



EVHC
Eastern Virginia
Healthcare Coalition

Ice Storm Grayson II Tabletop Exercise

Situation Manual

November 8, 2018

Eastern Virginia Healthcare Coalition
1104 Madison Plaza
Chesapeake VA 23320

PREFACE

Ice Storm Grayson II is sponsored by Eastern Virginia Healthcare Coalition. This Situation Manual (SitMan) was produced with input, advice, and assistance from the Ice Storm Grayson II exercise planning team, which followed the guidance set forth in the Homeland Security Exercise and Evaluation Program (HSEEP).

The Ice Storm Grayson II Tabletop Exercise (TTX) Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. This SitMan was developed with the advice and assistance of the members of the Ice Storm Grayson II TTX planning team. It is tangible evidence of Eastern Virginia Healthcare Coalition's commitment to ensure public safety through collaborative partnerships that will prepare it to respond to any emergency.

The Ice Storm Grayson II is an unclassified exercise. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials deemed necessary to their performance. The SitMan may be viewed by all exercise participants.

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. Public release of exercise materials to third parties is at the discretion of FEMA and the Ice Storm Grayson II exercise planning team.

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EXERCISE OVERVIEW

Exercise Name	Ice Storm Grayson II
Exercise Date	November 8, 2018
Scope	<p>This is a tabletop exercise, planned for approximately 8 hours at Crown Plaza Hampton-Marina, 700 Settlers Landing Rd, Hampton, VA 23669.</p> <p>Exercise play is limited to the following types of organizations: End Stage Renal Disease (Dialysis Centers), Long Tern Care Facilities, Home Health and Hospice, Transportation Companies, Emergency Management and Local Health Districts.</p>
Mission Area(s)	Preparation, Response & Recovery
Core Capabilities	Healthcare and Medical Response Coordination; Continuity of Healthcare Service Delivery
Objectives	<p>Objective 1: Emergency Operations Planning - Discuss/demonstrate how each organization’s emergency operations plan will guide them to prepare for, respond to, and recover from hazardous winter weather.</p> <p>Objective 2: Communications – Discuss/demonstrate alerts, notifications, social media use and other communication and information sharing methods to make and maintain communications with healthcare facility staff, clients, residents, patients, their families, and the local jurisdiction before, during and after the event.</p> <p>Objective 3: Public Information – Discuss, identify and demonstrate inter/intra organization coordination and cooperation in gathering, developing and disseminating unified public information.</p> <p>Objective 4: Supply Chain Management - Discuss/demonstrate how each healthcare organization will maintain their supplies of food, water and critical medical supplies during hazardous winter weather event.</p> <p>Objective 5: Transportation - Discuss/demonstrate how each healthcare organization will ensure the safe provision of transportation resources before, during, and after a hazardous winter weather event.</p>

Threat or Hazard	Hazardous Winter Weather
Scenario	A winter storm is forecast to strike Hampton Roads causing significant impairment to infrastructure, including water, electricity, and travel access (icy roads, limited public transportation).
Sponsor	Eastern Virginia Healthcare Coalition
Participating Organizations	Annex A contains the list of participating organizations.
Point of Contact	Eastern Virginia Healthcare Coalition: Mr. Glenn McBride Program Manager 1104 Madison Plaza Chesapeake, VA 23320 Office: (757) 963-0632 E-mail: mcbride@vaems.org

GENERAL INFORMATION

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to *2017-2022 Health Care Preparedness and Response Capabilities*. The objectives and capabilities are aligned to core capabilities selected by the Exercise Planning Team.

Exercise Objective	Core Capabilities
<p>Objective 1: Emergency Operations Planning - Discuss/demonstrate how each organization’s emergency operations plan will guide them to prepare for, respond to, and recover from hazardous winter weather.</p>	<p>Healthcare and Medical Response Coordination</p> <p>Continuity of Healthcare Service Delivery</p>
<p>Objective 2: Communications – Discuss/demonstrate alerts, notifications, social media use and other communication and information sharing methods to make and maintain communications with healthcare facility staff, clients, residents, patients, their families, and the local jurisdiction before, during and after the event.</p>	<p>Healthcare and Medical Response Coordination</p> <p>Continuity of Healthcare Service Delivery</p>
<p>Objective 3: Public Information – Discuss, identify and demonstrate inter/intra organization coordination and cooperation in gathering, developing and disseminating unified public information.</p>	<p>Healthcare and Medical Response Coordination</p>
<p>Objective 4: Supply Chain Management - Discuss/demonstrate how each healthcare organization will maintain their supplies of food, water and critical medical supplies during hazardous winter weather event.</p>	<p>Healthcare and Medical Response Coordination</p> <p>Continuity of Healthcare Service Delivery</p>
<p>Objective 5: Transportation - Discuss/demonstrate how each healthcare organization will ensure the safe provision of transportation resources before, during, and after a hazardous winter weather event.</p>	<p>Healthcare and Medical Response Coordination</p> <p>Continuity of Healthcare Service Delivery</p>

