local functional exercise planned for June 18th.

Exercise Summary

Purpose

The exercise is the fourth and final phase of a year-long training and exercise program that focused on communications, patient movement across the continuum of care, identification and management of critical information, and scarce resources during a pandemic influenza in Shasta County.

Scope

There are a number of exercise response activities taking place on June 18th. SC Public Health will issue CAHAN alerts, simulate that their DOC is open and operating, and will also host a number of conference calls with health and emergency response partners. Hospitals and clinics will be asked to identify issues and provide surge numbers and other data that will provide Public Health with a clear snapshot of capacity and situational details required to assist their health partners and the public during the second wave of a local pandemic. In addition, many of the county hospitals and clinics will be establishing HICS, facilitating their own medical surge/triage drills or pandemic response discussions, and will be responding to requests from REGION III RDMHS. Lastly, many facilities will be working with amateur radio to test on-site communication capabilities.

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 this 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 as possible, containing sufficient detail from which to respond.
- 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 (to the extent possible).

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 but can't be avoided, often due to time or budget restraints.

There are a number of constructs and constraints (also know as exercise artificialities) for the exercise and the planning team recognizes and accepts the following as necessary:

- Exercise play (that is integrated with Public Health), will be limited to the four hours allotted (8 am – 12), the agencies and facilities identified in Section 3, and the activities pre-identified and discussed with the exercise planning team. *It is recognized that some sites will be continuing their exercise activities into the afternoon.*
- To further incorporate the timing of the events, **the date of all exercise materials and conversations after the STARTEX, should reflect that the date is November 18th, 2009.**
- In order to respond efficiently to play injects and inter-agency discussions, all participating facilities, agencies and staff members will need to make an effort to understand the context of the scenario (local pandemic situation), and how it may impact their workplace. Controllers will need to fully review the materials provided by the planning team to ensure their agency/facility are knowledgeable and fully understand the scenario and their roles.
- The participating agencies may need to balance exercise play with real-world emergencies, and it is clearly understood that real-world emergencies and critical services will take priority.

Target Capabilities

The capabilities listed below were identified as for the state-wide medical and health exercise, as the priority capabilities most suited for the 2008/2009 training and exercise program. These capabilities provide the foundation for development of the exercise objectives and scenario, as

the purpose of this exercise is to measure and validate performance of these capabilities and their associated critical tasks.

The three primary target capabilities selected for this exercise are:

1. Communications
2. Intelligence/Information Sharing and Dissemination
3. Medical Surge

Exercise Objectives

Each agency and facility has been instructed to identify their own objectives for the exercise. Following the original state/county objectives, this exercise will be seen an opportunity to test the continuum of care, including HICS/ICS/EOC activation, healthcare surge and patient movement, collection and dissemination of information, and identification and management of critical and scarce resources that we will face during a Pandemic Influenza emergency.

Exercise Participants

The following is a list of organizations/agencies and health facilities participating in the exercise:

- American Medical Response
- American Red Cross Shasta Chapter
- City of Redding
- Faith-Based Disaster Support Network
- Kirkwood Assisted Living
- Mayers Memorial Hospital
- Medical Reserve Corps of Far Northern California
- Mercy Medical Center
- NorCal EMS
- Northern California Rehab Hospital
- Patients Hospital
- Pit River Health Services Inc.
- Redding Rancheria Medical Clinic
- SHASCOM 9-1-1
- Shasta Community Health Center
- Shasta Consortium of Community Health Centers
- Shasta County Emergency Mangement Council
- Shasta County Public Health
- Shasta County Sheriff's Office of Emergency Services
- Shasta Regional Medical Center

- Shingletown Medical Center
- S.T.A.R.E.S

The following is a list of key categories of participants involved in this exercise:

- **Players.** Players are agency 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.** Controllers set up and operate the exercise site; plan and manage exercise play; act in the roles of response individuals and agencies not playing in the exercise. Controllers direct the pace of exercise play and routinely include members from the exercise planning team. They provide key data to players and may prompt or initiate certain player actions to ensure exercise continuity. Controllers are the only participants who will provide information or direction to the players. Controllers may employ compressed time to ensure exercise continuity and completion. Any changes that impact the scenario or affect other areas of play must be coordinated through the lead controller, who will coordinate with the exercise director. All controllers will be accountable to the lead controller. A controller may also serve as an evaluator.
- **Evaluators.** 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. Evaluators have a passive role in the exercise and only note the actions of players; they do not interfere with the flow of the exercise.
- **Actors.** Actors 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.
- **Observers.** 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.
- **Support Staff.** Exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (i.e. registration, catering).

