



# Tropical Tango: A Virtual Severe Weather Tabletop Exercise

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After-Action Report/Improvement Plan

Exercise Dates: June 11 and June 13, 2024

Document: June 25, 2024



The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

Throughout this document, you will find red boxes that include instructions for completing this After-Action Report/Improvement Plan for your organization. Delete the red boxes when you complete the After-Action Report.

Throughout this document you will also find highlighted text. This highlighted text should be replaced with information specific to your facility.

## EXERCISE OVERVIEW

Exercise Name	Tropical Tango: A Virtual Severe Weather Tabletop Exercise
Exercise Dates	June 11, 2024, from 1:00 PM – 4:30 PM ET June 13, 2024, from 9:00 AM – 12:30 PM EST
Scope	This exercise was a virtual tabletop exercise, planned for 3.5 hours at each participating facility. Exercise play was limited to virtual participation via Zoom and was offered twice.
Focus Area(s)	Response
FEMA Core Capabilities	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Operational Coordination</li> <li>• Intel and Information Sharing</li> <li>• Operational Communications</li> </ul>
PHEP Capabilities	<ul style="list-style-type: none"> <li>• Capability 1: Community Preparedness</li> <li>• Capability 3: Emergency Operations Coordination</li> <li>• Capability 6: Information Sharing</li> </ul>
HPP Capabilities	<ul style="list-style-type: none"> <li>• Capability 2: Health Care and Medical Response Coordination</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• <b>Objective One:</b> Discuss and evaluate your organization’s hurricane preparedness and planning efforts prior to landfall.</li> <li>• <b>Objective Two:</b> Identify and discuss how and from whom you will receive information and how and with whom you will share information.</li> <li>• <b>Objective Three:</b> Discuss and assess your facility’s decision-making process to evacuate or shelter-in-place.</li> <li>• <b>Objective Four:</b> Assess your facility’s ability to receive patients/residents from other facilities.</li> </ul>
Threat or Hazard	Hurricane

<b>Scenario</b>	Hurricane Consuelo is expected to make landfall as a large Category 3 Hurricane.
<b>Sponsor</b>	Region 3 Healthcare Coalition Alliance
<b>Participating Organizations</b>	For a full list of participants, please see <a href="#">Appendix B</a> .
<b>Point of Contact</b>	<p><b>Leigh Wilsey</b>          Northeast Florida Regional Council          Healthcare Coalition Program Manager  <a href="mailto:lwilsey@NEFRC.org">lwilsey@NEFRC.org</a></p> <p><b>Elaina Huffman, MPS, CHEC</b>          All Clear Emergency Management Group          Planning Specialist  <a href="mailto:ElainaH@AllClearEMG.com">ElainaH@AllClearEMG.com</a></p>

## ANALYSIS OF CAPABILITIES

Aligning exercise objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

*Table 1: Objective and Capability Crosswalk*

Objective	PHEP Capabilities	HPP Capabilities	FEMA Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<b>Objective One:</b> Discuss and evaluate your organization’s hurricane preparedness and planning efforts prior to landfall.	Capability 1: Community Preparedness  Capability 3: Emergency Operations Coordination  Capability 6: Information Sharing	Capability 2: Health Care and Medical Response Coordination	Planning		S		
<b>Objective Two:</b> Identify and discuss how and from whom you will receive information and how and with whom you will share information.			Operational Coordination		S		
<b>Objective Three:</b> Discuss and assess your facility’s decision-making process to evacuate or shelter-in-place.			Operational Communications		S		
<b>Objective Four:</b> Assess your facility’s ability to receive patients/residents from other facilities.			Intel and Information Sharing		S		

## DEFINITION OF RATINGS

**Performed without Challenges (P):** The targets and critical discussions associated with the capability were completed in a manner that achieved the objective(s) and would not negatively impact the performance of other activities. Performance of this activity would not contribute to additional health and/or safety risks for the public or for emergency workers, and it was discussed as being conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

**Performed with Some Challenges (S):** The targets and critical discussions associated with the capability were completed in a manner that achieved the objective(s) and would not negatively impact the performance of other activities. Performance of this activity would not contribute to additional health and/or safety risks for the public or for emergency workers, and it was discussed as being 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 (M):** The targets and critical discussions associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: completion of discussed activities would have a negative impact on the performance of other activities; would contribute to additional health and/or safety risks for the public or for emergency workers; and/or was not identified as being conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

**Unable to be Performed (U):** The targets and critical discussions associated with the capability were not performed in a manner that achieved the objective(s).