Exercise Guidelines

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.
- Participants should respond to the scenario and situation updates using their knowledge of current plans and capabilities, and insights from your training and experience. Participant can only use existing assets to respond to the scenario and situation updates.
- Decisions made during this exercise are not precedent setting and may not reflect your organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommend actions that could improve each organization's preparation, response and/or recovery efforts. Problem-solving efforts should be the focus.

Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation. During this exercise, the following apply:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The scenario is plausible, and events occur as they are presented.
- All players receive information at the same time.

Participant Role and Responsibilities

The term participant encompasses many groups of people, not just those playing in the exercise. The groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- *Players* respond to the situation presented based on expert knowledge of response procedures, current plans and procedures, and insights derived from training.
- *Observers* support the group in developing responses to the situation during the discussion; however, they are not participants in the moderated discussion period.
- *Facilitators* provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key planning committee members may also assist with facilitation as subject matter experts (SMEs) during the tabletop exercise.

- *Evaluators* are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies and procedures.

Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following three modules:

- Module 1: Winter is Coming
- Module 2: Ready or Not Grayson II is Here!
- Module 3: The Great Thaw

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in functional group discussions using the module specific questions as a guide for their discussions. For this exercise the functional groups are:

1. End Stage Renal Disease/Dialysis Centers
2. Long Term Care Facilities
3. Home Health Providers
4. Hospice Providers
5. Transportation Companies
6. Emergency Management
7. Local Health Districts/ESF-8 Personnel

After the functional group discussions, participants will engage in a moderated plenary discussion in which a spokesperson from each group will present a synopsis of the group's actions, based on the scenario.

Exercise Objectives

Exercise design objectives are focused on improving understanding of a response concept, identifying opportunities or problems, and/or achieving a change in attitude. The exercise will focus on the following design objectives selected by the exercise planning team:

- **Objective 1: Emergency Operations Planning** - Discuss/demonstrate how each organization's emergency operations plan will guide them to prepare for, respond to, and recover from hazardous winter weather..
- **Objective 2: Communications** – Discuss/demonstrate alerts, notifications, social media use and other communication and information sharing methods to make and maintain communications with healthcare facility staff, clients, residents, patients, their families, and the local jurisdiction before, during and after the event.

- **Objective 3: Public Information** – Discuss, identify and demonstrate inter/intra organization coordination and cooperation in gathering, developing and disseminating unified public information.
- **Objective 4: Supply Chain Management** - Discuss/demonstrate how each healthcare organization will maintain their supplies of food, water and critical medical supplies during hazardous winter weather event.
- **Objective 5: Transportation** - Discuss/demonstrate how each healthcare organization will ensure the safe provision of transportation resources before, during, and after a hazardous winter weather event.

Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in the Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes will be used to evaluate the exercise and compile the After Action Report (AAR).

MODULE 1: WINTER IS COMING!

Friday, January 11, 2019, 9:00 am

You've arrived at work. You have been monitoring the weather reports due to a large winter storm heading in our direction. As soon as you sit down at your desk the weather radio emits a warning signal. The National Weather Service has issued a winter storm warning for northeastern North Carolina, all of eastern Virginia, Maryland and the eastern shore. Beginning tonight Winter Storm Grayson II will spread a swath of snow and ice from north Florida to New England as a large, powerful low-pressure system rapidly intensifies off the East Coast. The size of the storm is unprecedented and appears similar to a very strong nor'easter.

Friday, January 11, 2019, 10:00 am

Blizzard warnings are issued for areas along the U.S. East Coast from portions of the Virginia tidewater northward through eastern Long Island into eastern New England ahead of the rapidly strengthening coastal low pressure system. Gov. Ralph Northam announces a state of emergency authorizing "state agencies to identify and position resources for quick response anywhere they are needed." VDOT will pretreat state routes and repositioning of equipment and materials. Dominion Energy announces it has crews standing by to restore power if needed. "We've implemented our emergency response plan and have mobilized our crews, strategically placing them to be set for tonight," said Brian Charnock, Dominion Energy's Director of Operations.

A mix of snow, sleet and freezing rain will spread into the Low country of South Carolina and eastern North Carolina during the late afternoon hours, and reach into the Virginia Tidewater during the evening hours.

