Table-Top Exercise
IT’S ONLY A MATTER OF WHEN!

Objectives

- Establish Command and Control of the situation utilizing NHICS
- Communication
- Respond to Changing Scenarios
- Resource Requesting
- Evacuation
Some Ground Rules

- This is not a test. It’s an open, low-stress environment.
- Varying viewpoints, even disagreements, are expected.
- Consider different approaches and suggest improvements to current plans and procedures.
- Address goals and objectives, *not the scenario*.
- Responses should be based on current capabilities (i.e., you may use only existing resources and assets).
- Respect the individual players in your IMT group.

Assumptions & Artificialities

- The scenario is plausible and events occur as they are presented.
- There is no hidden agenda, and there are no trick questions.
- All players receive the information at the same time.
IT’S ONLY A MATTER OF WHEN!

Module #1

Beyond Your Control...

YOU are the Leadership Team

The Facility...

- Six (6) Story Building- 240 Beds (40 per floor)
- Built in the mid-1970s
- Located Near Other SNF and a Large Hospital
- Typical fire protection systems
  - Fire Sprinkler / Fire Alarm System
- Emergency Generator Capabilities
  - Life Safety- Egress Lighting
  - Select Outlets (Red Covers)
  - Power for One (1) Elevator Only
  - No Air Conditioning
  - Limited Kitchen Capabilities
The entire City has been battered by severe weather for the past week

Hot, humid conditions prevail with no relief in sight

Frequent power disruption due to the unusually severe and excessive nature of the weather

The facility’s emergency generator has been getting a “work-out”
Incidentals...

Your facility is hosting a visit by the local kindergarten class of 23 children and 6 adult chaperones.

EXPLOSION !!
(2:15 pm)

A deep rumbling is felt within the facility as some type of explosion has clearly occurred.

At first, it is thought that the explosion is somewhere inside of the facility.

Overhead lights start to “flicker”

Smoke entering the building from the outside activates the facility’s fire alarm system.

Moderate smoke conditions develop in hallways on all floors closest to the street (Confined to smoke compartment).
It is confirmed that an explosion and fire has occurred in an underground electrical vault across the street from the facility.

A police officer enters the facility and advises that this is a Hazardous Materials incident due to the nature of the material burning.

Everyone is advised to stay indoors until further notice.
Your nursing supervisor attempts to dial another provider on your facility phone system. There is no dial tone.

Your maintenance supervisor tries his cell phone, and gets a prerecorded message that says all circuits are busy.

The facility is on emergency generator power due to the power failure.

**WHAT NOW ????**

- **YOUR FACILITY IS ON ITS OWN NOW**
- **OUTSIDE ASSISTANCE IS NOT IMMEDIATELY AVAILABLE**
- **YOU ARE NOT GIVEN A TIMEFRAME FOR THIS EVENT**
  - What will you do in the first few minutes?
  - What will you do in the first few hours?
  - What guidance is provided in your plans?
  - How will you manage the unfolding events?
Time to Manage with NHICS

- Activate your NHICS Team
- Establish an Operational Period (Remember it’s 2:15 pm)
- Conduct an Incident Action Planning (IAP) meeting with the IMT
- Identify command and control objectives for the current emergent situation
  - Discuss tasks and strategies needed to support all objectives
- Tools: JAS, Forms 201 & 202

INJECT #1

2:27 pm

URGENT: Command Receives Report from Operations: Moderate to heavy smoke conditions have developed on the 3rd floor of the building due to a combination of smoke spread in underground utility tunnels and penetrations in walls on the third floor causing Immediate Jeopardy.
INJECT #1
Additional Details

- 3rd floor is fully occupied: 40 residents
- 15 residents are oxygen dependent
- Most residents can walk / 12 residents bed-ridden
- Facility is equipped with 3 evacuation chairs

INJECT #2
3:15 pm

Command Receives Report from Finance / Administration: Phones are working again and a call is routed to Finance / Administration Sector from the school where the visiting children are from, stating that the student's parents are congregating at the school as they aware of the emergency occurring at the facility and are concerned about the safety of the children. Police have locked down the entire area and access to the facility is not possible at this time.
Report Out...
Pre-Inject

- What was the Operational Period established at 2:15?
- How did the IAP Meeting go?
- What Objectives Were Established for the Operational Period?
- What Tasks and Strategies Were Assigned?
  - Operations
  - Planning
  - Logistics
  - Finance / Administration
  - Safety
  - Public Information Officer

Report Out...
Inject #1 (2:27 pm)

- Was a new Operational Period Established?
  - If so, what was the new Operational Period?
- What Objectives Were Established for this Emergent Situation?
- What New Tasks Were Assigned?
  - Operations
  - Planning
  - Logistics
  - Finance / Administration
  - Safety
  - Public Information Officer
Report Out...
Inject #2 (3:15 pm)

- **Was a new Operational Period Established?**
  - If so, what was the new Operational Period?
- **What Objectives Were Established for this New Information?**
- **What NHICS Position Was Assigned to Address this Situation?**