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

## EXERCISE SUMMARY

The Tropical Tango tabletop exercises that were hosted by the Region 3 Healthcare Coalition Alliance were specifically designed to evaluate preparedness, response, and recovery efforts in relation to a hurricane and severe weather incident. For each exercise, participants were asked to respond to a series of questions once presented with a scenario and a weather briefing designed by the National Weather Service of Jacksonville, Florida. Each participant was provided with a Situation Manual (SitMan) and a copy of the facilitator PowerPoint to reference during the exercise.

For this exercise, each agency was asked to reference their existing emergency response plans to inform their discussion and responses as it related to the scenario. The purpose of this report is to analyze exercise results, identify strengths and best practices to be maintained and built upon, identify potential areas for further improvement, and support the development of corrective actions. This report contains identified areas of improvement for all participants as well as agency-specific areas for improvement and corrective actions.

## MAJOR STRENGTHS IDENTIFIED DURING THE EXERCISE

**Strength:** Many of the participants have a rich history of dealing with hurricanes, having lived through numerous storms and being involved in various response and recovery efforts.

**Strength:** The robust internal communications plans maintained by participating organizations was a strength of note during the exercise. These plans ensure that staff are promptly notified of storms, schedule changes, and important updates through a variety of communication channels. The use of formal mass notification systems, email, chats, and text messages demonstrates a comprehensive approach to keeping all personnel informed and prepared.

**Strength:** The willingness of participating organizations to share resources, including medical personnel, equipment, transportation resources, and supplies, exemplifies the strong commitment to community-wide healthcare resilience. This cooperative approach underscores the robustness of the existing mutual aid agreements and the effectiveness of pre-established relationships.

## PRIMARY AREAS FOR IMPROVEMENT IDENTIFIED DURING THE EXERCISE

**Consistent Education for Operational Staff:** A critical area for improvement identified during the hurricane exercise is the need for consistent and ongoing education for operational staff. The high turnover rate, often described as a "revolving door" of staff experience, has created challenges in maintaining a consistently high level of preparedness and operational effectiveness.

**Establishing Clear Evacuation Triggers and Identifying Essential Elements of Information (EEl)s:** During the exercise, it was evident that participating organizations lacked clear criteria or trigger points for evacuation. The ambiguity in evacuation triggers can result from various factors, including insufficient predefined criteria, lack of situational awareness, and inadequate communication channels. Without clear triggers and predefined EEl)s, organizations may struggle to assess the severity of the situation accurately and to act decisively.

**Challenges in Staffing Post Hurricane to Support an Evacuation:** Staffing down during a hurricane is a common strategy to ensure the safety of non-essential personnel and to conserve resources. However, this approach can create a significant lag in operational capacity when there is a sudden need to support another facility's evacuation. The difficulty in rapidly increasing staff levels to handle the influx of patients and additional operational demands can lead to delays in providing care and strain on existing staff.

## OBJECTIVE ONE: DISCUSS AND EVALUATE YOUR ORGANIZATION'S HURRICANE PREPAREDNESS AND PLANNING EFFORTS PRIOR TO LANDFALL.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

If an objective is indicated as meeting the “full” capability level, there were no Areas for Improvement identified. If there were Areas for Improvement identified by the evaluators and participants, the capability level should be noted as being “partial.”

## STRENGTHS

The partial capability level can be attributed to the following strengths:

**Strength 1.1:** One of the significant strengths observed during the hurricane exercise was the extensive experience and institutional knowledge possessed by the participants. Many of the participants have a rich history of dealing with hurricanes, having lived through numerous storms and being involved in various response and recovery efforts. This wealth of lived experiences provided a solid foundation for the discussion of decision-making and problem-solving throughout the exercise.

**Strength 1.2:** Participants noted the importance of activating an Incident Management Team early on to provide continuous monitoring of the storm, assess potential impacts, and determine critical priorities. An Incident Management Team has proven pivotal in past responses, as a hurricane’s impact can rapidly change.