This wintry mess may changeover to mainly snow or sleet tomorrow night from Maryland, through the Tidewater of Virginia to eastern North Carolina, before ending as snow in the early hours of Monday morning.

Friday, January 11, 2019, 10:15 am

You have turned to The Weather Channel to keep up-to-date on the impending Winter Storm Grayson II. You have heard the stories about what happened during Winter Storm Grayson I.

You look up at the TV when you hear Weather Channel meteorologist, Dr. Greg Postel:

"Regardless of the storm track, the low will likely undergo what meteorologists call bombogenesis, which is a rapid drop in atmospheric pressure of 24 millibars or more in a period of 24 hours. When a pressure drop like this occurs, it signals the development of a potent storm system."

Dr. Postel goes on to say,

"This powerful storm will be centered well off the mid-Atlantic coast. Given its large circulation, strong intensity, and slow speed the low will likely produce snowfall, possibly

heavy, in parts of the mid-Atlantic region. Snowfall will spread from the Virginia Tidewater to the New York City metro and much of New England.

Increasing winds are likely along much of the Mid-Atlantic and Northeast coast. Wind gusts stronger than 50 mph are possible along the immediate coasts of North Carolina (Saturday AM), New England (Saturday PM) and Atlantic Canada (early Monday AM) depending on the exact track of the low-pressure system.

Wind gusts 60-70 mph are possible on the Outer banks, and eastern shore of Virginia and Maryland. Power outages are likely. Residents and businesses should prepare for extended power outages. Outages will be followed by very cold temperatures Saturday-Monday making power restoration difficult.

The high wind and tidal conditions are likely to produce a storm surge of several feet along coastline. Gusts to 75 mph are possible more than 20 miles offshore coastal North Carolina and Virginia Coast, and seas could climb above 26 feet. Boating is strongly discouraged.”

Dr. Postel signs off by saying, “Now to Jim Cantore live from Virginia Beach!”

Key Issues

- A blizzard warning has been issued for the region forecasting high winds and significant accumulations of snow and ice. The storm is very likely to intensify rapidly as it moves over the region.
- The storm is so large it will affect the entire east coast.
- High winds, cold temperatures and a storm surge are likely.
- Governor Northam has declared a state of emergency.
- VDOT is pre-treating state operated roadways.

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any additional requirements, critical issues, decisions, and/or questions that should be addressed at this time.

The following questions are provided as suggested topics that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

End Stage Renal Disease/ Dialysis Centers, Long Term Care Facilities and Acute Care Hospitals

1. What actions, if any, are you taking now?
2. How will you monitor the weather and road conditions?
3. Are there trigger points for action (weather watch or alert, time specific)?
4. Are any notifications required at this point?
5. Do the current CMS regulations specify any actions at this point?

6. What is your staffing plan?
7. What communications are taking place with staff, clients, residents, patients, and their families, transportation providers, vendors and others?
8. What actions, if any, are being taken to ensure that your supply of critical supplies and provisions (food & water) are maintained?
9. What is being done to fill any preparedness gaps that have been identified?
10. Do you have agreements and plans in place for gaps (personnel, supplies, facility)?

Emergency Management and Local Health Districts

1. What information do you need from End Stage Renal Disease/ Dialysis Centers, Long Term Care Facilities and Acute Care Hospitals in your jurisdiction?
2. How would you receive information from these facilities? With whom and how would you share this information?
3. What are the time requirements for support requests?
4. What information would you be providing to healthcare organizations in your jurisdiction before the storm arrives?

Transportation Companies

1. What weather and road conditions would trigger you to stop your transportation operations?
2. Does your company own four-wheel drive vehicles capable of safely transporting clients and staff during a winter storm? If yes, what are the limitations and capacity of these vehicles?
3. Do you have snow chains for the vehicles in your fleet?
4. Does your insurance limit the weather and road conditions in which you can operate?
5. What is your staffing plan?
6. Would you top off the fuel tanks on all of your vehicles before the storm arrives?
7. When and whom would you notify that you were planning to stop operations?
8. What method(s) would you use to share that information?

MODULE 2: READY OR NOT GRAYSON II IS HERE

Friday, January 11, 2019, 8:20 pm

You think you are prepared for the storm's arrival. You look out the window and see the first snowflakes begin to fall.

Friday, January 11, 2019, 11:00 pm

You turn on the local news. The expected amount of snow has climbed from 6 inches to upwards of 13 inches depending on how quickly the storm moves over the area. You look out your window and see that there is a dusting of snow on the ground. The snow appears to be mixing with sleet.

Friday, January 11, 2019, 11:30 pm

The wind continues to howl and ice is accumulating rapidly on the trees, power lines, sidewalks and roadways.