Depending on your agency's level of participation, you may or may not have actors and observers at your site.

Public Affairs

Your agency/facility may or may not be publicizing your participation in the June 18th exercise. Each venue will need to follow their own internal procedures and establish an appropriate plan to work with the media during the exercise to ensure their needs are met while ensuring their activities or presence does not compromise the exercise realism, safety, or objectives.

In addition, a number of internal and external notifications must be given consideration:

- Notification of the exercise (date, hours and overview of the extent of play) should be provided to your staff (and any facility contractors), to ensure they are all informed of the exercise, whether or not they are directly participating.
- Exercise signs (*Exercise in Progress*) should be posted for the public and staff in areas where they could witness any out-of-norm activities (e.g. surge response activities, use of PPE etc.) to limit any needless worry or concern.

SECTION 2: SCENARIO AND SUPPORTING DATA

Exercise Scenario

On June 18th, the exercise scenario will forward us to November 18th, 2009. The U.S. and Shasta County will be experiencing seasonal influenza coupled with a re-emergence of a more virulent second wave of H1N1. Shasta County will be starting the second week (locally) of a projected eight week pandemic wave.

Real data and events such as the June 11th, World Health Organization declaration of a world-wide pandemic remain valid, as does the current case definition for Influenza-like-illness (ILI). A short synopsis of the impact to Shasta County is as follows:

- The overall cumulative clinical attack rate in the second wave is 25%.
- Patient screening and treatment data in Shasta County in Week 1 of the second wave includes:
 - 1,524 outpatient visits
 - 41 hospital admissions
 - 6 ICU patients
 - 13 patients requiring ventilation
 - 1 deaths
- Compared to annual, non-pandemic data, we have seen a 30 % increase in outpatient visits during Week 1; it is anticipated that there will be a 50% increase in outpatient visits in Week 2.

The full situation status report was sent to Controllers/Agency Contacts on June 12th, and will also be posted at the website http://www.norcalbt.com/pandemic_exercise.htm.

Major Activities and Injects

During this exercise, many of the participating agencies will be conducting their own activities and drills including those such as triage/surge capabilities at hospitals and clinics, internal tabletop discussions regarding pandemic response, and communications tests.

- In Appendix A and B of this document, there are tables (with samples) that should be edited to include your site specific details such as a schedule to record your key events/times for your participants, a sequence of events list that includes all the Public Health/Exercise major events, and a Controller and Evaluator Assignment List to record your assigned personnel.

- On June 12th, Controllers/Agency Contacts for all participating hospitals and clinics were provided with a spreadsheet that contained data for the first two weeks of a local pandemic wave for Shasta County at large and for their own facilities.
- This data should be used as a reference to help players to complete the status reports as requested by Public Health during one of the conference calls. The reporting information may be supplemented with additional inputs that you and your staff/players feel would be realistic for the November scenario. The exercise consultant may also be providing you with additional injects specific to your facility.

SECTION 3: CONTROLLER INFORMATION AND GUIDANCE

Exercise Control

Exercise Start, Suspension, and Termination Instructions

The Shasta County Pandemic Influenza exercise is scheduled to officially start on June 17th, when the CAHAN Alert is sent in the afternoon. The Senior Controller at each site will need to determine their own start and end parameters for their site specific activities.

The Exercise Director will announce any exercise suspension or termination and will instruct participants to stop in place safely. If an actual emergency occurs, the exercise may be suspended or terminated at the discretion of the Exercise Director, depending on the nature of the incident.

Site Safety and Incident/Accident Reporting

A Safety Plan is integral to all exercises. Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. An exercise **Safety Controller should be assigned** and identified at each site and be responsible for participant safety, wherever there are exercise activities taking place.

All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as the appropriate Federal, State, and local environmental health and safety regulations.

