

Virtual Table Top Exercise (VTTX) – Pandemic Influenza

After-Action Report/Improvement Plan
June 2014

EXERCISE OVERVIEW

Exercise Name	VTTX #23 Pandemic Influenza
Type of Exercise	Tabletop
Exercise Dates	March 21 st , 2014 (1200 -1600 hours)
Location	EMI + Teton County, WY
Participating Organizations	The County’s Emergency Support Function #8 Group was in attendance. Specifically, St. John’s Medical Center, Jackson Hole Fire/EMS, Teton County Public Health, Teton County VOAD, Teton County Board of Health, Teton County Veterinarian, Teton County Public Health, and Teton County Emergency Management.
Mission Area(s)	Preparedness, Response, Extended Response/ Recovery
Core Capabilities	Planning, Public Information and Warning, Operational Coordination, Infrastructure Systems, Mass Care Services, Situational Assessment, Economic Recovery, and Health and Social Services
Threat or Hazard	Pandemic Influenza
Scenario	Pandemic Influenza exercise narrative includes three TTX modules addressing preparedness, response and extended response/recovery mission areas with an emphasis the following key issues: <u>Preparedness</u> ; the CDC is reporting that there are confirmed cases of H5N1 in the US, this virus has pandemic potential, patients have recently returned from an overseas trip, the middle school is also reporting several cases of influenza-like illness, CDC EOC has been activated, in alert phase, <u>Response</u> ; widespread cases of H5N1 virus in the US and overseas, a public health emergency has been declared in the US, worker safety is threatened, potential for maximum capacity in hospitals, potential for shortage of vaccination/ plan for mass vaccination, community mitigation measures considered, in pandemic phase, <u>Extended Response/Recovery</u> ; pandemic is now in transition phase, approximately 30% of community population contracted the virus, 2% of cases have been fatal, vaccines and anti-viral medications are generally available.
Sponsor	Teton County Public Health, Public Health Emergency Preparedness Program

Point of Contact

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ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. The following table includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Discuss the ability to conduct a systematic planning process which has engaged the whole community.	Planning		S		
Discuss the capability to deliver coordinated, prompt, reliable and actionable information to the whole community.	Public Information and Warning	P			
Discuss the capability to establish and maintain a unified and coordinated operational structure and process that integrates all critical stakeholders.	Operational Coordination		S		
Discuss the ability to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore vital systems and services.	Infrastructure Systems			M	
Discuss the capability to provide life-sustaining services to the affected population.	Mass Care Services			M	
Discuss the capability to provide decision-makers with decision-relevant	Situational Assessment	P			

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
information regarding the nature and extent of hazards.					
Discuss the capability to return economic and business activities to a healthy state.	Economic Recovery			M	
Discuss the capability to restore and improve health and social services networks.	Health and Social Services			M	
<p>Ratings Definitions:</p> <ul style="list-style-type: none"> • Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. • Performed with Major Challenges: The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Unable to be Performed: The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Objective 1: Discuss the ability to conduct a systematic planning process which has engaged the whole community.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 1: Planning

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: Teton County Pan Flu plan in place and updated annually.

Strength 2: Emergency Support Function #8 meets as a group quarterly to discuss to coordination efforts and continues to strengthen and build.

Strength 3: Teton County Mass Vaccination Plan in place and has been practiced in Full-Scale Exercises.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: To bring more organizations into our ESF #8 group. Include other groups such as the schools, living center, and community counseling center, and other non-profits/ government agencies that apply.

Reference: Teton County ESF#8

Analysis: This group first met in April 2014, with continued meetings and training opportunities the ESF #8 Group will become more cohesive and will be able to work together in an emergency when the support function is activated.

Area for Improvement 2: Plans need to updated/revised. In some cases, such as mass sheltering, plans need to be created.

Reference: Teton County Pan Flu Plan, Teton County Mass Vaccination Plan, Teton County Mass Fatality Plan, Business Plan for Continuity of Operation.

Analysis: It was identified that Teton County lacks Mass Fatality training. Many businesses in the County do not have either emergency plans or continuity of operation plans. In an event such as a pandemic influenza, these plans would be crucial to the County.

Objective 2: Discuss the capability to deliver coordinated, prompt, reliable and actionable information to the whole community.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 2: Public Information and Warning

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: Nixle notification system is used widely by Teton County residents and is how many emergency messages and updates are released to the public.

Strength 2: PIO group is established each local or Federal organization in the County has been invited to the group. This group holds annual meetings.

Strength 3: Public Health Nurses communicate with School Nurses about disease or increases in disease cases in the town of Jackson.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: UTSE planning

Reference:

Analysis: UTSE planning is a gap in our community. UTSE members and their caregivers are not well addressed in current County plans.