Saturday, January 12, 2019, 12:20 am

The lights blink off. Fortunately they come right back on. The sleet has stopped. Snow is now accumulating on top ¼ " - ½ " of ice. Winds are intensifying and the snow is blowing sideways.

Saturday, January 12, 2019, 1:10 am

Snow is accumulating rapidly and the winds are not letting up. There is now approximately 2" of snow on the ground.

Saturday, January 12, 2019, 5:10 am

You listen to breaking news on the radio. Numerous power outages have been reported. VDOT is having difficulty keep the roads clear. Several bridges are closed due to icing conditions. The Chesapeake Bay Bridge Tunnel is closed due to high winds, low visibility and icy conditions. Residential roads are impassible. Snow accumulation in your area is now approximately 7"-8". The snowfall is not expected to stop sometime after midnight tonight.

Key Issues

- There are numerous road and bridge closures. Road crews cannot keep up with accumulating ice and snow.
- Power outages are being reported. Power restoration is very difficult due to current weather conditions.
- High winds continue to pummel the region.
- Newscasters implore people to stay off of the roads.

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any additional requirements, critical issues, decisions, and/or questions that should be addressed at this time.

The following questions are provided as suggested topics that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question in this section.

End Stage Renal Disease/ Dialysis Centers

1. What actions, if any, are you taking now?
2. How will you monitor the weather and road conditions?
3. What information will it be shared at this point? Who will this information will be shared with?
4. What are your plans for dealing with the power or water outages that may be caused by the storm?
5. How and what methods do you use to monitor the status of your facility and roadways?
6. Do you have a plan and back-up for snow/ice removal from your drive, parking lot and walkways?
7. Is your staffing plan working at this point?
8. What communications are taking place with staff, clients, residents, patients, and their families, transportation providers, vendors and others?
9. What is/are your back-up communications system(s) if your primary means of communication fail?
10. Have you designated areas of your facility to serve as a sleeping/rest area for your employees?

Long Term Care Facilities and Acute Care Hospitals

1. What actions, if any, are you taking now?
2. How will you monitor the weather and road conditions?
3. What information will it be shared at this point? Who will this information will be shared with?
4. What are your plans for dealing with the power or water outages that may be caused by the storm?
5. Do you have a plan and back-up for snow/ice removal from your drive, parking lot and walkways?
6. Is your staffing plan working at this point?
7. What communications are taking place with staff, clients, residents, patients, and their families, transportation providers, vendors and others?
8. What is/are your back-up communications system(s) if your primary means of communication fail?
9. Are your supply of critical supplies and provisions (food & water) adequate?

10. Have you designated areas of your facility to serve as a sleeping/rest area for your employees?

Emergency Management and Local Health Districts

1. What information do you need from End Stage Renal Disease/ Dialysis Centers, Long Term Care Facilities and Acute Care Hospitals in your jurisdiction?
2. How would you receive information from these facilities? With whom and how would you share this information?
3. Does the jurisdiction monitor at critical healthcare infrastructure and access?
4. What is the strategy for opening road access to healthcare facilities and how are these facilities prioritized?
5. Are options available to assist staff and patients when public transportation and roadways are compromised by weather conditions?
6. During the event, what information would you be providing to health care organizations in your jurisdiction?

Transportation Companies

1. How do you monitor weather and road conditions during the storm?
2. Does your company own four-wheel drive vehicles capable of safely transporting clients and staff during a winter storm? If yes, what are the limitations and capacity of these vehicles?
3. What is your staffing during the storm?
4. Will you maintain communication with the healthcare facilities that you serve during the storm? If yes, what method(s)/systems would you use to communicate?

MODULE 3: THE GREAT THAW

Sunday, 13 January 2019, 6:45 am

The snow appears to be tapering off. The winds have slowed to 9 mph from the NNE with gusts to 20 mph. Everywhere you look appears like a winter wonderland. Snow has drifted against buildings and cars. You cannot see the road. The current temperature is 16°F. Today's high temperature will only reach 25°F. The snow and ice will not be going anywhere for a while.

Sunday, 13 January 2019, 8:00 am

Local meteorologists are reporting that the storm is moving off to the NNE. The snow has stopped. The sky remains overcast and it is bitterly cold. There has been no sight of a snow removal crew in your neighborhood.

Sunday, 13 January 2019, 8:17 am

Staff members are calling you saying they cannot get out of their neighborhoods. Newscasters continue to ask people to stay off of the roads so that road and power crews can get to work.