Although this exercise will not involve any strenuous or risk related activities, accidents or incidents involving participants can happen anytime. It is imperative that the following directives are disseminated to all personnel and volunteers participating in the exercise at your site:

- All exercise controllers, evaluators, and staff will serve as safety observers while the exercise activities are underway. Any safety concerns must be immediately reported to the Safety Controller.
- Participants will be responsible for their own and each other's safety during the exercise. It is the responsibility of all persons associated with the exercise to stop play if, in their opinion, a real safety problem exists.
- All injuries, incidents, and accidents, regardless of severity, will be reported immediately to the nearest Controller. Anyone observing a participant who is seriously ill or injured will first advise the nearest Controller and then render first aid, if possible, provided the aid given does not exceed his or her training.

- The phrase “This is a Real-World Emergency” must be used when reporting any incidents during the exercise, and it should be stated at least twice if reporting via radio or phone.
- If the nature of the emergency requires a suspension of the exercise at your site, all exercise activities at the facility will immediately cease and should be reported to the Exercise Director. Exercise play may resume at that venue/function once the “Real-World Emergency” situation has been addressed.
- If a real emergency occurs that affects the entire exercise, the exercise may be suspended or terminated at the discretion of the Exercise Director and the notification will be made from the Public Health DOC.

Additional Exercise Implementation Rules

- 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.”
- “Timeout” will be the designated phrase used by controllers to temporarily stop exercise play.

Controller Responsibilities

Table 3.1 details specific controller responsibilities.

Table 3.1 Controller Responsibilities

Controller Responsibilities
Exercise Director – John Duffy – Shasta County Public Health will:
<ul style="list-style-type: none"> • Oversee all major exercise functions • Oversee and remains in contact with controllers and evaluators. • Debrief controllers and evaluators following the exercise.
Public Information Officers (if participating) will:
<ul style="list-style-type: none"> • Provide escort for observers. • Provide narration/explanation during exercise events as needed. • Perform pre-exercise and post-exercise public affairs duties. • May act as media briefer and escort at the exercise site. • Is the safety officer for his/her site.
Controllers will:
<ul style="list-style-type: none"> • Issue exercise materials to players as required. • Monitor exercise timeline. • Provide input to players (i.e., injects) as described in the MSEL. • Acts as safety officers for their site.

Incident Simulation

Because the exercise is of limited duration and scope, the physical description of what would fully occur at the incident site and surrounding areas will need to be relayed to the players by Controllers. Controllers will “paint the picture” for players—verbally or with limited written materials—to provide context of the scenario to enable them to play appropriately.

Scenario Tools

The MSEL outlines benchmarks and injects that drive exercise play and provide realistic input to exercise players. It provides information expected to emanate from real or simulated organizations. The MSEL can be found in Appendix B and should be edited to include your site specific activities. The document provides you with the following:

- A timeline for key exercise events including scheduled injects and expected player actions. The timeline is used to track exercise events relative to desired response activities.
- Tracking of individual event injects which should include the inject time, responsible controller or (input agency), the intended recipient (or receiving agency), inject type

(input method), a detailed description of the event, and the expected player action or outcome.

Communications Plan

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

Controller Communications

The principal method of communications for controllers during the exercise will be by phone to the Exercise Director if there are any questions during the exercise.

A list with key phone numbers should be distributed amongst controllers and evaluators at your facility/site prior to the exercise start to ensure efficient communications during the exercise if there are any questions, problems or incidents.

Player Communications

Players will use routine, in-place agency communication systems as determined by the Lead Controller. Additional communication assets (amateur radio etc.) may be made available as the exercise progresses. The need to maintain capability for a real-world response may preclude the use of certain communication channels or systems that would usually be available for an actual emergency incident. *In no instance will exercise communication interfere with real-world emergency communications.* Each venue will coordinate its own internal communication networks and channels.

Controller Instructions

Before the Exercise

- Review the appropriate emergency plans, procedures, and protocols.
- Review appropriate exercise package materials including your objectives, scenario, injects or implementers, safety and security plans, and evaluator instructions.
- Attend/hold required briefings with all players to ensure they understand the context of the scenario and their roles, responsibilities and limitations.
- Ensure Evaluators fully understand their roles and what activities they are assigned to observe and assess
- Finalize remaining details such as posting of signage in the area of play

During the Exercise

- Monitor play activities to the best of your ability, follow your MSEL outline.