**Strength 1.3:** The presence of well-established Memoranda of Agreement (MOAs) and Memoranda of Understanding (MOUs) was identified among the participating agencies. These agreements facilitate collaboration, resource sharing, and coordinated response efforts during hurricane events. Most participants discussed a commitment to maintain these agreements by reviewing them on an annual basis.

**Strength 1.4:** A commendable best practice identified during the exercise was the proactive approach for pre-staging personnel and supplies ahead of the storm so that there was guaranteed access to those resources.

If you have additional strengths to note, please add lines and supporting information as needed.

## AREAS FOR IMPROVEMENT

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

**Area for Improvement 1.1:** Consistent Education for Operational Staff

**Analysis:** A critical area for improvement identified during the hurricane exercise is the need for consistent and ongoing education for operational staff. The high turnover rate, often described as a “revolving door” of staff experience, has created challenges in maintaining a consistently high level of preparedness and operational effectiveness.

**Recommendations for Improvement:** It is the recommendation that organizations evaluate their gaps in staff training and implement regular training programs for all operational staff, ensuring that new hires and existing personnel receive consistent education on emergency management protocols, procedures, and best practices.

**Area for Improvement 1.2:** Evaluation of Continuity of Operations (COOP) Plans

**Analysis:** Based on discussion, there is variability in the levels of COOP planning among participants. While some organizations have well-developed and regularly tested COOP plans, others are at earlier stages of development or lack comprehensive updates. By prioritizing the regular evaluation and updating of COOP plans, organizations can enhance their resilience and ensure the continuity of critical operations during and after hurricane events.

**Recommendations for Improvement:** It is the recommendation that participants establish a regular schedule for reviewing and updating their COOP plans, ensuring that they remain current and effective. It is also to note that Florida Healthcare Coalitions are sponsoring Comprehensive Emergency Management Plan Development Workshops. These workshops are a great opportunity to evaluate the status of current plans.

**Area for Improvement 1.3:** Development of Emergency Response Guides for Key Incident Management Personnel

**Analysis:** An important area for improvement identified during the hurricane exercise is the need for organizations to develop comprehensive emergency response guides for key incident management personnel. These guides are designed to supplement emergency response plans and provide staff with key action steps to take throughout their response. These guides are essential for ensuring that all personnel have clear, standardized instructions to follow during an emergency.

**Recommendations for Improvement:** Organizations should develop detailed emergency response guides that outline the roles, responsibilities, and procedures for key incident management personnel. These guides should cover various scenarios and provide step-by-step instructions.

If you have additional Areas for Improvement to note, please add lines and supporting information as needed. Additionally, ensure that “what was supposed to happen” and “what occurred” is accurately depicted for your organization in the following section.

## OBJECTIVE TWO: IDENTIFY AND DISCUSS HOW AND FROM WHOM YOU WILL RECEIVE INFORMATION AND HOW AND WITH WHOM YOU WILL SHARE INFORMATION.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

If an objective is indicated as meeting the “full” capability level, there were no Areas for Improvement identified. If there were Areas for Improvement identified by the evaluators and participants, the capability level should be noted as being “partial.”

## STRENGTHS

The partial capability level can be attributed to the following strengths:

**Strength 2.1:** The robust internal communications plans maintained by participating organizations was a strength of note during the exercise. These plans ensure that staff are promptly notified of storms, schedule changes, and important updates through a variety of



communication channels. The use of formal mass notification systems, email, chats, and text messages demonstrates a comprehensive approach to keeping all personnel informed and prepared.

**Strength 2.2:** The healthcare coalition serves as a robust source of information and information sharing for all regional stakeholders. The coalition's effectiveness extends beyond exercises, having proven invaluable during actual events.

**Strength 2.3** Participants have the ability to gather information from multiple reliable sources in the event of severe weather. These sources included the National Weather Service (NWS), the National Oceanic and Atmospheric Administration (NOAA), the Healthcare Coalition (HCC), emergency managers, and the hospital association. Access to diverse and authoritative information sources greatly enhanced situational awareness and decision-making.

If you have additional strengths to note, please add lines and supporting information as needed.

## AREAS FOR IMPROVEMENT

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

**Area for Improvement 2.1:** Increased Sharing of Status Updates and Information During an Incident

**Analysis:** An area for improvement identified during the exercise is the need for organizations to improve the sharing of their status information with others during an event. While participants successfully gather information from a variety of reliable sources, more effective communication of their own status would enhance overall situational awareness and coordination at the regional level.