Sunday, 13 January 2019, 11:07 am

VDOT and local roads crews are making progress on major roads and thoroughfares but neighborhood roads remain blocked. A total of 52,000 Dominion Energy customers are without power. Many school districts, day care centers, and business have already cancelled operations for tomorrow. The local military bases are closed except for Alpha personnel.

Sunday, 13 January 2019, 4:29 pm

There is light at the end of the tunnel. A plow clears the road in front of your facility. A few staff members are reporting that they may be able to get out of their neighborhood.

Key Issues

- Weather conditions have improved.
- Many roads and bridges remain closed, while some have reopened. Major thoroughfares are being opened slowly, but surely.
- Staff members and others have difficulty getting into work, yet a few may make it in.

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any additional requirements, critical issues, decisions, and/or questions that should be addressed at this time.

The following questions are provided as suggested topics that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question in this section.

End Stage Renal Disease/Dialysis Centers

1. What actions, if any, are you taking now?
2. How will you monitor the weather and road conditions?
3. How do you determine if the facility can be reopened?
4. If patients are to be redistributed due to closure, how is that determination made?
5. Does that process change when 50% of clinics in region are closed (long term)?
6. What is your staffing plan?
7. What is your strategy to resolve the backlog of clients needing dialysis?
8. What notifications are required at this point? How will these notifications be made?
9. What communications are taking place with staff, clients, residents, patients, and their families, transportation providers, vendors and others?
10. Is your supply of critical supplies and water adequate to restart operations?
11. Do the current CMS regulations require any actions at this point?
12. Are your contractors available to clear the sidewalks, driveways and parking lots?
13. What challenges do your critical supply vendors face in getting to you facility?

Long Term Care Facilities and Acute Care Hospitals

1. What actions, if any, are you taking now?
2. How will you monitor the weather and road conditions?
3. What is your strategy to return to normal operations?
4. What is your staffing plan?
5. What communications are taking place with staff, clients, residents, patients, and their families, transportation providers, vendors and others?
6. What notifications are required at this point? How will these notifications be made?
7. Is your supply of critical supplies and water adequate to resume normal operations?
8. Do the current CMS regulations require any actions at this point?
9. Are your contractors available to clear the sidewalks, driveways and parking lots?
10. What challenges do your critical supply vendors face in getting to you facility?

Emergency Management and Local Health Districts

1. What information do you need from End Stage Renal Disease/ Dialysis Centers, Long Term Care Facilities and Acute Care Hospitals in your jurisdiction?
2. How would you receive information from these facilities? With whom and how would you share this information?
3. What information would you be providing to health care organizations in you jurisdiction?
4. What is the jurisdiction's strategy for coordinating the restoration of public utilities to healthcare facilities?
5. How do the ESF-8 desk personnel triage requests for assistance from healthcare facilities?
6. Does your jurisdiction prioritize the clearing of roads leading to healthcare facilities? If so, which facilities have priority?

7. Do you have a plan to assist healthcare facilities and other critical infrastructure to receive critical supplies if most roads are impassible?
8. What assistance can healthcare facilities obtain from jurisdictional emergency management? How do they request assistance?

Transportation Companies

1. What weather and road conditions would trigger you to resume your operations?
2. When and whom would you notify if you were planning to resume operations?
3. What method(s) would you use to share that information?
4. How would you triage calls for transportation services?
5. What is your staffing plan?
6. Do additional safety plans need to be implemented post-winter storm?
7. Do you anticipate having difficulty obtaining fuel after the event?
8. Are your contractors available to clear the sidewalks, driveways and parking lots?

EXERCISE SCHEDULE

Time	Activity
8:00 - 8:30 am	Registration
8:30 - 9:00	Welcome and Exercise Briefing
9:00 - 10:00	Module 1 Discussion – Winter is Coming
10:00 - 10:30	Table Report-outs
10:30 - 10:45	Break
10:45 - 11:45	Module 2 Discussion – Ready or Not Grayson II is Here
11:45 - 12:15pm	Table Report-outs
12:15 - 1:00	Lunch and Networking
1:00 - 2:00	Module 3 Discussion – The Great Thaw
2:00 - 2:30	Table Report-outs
2:30 - 3:30	Participant Hot-wash
3:30	Exercise Complete for Participants
3:30 - 4:30	Evaluator Debrief of EEG, Draft AAR and IAP

APPENDIX B: ACRONYM LIST

AAR	After Action Report
AAR/IP	After Action Report/Improvement Plan
EMS	Emergency Medical Services
EOC	Emergency operations Center
EVHC	Eastern Virginia Healthcare Coalition
FOUO	For Official Use only
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
PIO	Public Information Officer
POC	Point-of-Contact
SitMan	Situation Manual
TTX	Tabletop Exercise