- If you have been given injects, deliver them to appropriate players at the time indicated in the MSEL (or as directed by the Exercise Director). *Caution: If the information depends on some action to be taken by the player, do not deliver the inject until the player has earned the information by successfully accomplishing the required action.*
- Record all significant events observed.
- Observe and record exercise artificialities that interfere with exercise realism. If artificiality interferes with exercise play, record and report it to the Exercise Director if you feel it is warranted.
- Begin and end all exercise communications with the phrase, "This is an exercise." This precaution is taken so anyone overhearing the conversation will not inadvertently mistake exercise play for an actual emergency.
- During the exercise, do not prompt a player regarding what a specific response should be unless an inject directs you to do so or you feel they are getting way off track of the objectives or needed activity. Clarify information as long as it does not provide coaching.
- Ensure all observers and media personnel stay out of the exercise activity area during the exercise. If you need assistance, notify the Exercise Director.
- Do not give information to the players regarding scenario event progress or resolution of problems encountered by others. Players are expected to obtain information through their own resources.
- The Exercise Director will end the exercise during the final conference call, no later than 1200 hrs. If your site activities have not been completed at that time, or are continuing in the afternoon, please ensure that you will still have someone available for the 1330 hotwash conference call.

Following the Exercise

- All Lead controllers should consider holding a formal internal debriefing (as needed) to capture all outcomes, strengths, issues, and lessons to learn and improve upon.

Exercise Assessment, Review and Analysis

Player Hotwash

Immediately following the completion of exercise play, controllers may want to facilitate a hotwash with players from their assigned location. 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. 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.

All Agency Hotwash

- Be prepared to summarize your agency's participation for the Hotwash conference call hosted by Public Health at 1330 hrs. This can be captured completing an Agency Feedback Form after discussion with your Evaluator(s). You will be asked to identify and report three identified strengths/what worked well, and three potential areas for improvement during the call.
- Provide a completed Agency Feedback Summary Form to the exercise consultant no later than June 30th, 2009. m.lundh@global-consulting.ca
- Distribute and collect copies of a Participant Feedback Forms if you wish to provide them to your site players.

Controller and Evaluator Debriefing

- Each agency should consider meeting with its Controllers, evaluators, and selected exercise participants to formally debrief on their exercise activities and performance. 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 their Exercise Evaluation Guides (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).
- All Evaluator Reports and EEG's must be completed and submitted to the exercise consultant no later than June 30th, 2009.

Evaluations

All evaluations are preliminary and may be revised based on information from other evaluators, controllers, or players. If an evaluator or controller did not observe specific aspects of an organization's performance, exercise players may be asked to comment. These aspects should be indicated in the evaluation as being provided by players.

Exercise Report

Once all evaluation and agency feedback forms have been collected they will be reviewed and analyzed for inclusion in the Exercise After Action Report and Improvement Plan. The AAR/IP will include an executive summary, details of the exercise and its design, an analysis of the target capabilities, conclusions and an improvement plan to enhance future response.

SECTION 4: EVALUATOR INFORMATION AND GUIDANCE

General Information

The goal of exercise/event evaluation is to validate strengths and identify improvement opportunities for the participating organization(s).

This will be accomplished by the cooperation of all agencies/facilities to:

- Participating in the Public Health Conference Calls
- Role play as effectively as possible (by understanding their status through play inject information and internal planning for such an event and timeframe)
- Testing communications capabilities (CAHAN, HAvBED, fax, amateur radio, phone, website) during the exercise
- Testing triage and surge capabilities (paper/volunteer patients)
- Other internal activities

The role of Site Evaluators and Controllers are vital to the success of the exercise, and they should work together to ensure:

- All site activities and participation is adequately observed and evaluated and supporting data collected (forms etc.)
- The observations are recorded and analyzed to determine whether or not the measurable objectives were met and performance strengths identified.
- Determining what changes need to be made to the procedures, plans, staffing, equipment, communications, organizations, and interagency coordination to ensure expected outcomes.