**Recommendations for Improvement:** It is the recommendation that stakeholders create a method of standardized reporting for critical partners. The absence of standardized reporting mechanisms led to gaps in communication, making it challenging for all stakeholders to have a clear and comprehensive understanding of each organization's status during the event.

If you have additional Areas for Improvement to note, please add lines and supporting information as needed. Additionally, ensure that “what was supposed to happen” and “what occurred” is accurately depicted for your organization in the following section.

## OBJECTIVE THREE: DISCUSS AND ASSESS YOUR FACILITY'S DECISION-MAKING PROCESS TO EVACUATE OR SHELTER-IN-PLACE.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

If an objective is indicated as meeting the “full” capability level, there were no Areas for Improvement identified. If there were Areas for Improvement identified by the evaluators and participants, the capability level should be noted as being “partial.”

## STRENGTHS

The partial capability level can be attributed to the following strengths:

**Strength 3.1:** Participants discussed their ability to house staff on-site should they need to shelter-in-place during a severe weather incident. This level of preparedness ensures that essential personnel can remain on duty throughout the duration of the storm, maintaining critical operations and supporting response efforts.

**Strength 3.2:** In the event of a necessary evacuation, organizations have proactively identified locations to which they will evacuate. Communication and coordination with these evacuation sites is ongoing and discussed annually.

**Strength 3.3:** The Northeast Florida region demonstrates a strong and structured Emergency Support Function – 8 (ESF-8) role that can be leveraged once activated. The ESF-8 role at the local and state level can assist in resource needs and coordination efforts.

**Strength 3.4:** Organizations understand the critical importance of conducting consistent and frequent infrastructure assessments during and immediately after a storm should they elect to shelter-in-place. These assessments are crucial for ensuring the safety of personnel and the operational integrity of facilities in challenging weather conditions. Key aspects of this best practice include immediate post-storm inspections, rapid response teams, and documentation and reporting of findings.

If you have additional strengths to note, please add lines and supporting information as needed.

## AREAS FOR IMPROVEMENT

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

**Area for Improvement 3.1:** Availability of Transportation Resources for Evacuation

**Analysis:** A significant concern highlighted during the exercise was the adequacy and availability of transportation resources should a facility need to evacuate. Participants identified challenges related to securing sufficient transportation for evacuating staff and patients, which could potentially impact timely and safe relocation during emergencies.

**Recommendations for Improvement:** It is the recommendation that organizations conduct a thorough assessment of available transportation resources, identifying gaps and establishing contingency plans for securing additional resources if needed. It is also recommended that organizations evaluate the value of a Hospital and Emergency Medical Services Liaison that can assist in identifying real-time transportation asset availability. This position would ideally be included in the organization’s incident management structure.

**Area for Improvement 3.2:** Establishing Clear Evacuation Triggers and Identifying Essential Elements of Information (EElS)

**Analysis:** During the exercise, it was evident that participating organizations lacked clear criteria or trigger points for evacuation. The ambiguity in evacuation triggers can result from various factors, including insufficient predefined criteria, lack of situational awareness, and inadequate communication channels. Without clear triggers and predefined EElS, organizations may struggle to assess the severity of the situation accurately and to act decisively.

**Recommendations for Improvement:** It is the recommendation that organizations convene a working group to develop a decision-making matrix which outlines criteria for evacuation versus sheltering-in-place. Criteria included in decision-making may include data on weather conditions, threat assessments, infrastructure integrity, and resource availability.

If you have additional Areas for Improvement to note, please add lines and supporting information as needed. Additionally, ensure that “what was supposed to happen” and “what occurred” is accurately depicted for your organization in the following section.

**OBJECTIVE FOUR: ASSESS YOUR FACILITY’S ABILITY TO RECEIVE PATIENTS/RESIDENTS FROM OTHER FACILITIES.**

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

If an objective is indicated as meeting the “full” capability level, there were no Areas for Improvement identified. If there were Areas for Improvement identified by the evaluators and participants, the capability level should be noted as being “partial.”

**STRENGTHS**

The partial capability level can be attributed to the following strengths:

**Strength 4.1:** The willingness of participating organizations to share resources, including medical personnel, equipment, transportation resources, and supplies, exemplifies the strong commitment to community-wide healthcare resilience. This cooperative approach underscores the robustness of the existing mutual aid agreements and the effectiveness of pre-established relationships.