Area for Improvement 2: reach the Spanish community

Reference: Nixle system, vulnerable population estimates

Analysis: The Nixle system reaches a large amount of our population, but there is concern that the Spanish community is not being reached with this community notification system. We need to work with non-profit agencies who provide services to the Latino community to assess the best way to alert the Latino community in the event of a disaster.

Objective 3: Discuss the capability to establish and maintain a unified and coordinated operational structure and process that integrates all critical stakeholders.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 3: Operational Coordination

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: A majority of County agencies are supportive of other agencies.

Strength 2: Teton County emergency organizations and workers are willing to admit faults or weakness.

Strength 3: Knowledge of ICS structure amongst Teton County agencies is part of the Teton County Emergency Operation Plan.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Continue to host multi-agency trainings/ exercises

Reference: Teton County TEPW, Teton County EOP

Analysis: Most exercises and training invitations go out to multiple agencies in the County. By exercising and training together the different agency representatives will not only meet one another, but will also learn to work together.

Area for Improvement 2: Get Elected Officials and other Department Heads familiar with ICS structure and emergency plans

Reference: Teton County EOP

Analysis: Currently, Elected Officials and Department Heads do not normally participate in Teton County trainings and exercises. It is not clear if this is due to time conflicts, the time that the exercises/trainings are held, if they are not invited, or if they just do not believe they should be there.

Objective 4: Discuss the ability to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore vital systems and services.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 4: Infrastructure Systems

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: ESF support functions are established and are part of the Teton County Emergency Operations Plan.

Strength 2: Energy Company (Lower Valley) and Public Works attend LEPC meetings and are talking to County organizations about how they would assist during a disaster.

Strength 3: Communication between County Agencies and Emergency Management Coordinator is strong. Department Heads trust the Coordinator's expertise and judgment during an emergency.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Continuation of Operation Plan

Reference: Analysis: It is noted that many businesses or government departments do not have a Continuity of Operation Plan.

Area for Improvement 2: Get Public Works and Lower Valley Energy more invested in training and exercises

Reference: Teton County ESF #3, ESF #12

Analysis: Lower Valley Energy and Public Works to not attend trainings and exercises.

Objective 5: Discuss the capability to provide life-sustaining services to the affected population.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 5: Mass Care Services

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: Mass Vaccination Plan is established and has been practiced.

Strength 2: There is a good communication channel between Public Health and St. John's Medical Center.

Strength 3: Teton County's POD capability has been practiced.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: surveillance system on a local level

Reference: WY State Statue §35-4-107

Analysis: Currently, most healthcare providers and the hospital report diseases and conditions directly to the State. At a local level we would be relying on "word of mouth" or hearing from the State that there is an increase in cases locally. There is a gap on disease information sharing at a local level. It is believed that the County would hear if there were a lot of cases, but that the information is not relayed if there are only a few cases.

Area for Improvement 2: Mass Fatality Training

Reference: Mass fatality planning

Analysis: Mass fatality training is needed in Teton County. Our Mass fatality capability is a gap that was identified during this exercise.

Objective 6: Discuss the capability to provide decision-makers with decision-relevant information regarding the nature and extent of hazards.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 6: Situational Assessment

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: It is easy to communicate with Elected Officials during emergency situations.

Strength 2: There is a strong relationship between County Agencies and Elected Officials.

Strength 3: The Elected Officials trust the judgment and expertise of past Incident Commanders, Emergency Management Coordinator, and Department Heads.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Incorporating Elected Officials in more trainings and exercises.

Reference: Teton County EOP

Analysis: Elected officials do not normally participate in County exercises, only in real-world events.

Area for Improvement 2: More Department Head participation in training and exercises.

Reference: Teton County EOP

Analysis: Many Department Heads do not normally participate in exercises and trainings.

Objective 7: Discuss the capability to return economic and business activities to a healthy state.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 7: Economic Recovery

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: There is strong support from Teton County VOAD during disasters.

Strength 2: There is strong support from non-profit organizations that specialize in community assistance, such as Community Resource Center during disasters.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Focus training and exercises on recovery

Reference: Teton County ESF #14

Analysis: Exercises and trainings seldom focus on recovery. It has been identified that this is a gap in our County.

Area for Improvement 2: Continue to find new Teton County VOAD members

Reference: Teton County VOAD bylaws

Analysis: Teton County VOAD has filled a large gap in providing assistance to not only an incident but also Teton County's citizens. After our latest disaster Teton County VOAD identified a few new organizations that would strengthen VOAD's capability. Teton County VOAD continually looks for new membership that will enhance the VOAD group.

Objective 8: Discuss the capability to restore and improve health and social services networks.

The strengths and areas for improvement for each core capability aligned to this objective are described below.