The evaluation results will serve as an opportunity to identify ways to build on strengths and improve capabilities.

Exercise Evaluation

To evaluate this exercise, we are using the EEGs formulated by DHS and the evaluation methodologies established in HSEEP as the guide for conducting all exercise evaluation. The resultant AAR/IP will be formatted so that it conforms to the current DHS guidance.

After Action Report and Improvement Plan

The AAR/IP will be organized by capability, with a section of the AAR/IP being devoted to each of the exercised target capabilities. For each capability and subordinate activity, the Lead Evaluator will provide an assessment of how well the executing agency or personnel performed, to include best practices and areas for improvement. Specific issues and observations will be

identified for each capability and activity, and recommendations for resolving issues will be provided, based on the input of the controllers, exercise planners, and evaluators.

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. An Exercise Evaluation Guide (EEG) Instruction page will also be forwarded with the three EEG forms provided for the three capabilities selected for this exercise.

Evaluator Responsibilities

Player and activity (completed successful communications) performance must be observed and analyzed against plans, policies, procedures, and practices using criteria established before the event. Specific evaluator activities include the following.

Before the Exercise

- Understand all activities (specific to your site) that you will need to evaluate by discussing the details with the Lead Controller/Agency Contact.
- Participate in the Evaluator's Conference Call on June 17th at 10 a.m.
- Review the EEGs and other supporting material for your area of responsibility.
- Be at the appropriate location at least 15 minutes before the start of the event. If you are not assigned to a specific site, be in place to deploy as necessary at least 15 minutes before the start of the event.
- Obtain or locate necessary communications equipment and applicable numbers/channels and test to ensure satisfactory communication between controllers and the Exercise Director.
- Wear evaluator identification (as/if provided).

During the Exercise

During the exercise, the evaluators' primary duty is documenting player or activity performance. After the event, that data will be used to determine whether the exercised capabilities and plans were effectively implemented or demonstrated and to identify strengths and improvement items.

Documenting the Event

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/or 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/event and to understand player actions.

Evaluators will document the event by using the appropriate 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 event 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 event documentation. Checklists and evaluation forms must be completed as thoroughly and accurately as possible.

Evaluator Package

Evaluators will receive their materials for review at the Evaluator Training briefing. The evaluator package contains this C/E Handbook, EEGs, and other items as necessary. Evaluators should bring the package to the event. Evaluators may reorganize the material so the information critical to their specific assignment is readily accessible and may want to use their own methods to record their evaluations/time/comments for transferring to the official EEG's after the exercise.

Evaluator Instructions and Guidelines

General

During the exercise, evaluators should not interact with players in such a way that interferes with player performance and/or results in prompting players regarding what a specific response should be. Evaluators should generally avoid personal conversations with any player. Evaluators should not give information to the players regarding event progress or resolution of problems encountered by others. Players are expected to obtain information through their own resources.

Evaluation Basics

Remember, your experience and expertise are your most important tools. Experienced evaluators use the following techniques for effective evaluation:

- Use the EEGs to confirm that evaluation objectives are met
- Take detailed notes concerning significant activities observed, including the time they were initiated and/or completed
- When more than one evaluator is assigned to an area, divide responsibilities to ensure detailed evaluation of player activities
- Stay in proximity to player decision-makers

- Focus on Critical Tasks, as specified in the EEG and remember, the EEG's can be edited to more accurately reflect the activities that will be undertaken at your site.

Recording Important Events

Although numerous events may occur simultaneously, evaluators do not need to record all the action. Knowing which events are important eliminates superfluous information and provides the kind of data most useful for evaluation. Important events evaluators should record include the following:

- Initiating scenario events
- Actions of players in relation to the event
- Key decisions made by managers and the times these decisions are made
- Deviations from plans and implementation procedures
- Times when significant actions are completed
- Equipment used

What to Look For

Individuals preparing the evaluation report will analyze the results provided by all evaluators to achieve an integrated evaluation of the exercised plans and capabilities. Their analysis will focus on the timing of key events, decisions made, and actions taken. Potential areas you should focus on to assist in that analysis include the following:

- Timeliness in actions
- Communication among players and organizations
- Direction and coordination of field activities
- Monitoring and assessing events
- Command and control
- Creative player problem solving, potentially beyond current plans and implementation procedures
- Plans or procedures that affect player efforts
- Equipment issues in relation to player efforts

Placement and Monitoring

Evaluators should be located so they can observe player actions and hear conversations without interfering with those activities. Certain conditions may warrant more than one evaluator being located in a setting or area.