---

**QUICK REVIEW:**
**YOU are the Leadership Team**
The Facility...

- Six (6) Story Building - 240 Beds (40 per floor)
- Built in the mid-1970s
- Located Near Other SNF and a Large Hospital
- Typical fire protection systems
  - Fire Sprinkler / Fire Alarm System
- Emergency Generator Capabilities
  - Life Safety - Egress Lighting
  - Select Outlets (Red Covers)
  - Power for One (1) Elevator Only
  - No Air Conditioning
  - Limited Kitchen Capabilities
Module #2

- Time is now 4:00 pm
- NHICS has been activated
  - Positions assigned / 3rd Floor Evacuated
- Immediate haz-mat threat has passed (fire is extinguished) but there is a new problem...
  - Concern of potential water contamination; haz-mat run-off
  - DO NOT use tap water order is issued by City of Boston Office of Emergency Management (OEM)
- Emergency generator is running “laboriously”

Module #2

- A school bus is two blocks away waiting to pick up kids
- Dinner time is approaching and kitchen has limited power (and cannot use tap water)
  - Minimal illumination
  - Kitchen has limited capabilities
- The day shift is being held over but some staff eager to get home / in-coming shift slow in arriving to work
- As the power failure persists and temperature and humidity remain high, anxiety amongst all residents begins to escalate
- Telephone service is variable
Module #2

- OEM indicates that the power may be out for up to 24 hours as major electrical transmission lines have been damaged.

- The entire area is impacted by this event and your facility is one of the few buildings with emergency power in the neighborhood.

- A major emergency is occurring at the hospital down the street due to the initial event / evacuation in progress.

Module #2

- Smoke from the 3rd floor has been thoroughly ventilated.

- There are reports of “unfamiliar” people in the building.

- High demand for water / hydration:
  - Residents
  - Staff
  - Visitors

- Family members want to know they can help.
Manage Incident with NHICS

- Establish an Operational Period (Remember it’s 4:00 pm)
- Conduct an Incident Action Planning (IAP) meeting with the IMT
- Identify command and control objectives for the current situation
  - Discuss tasks and strategies needed to support all objectives
- Tools: JAS, Forms 201 and 202

INJECT #3
5:45 pm

- Without Warning, the emergency generator suddenly fails and the facility is completely without power!
Logistics advises Command that the “unfamiliar” person in the facility is identified as a news reporter.

**Report Out...**

**Pre-Inject**

- What was the Operational Period established at **4:00 pm**?
- What Objectives Were Established for the Operational Period?
- What Tasks and Strategies Were Assigned?
  - Operations
  - Planning
  - Logistics
  - Finance / Administration
  - Safety
  - Public Information Officer
Report Out...
Inject #3 (5:45 pm)

- Was a new Operational Period Established?
  - If so, what was the new Operational Period?

- What Objectives Were Established for this Emergent Situation?

- What New Tasks Were Assigned?
  - Operations
  - Planning
  - Logistics
  - Finance / Administration
  - Safety
  - Public Information Officer

Report Out...
Inject #4 (5:53 pm)

- Was a new Operational Period Established?
  - If so, what was the new Operational Period?

- What Objectives Were Established for this New Information?

- What NHICS Position Was Assigned to Address this Situation?
Module #3
is a Continuation of Module #2

- Time is now 6:20 pm
- IMT has been activated since the start of the incident
  - Positions have been assigned and objectives / tasks / strategies have been developed, implemented and modified as necessary
- Major Situational Change: NO POWER since 5:45 pm
  - Decision has been made by Command to **EVACUATE** the nursing facility
- Local emergency resources are spread thin due to the scope, severity, duration and adverse impact the incident has had at the hospital and other SNFs

Module #3

- It is clear that external resources will be needed to evacuate the facility but transportation may not be immediately available
- Temperature continues to rise in the facility
- General anxiety continues to escalate
- Some family members show up and want to take residents out of the facility
- Maintenance confirms a major malfunction of the emergency generator
Some family members are becoming “vocal” and want to help.
Boston OEM has been advised of the need to evacuate.
It cannot be confirmed when help will arrive.
EMS resources are currently committed to other facilities in worse condition.

Establish an Operational Period (Remember it’s 6:20 pm)
Conduct an Incident Action Planning (IAP) meeting with the IMT
Identify command and control objectives for the current situation
  - Discuss tasks and strategies needed to support all objectives
Tools: JAS, IRG, Forms 201 and 202
It has been confirmed that a fleet of vehicles are scheduled to arrive at the facility at approximately 9:00 pm.
The facility is advised to prepare residents for transport.
Unified Command will be needed to manage evacuation.

What was the Operational Period established at 6:20 pm?
What Objectives Were Established for the Operational Period?
What Tasks and Strategies Were Assigned?
- Operations
- Planning
- Logistics
- Finance / Administration
- Safety
- Public Information Officer
Report Out...
Inject #5 (7:35 pm)

- Was a new Operational Period Established?
  - If so, what was the new Operational Period?

- What Objectives Were Established for this New Information?

- What New Tasks Were Assigned?
  - Operations
  - Planning
  - Logistics
  - Finance / Administration
  - Safety
  - Public Information Officer