Core Capability 8: Health and Social Services

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: There is a Systems of Care group that meets monthly.

Strength 2: There is good communication between St. John's Medical Center and Public Health

Strength 3: The Systems of Care group joined Teton County VOAD after a recent incident in Teton County.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Engage other partners such as, County Health Officer, County Coroner, School District in exercises and trainings

Reference: County Health Officer Contract with Public Health Emergency Preparedness, Teton County ESF #8

Analysis: It is determined that holding exercises at different times to accommodate busy schedules would be a possible solution. It was also noted that the PHRC will establish a working relationship with the new coroner.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Teton County, WY as a result of VTTX #23 Pandemic Influenza conducted on May 21st, 2014. **One of 5 planning, organization, equipment, Training, exercise**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Planning	1. Add more organizations to ESF#8 group	Continue to invite new organizations to meetings	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
	2. Update and revise plans	Revise old plans and update plans where needed	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
Public Information and Warning	1. UTSE planning	Begin creating an UTSE group in Teton County	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
		Ensure UTSE community members are discussed in current plans	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
	2. Reach Spanish Community	Coordinate outreach with Latino Resource Center	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
		Put messages out in Spanish	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
Operational Coordination	1. Have multi-agency trainings and exercises	Invite multiple agencies to trainings and exercises	Training	Public Health	Rachael Levitz	07/01/2014	TBD
	2. Familiarize Department Heads and Elected Officials in ICS and emergency operations	Create a policy list that states the statute, definition, and quotation from statute.	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
		Invite DH and EO to exercises and trainings	Planning	Emergency Management	Rich Ochs	07/01/2014	TBD

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Infrastructure Systems	1. Continuation of Operation Plan	Develop a model for a continuation of operation plan	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
		Reach out to businesses and departments to complete the COP	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
	2. Public Works and Lower Valley Energy attendance at trainings and exercises	Invite these groups to trainings and exercises	Planning	Emergency Management	Rich Ochs	07/01/2014	TBD
Mass Care Services	1. Surveillance system at local level	Ensure connection with public health nurses and school nurses	Planning	Public Health Nursing	Melanie Pearce	07/01/2014	TBD
		Connect with new infectious disease nurse at St. John's to ensure communication with Public Health	Planning	Public Health Nursing	Melanie Pearce	07/01/2014	TBD
	2. Mass fatality training	Bring mass fatality training to Teton County	Training	Public Health/Emergency Management	Rachael Levitz/ Rich Ochs	07/01/2014	TBD
Situational Assessment	1. Incorporate Elected Officials and Department Heads in trainings and exercises	Hold exercises at different times to accommodate scheduling	Planning	Public Health/Emergency Management	Rachael Levitz/ Rich Ochs	07/01/2014	TBD
		Invite elected officials to trainings and exercises	Training	Public Health/Emergency Management	Rachael Levitz/ Rich Ochs	07/01/2014	TBD
	2. Incorporate Department heads in trainings and	Hold exercises at different times to accommodate	Planning	Public Health/Emergency Management	Rachael Levitz/ Rich Ochs	07/01/2014	TBD

	exercises	scheduling					
		Invite elected officials to trainings and exercises	Training	Public Health/Emergency Management	Rachael Levitz/ Rich Ochs	07/01/2014	TBD
Economic Recovery	1.Focus exercises and trainings on recovery	Incorporate recovery into trainings and exercises	Training	Public Health/Emergency Management	Rachael Levitz/ Rich Ochs	07/01/2014	TBD
		Sign-up for recovery training and exercises	Training	Public Health/Emergency Management	Rachael Levitz/ Rich Ochs	07/01/2014	TBD
	2. New organizations join VOAD	Invite new members to Teton County VOAD	Planning	Teton County VOAD	Rev. David Bott	07/01/2014	TBD
		Find gaps in Teton County VOAD membership list	Planning	Teton County VOAD	Rev. David Bott	07/01/2014	TBD

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Health and Social Services	1. Engage key partners	Change exercise times	Planning	Public Health	Rachael Levitz	07/01/2014	TBD
		Build new working relationships	Planning	Public Health	Rachael Levitz	07/01/2014	TBD

The improvement plan has been reviewed and approved by the chief elected or appointed official or policy level official in the participating jurisdiction, organization or agency. The AAR/IP should be submitted to EMI via email 30 days after the completion of the exercise in PDF format (submit to Todd Wheeler at todd.wheeler@dhs.fema.gov and a copy to the HSEEP Inbox at

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Federal
State
Wyoming Workforce Services
Teton County
Jackson Hole Fire/EMS
St. John's Medical Center
Teton County Public Health
Teton County Veterinarian
Teton County VOAD
Teton County Board of Health
Teton County Emergency Management
[Jurisdiction B]