Post-Exercise Activities

The Lead Controller Evaluator will notify you when the evaluation of the event has been suspended or terminated. All evaluators are expected to participate in a Player Hotwash and take notes on findings identified by players. At event termination, summarize your notes and prepare for the exercise Hotwash and any internal debriefings that are held later. Have your summary ready for the Controller.

Please Note:

The following three Appendices (A – C) are samples only and should be edited with specifics for your site.

Appendix C: The activities listed in the Sequence of Events list contains actual events that should be retained with your site specific list.

APPENDIX A: EXERCISE SCHEDULE**Table A.1 Pandemic Influenza Exercise Schedule****See Note on Page C-1**

Time	Personnel	Activity
June, 17th, 2009		
1000	Controllers, Evaluators, Exercise Planning Team	Controller and Evaluator Briefing and Training via Conference Call
June 18th, 2009		
No later than 0800	Select Controllers and Exercise Staff	Setup of exercise site
	Controllers and Evaluators	Check In
	Participants (Players, Observers, Actors)	Arrive and register
	All	Report to STARTEX location
	Participants	Receive participant briefings
		Exercise Play Start (STARTEX)
0915	Controllers and Evaluators	Communications Check
1200	All	Exercise Play End (ENDEX)
1330	Participants, Controllers, Evaluators	Hotwash
	Controllers, Evaluators, Exercise Planning Team	Controller and Evaluator Debriefing

APPENDIX B: MASTER SEQUENCE OF EVENTS LIST

#	✓	EVENT DATE/TIME	INPUT AGENCY	RECEIVING AGENCY	INPUT METHOD	PLAY EVENT DETAILS	EXPECTED ACTION/OUTCOME
		June 17 th 1000 hrs	Public Health	All Exercise Evaluators	Conference Call	Exercise Planning Team will review Evaluator Handbook	
1		June 17th	Public Health	All participating agencies	CAHAN ALERT	Notification of Conference Call on the 18 th for update on H1N1 situation	Consider this Notification as the Start of Exercise Play (STARTEX)
2		June 18 th 0800 hrs	Public Health	All participating agencies that call in	1 st PH Conference Call	Public Health will provide update and request status reports	All agencies will complete and forward report forms for analysis by PH/EOC
3		June 18 th 0830 hrs	Public Health	Shasta County Emergency Mgmt Council	2 nd PH Conference Call	Status report from Public Health	Discussion and next steps regarding situation status
4		June 18th	Region III RDMHS	EMR Reporting Agencies	EMResource Drill	Drills: - HAVBED Polling - Pandemic Influenza Surveillance Form	Reports complete and submitted
5							
6							
7							

#	✓	EVENT DATE/TIME	INPUT AGENCY	RECEIVING AGENCY	INPUT METHOD	PLAY EVENT DETAILS	EXPECTED ACTION/OUTCOME
		June 18 th Approx 1100 hours	Public Health	All participating agencies that call in	3 rd PH Conference Call	Discussion with and direction from Public Health as a result of reviewing agency status reports.	Information dissemination
						Participating agencies will be stood down at the end of the 3 rd call	Exercise Play End (ENDEX)
		June 18 th 1330 – 1500 hours	Public Health	All Agency Participants, Controllers, Evaluators	4 th PH Conference Call	Exercise HOTWASH - What worked well - What can be improved	

APPENDIX C: CONTROLLER AND EVALUATOR ASSIGNMENTS

Table C.1 *Controller and Evaluator Assignments*

Name	Role	Position
Location - Emergency Operations Center (EOC)		
	Controller	Site Controller, Site Safety Officer
	Controller	
	Evaluator	Emergency Operations Center Management Evaluator
	Evaluator	Communications Evaluator
Location -		
	Controller	
	Controller	
	Evaluator	
	Evaluator	
	Controller	
Location -		
	Controller	
	Controller	
	Evaluator	
	Evaluator	