**Strength 4.2:** The ability to balance the provision of assistance with maintaining internal resilience is critical in emergency management. Participants displayed a high level of situational awareness and due diligence, assessing their capabilities before committing resources to assist others.

If you have additional strengths to note, please add lines and supporting information as needed.

## AREAS FOR IMPROVEMENT

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

### **Area for Improvement 4.1:** Challenges in Staffing Post Hurricane to Support an Evacuation

**Analysis:** Staffing down during a hurricane is a common strategy to ensure the safety of non-essential personnel and to conserve resources. However, this approach can create a significant lag in operational capacity when there is a sudden need to support another facility's evacuation. The difficulty in rapidly increasing staff levels to handle the influx of patients and additional operational demands can lead to delays in providing care and strain on existing staff.

**Recommendations for Improvement:** If an organization is likely to be called upon to receive patients from an evacuating facility, it is recommended that those organizations create a detailed contingency plan that outlines procedures for rapidly increasing staff levels in support of other impacted facilities. These plans can include pre-identified personnel who can be called back to work on short notice or include agreements with staffing agencies to provide additional support.

If you have additional Areas for Improvement to note, please add lines and supporting information as needed. Additionally, ensure that “what was supposed to happen” and “what occurred” is accurately depicted for your organization in the following section.

## APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan was developed based on the results of the Tropical Tango exercises which were held on June 11 and June 13, 2024. The Improvement Plan is the section of the AAR/IP that outlines the steps your organization can take to improve on the overarching Areas for Improvement identified during the exercise.

This improvement plan was prepared based on the results of this exercise. We invite you to personalize it by adding your specific areas for improvement and corrective actions in the blank space provided. You are also free to edit the entire chart to align with your needs or recommendations. **Remember to complete the highlighted sections of the improvement plan.**

- **Column 1: Exercise Objectives** – This is a list of all the objectives from the exercise.
- **Column 2: Issue \ Area for Improvement** – These areas for improvement are populated based on the analysis and recommendations sections from above. The areas for improvement were identified based on the results of the exercise and additional areas for improvement can be added based on your own personal notes.
- **Column 3: Corrective Action(s)** - For each area for improvement, the actions needed to address the area for improvement are listed. You can add your own corrective actions to this chart.
- **Column 4: Capability Element** – For each corrective action, a capability element is identified (Planning, Organization, Equipment, Training, Exercises) to assign a target for your corrective actions.
- **Column 5: Assigned To** - List here who is tasked with seeing the corrective actions through to completion.
- **Column 6: Start Date** - List the date that work on each corrective action will begin.
- **Column 7: Target Completion Date** - List the date on which you plan to have the corrective actions completed.

### *Tips and Tricks for Improvement Planning:*

- This Improvement Plan was developed based on the cumulative results of the exercise. Not all areas for improvement may be applicable to your organization. Please feel free to delete or update the listed items as needed.
- It is a **GOOD THING** to have areas for improvement and action items in every exercise you conduct. Nothing will go perfectly – this is your opportunity to dig in and look for ways to improve.

Exercise Objective	Issue/Area for Improvement	Corrective Actions	Capability Element	Assigned To	Start Date	Target Completion Date
<b>Objective One:</b> Discuss and evaluate your organization's hurricane preparedness and planning efforts prior to landfall.	<b>Area for Improvement 1.1:</b> Consistent Education for Operational Staff	Evaluate their gaps in staff training and implement regular training programs for all operational staff	Training	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization
	<b>Area for Improvement 1.2:</b> Evaluation of Continuity of Operations (COOP) Plans	Establish a regular schedule for reviewing and updating their COOP plans,	Planning	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization
	<b>Area for Improvement 1.3:</b> Development of Emergency Response Guides for Key Incident Management Personnel	Develop detailed emergency response guides that outline the roles, responsibilities, and procedures for key incident management personnel.	Planning	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization
	Use this space to add your own area of improvement related to objective 1.	Use this space to add your own corrective actions for your identified area of improvement.	Planning, Organizing, Exercise, Training, Equipment	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization
	Use this space to add your own area of improvement related to objective 1.	Use this space to add your own corrective actions for your identified area of improvement.	Planning, Organizing, Exercise, Training, Equipment	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization

Exercise Objective	Issue/Area for Improvement	Corrective Actions	Capability Element	Assigned To	Start Date	Target Completion Date
<b>Objective Two:</b> Identify and discuss how and from whom you will receive information and how and with whom you will share information.	<b>Area for Improvement 2.1:</b> Increased Sharing of Status Updates and Information During an Incident.	Create a method of standardized reporting for critical partners.	Planning	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization
	Use this space to add your own area of improvement related to objective 2.	Use this space to add your own corrective actions for your identified area of improvement.	Planning, Organizing, Exercise, Training, Equipment	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization
	Use this space to add your own area of improvement related to objective 2.	[Use this space to add your own corrective actions for your identified area of improvement.	Planning, Organizing, Exercise, Training, Equipment	To be completed by participating organization	To be completed by participating organization	To be completed by participating organization

Exercise Objective	Issue/Area for Improvement	Corrective Actions	Capability Element	Assigned To	Start Date	Target Completion Date
<p><b>Objective Three:</b> Discuss and assess your facility's decision-making process to evacuate or shelter-in-place.</p>	<p><b>Area for Improvement 3.1:</b> Availability of Transportation Resources for Evacuation</p>	<p>Conduct a thorough assessment of available transportation resources, identifying gaps and establishing contingency plans for securing additional resources if needed.</p>	<p>Planning</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>
		<p>Evaluate the value of a Hospital and Emergency Medical Services Liaison that can assist in identifying real-time transportation asset availability.</p>	<p>Planning</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>
	<p><b>Area for Improvement 3.2:</b> Establishing Clear Evacuation Triggers and Identifying Essential Elements of Information (EElS)</p>	<p>Convene a working group to develop a decision-making matrix which outlines criteria for evacuation versus sheltering-in-place.</p>	<p>Organizing / Planning</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>
	<p>Use this space to add your own area of improvement related to objective 3.</p>	<p>Use this space to add your own corrective actions for your identified area of improvement.]</p>	<p>Planning, Organizing, Exercise, Training, Equipment</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>
	<p>Use this space to add your own area of improvement related to objective 3.</p>	<p>[Use this space to add your own corrective actions for your identified area of improvement.</p>	<p>Planning, Organizing, Exercise, Training, Equipment</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>



Exercise Objective	Issue/Area for Improvement	Corrective Actions	Capability Element	Assigned To	Start Date	Target Completion Date
<p><b>Objective Four:</b> Assess your facility's ability to receive patients/residents from other facilities.</p>	<p><b>Area for Improvement 4.1:</b> Challenges in Staffing Post Hurricane to Support an Evacuation</p>	<p>Create a detailed contingency plan that outlines procedures for rapidly increasing staff levels in support of other impacted facilities.</p>	<p>Planning</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>
	<p>Use this space to add your own area of improvement related to objective 4.</p>	<p>Use this space to add your own corrective actions for your identified area of improvement.</p>	<p>Planning, Organizing, Exercise, Training, Equipment</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>
	<p>Use this space to add your own area of improvement related to objective 4.</p>	<p>Use this space to add your own corrective actions for your identified area of improvement.</p>	<p>Planning, Organizing, Exercise, Training, Equipment</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>	<p>To be completed by participating organization</p>

## APPENDIX B: EXERCISE PARTICIPANTS

If your organization is not listed or is listed incorrectly, please make the necessary changes to your copy of this document. Please remember to delete this red box prior to finalization.

Participating Organizations for June 11, 2024	
Organization Name	Organization Type
All Care Home Nursing Services	Home Health Agency
Angels of Care	Home Health Agency
Ascension St. Vincent's Riverside	Hospital
Aspire at San Jose	Skilled Nursing Facility (SNF)
Aspire Health Group	All-Inclusive Care for the Elderly (PACE)
Brooks Rehabilitation	Skilled Nursing Facility (SNF), Clinics, Rehabilitation Agencies, and Public Health Agencies as Providers of Outpatient Physical Therapy and Speech-Language Pathology Services
Brooks, University Crossing	Skilled Nursing Facility (SNF)
Clyde E Lassen State Veterans Home	Skilled Nursing Facility (SNF)
Cross City Nursing and Rehab	Skilled Nursing Facility (SNF)
Encompass Health Rehabilitation Hospital	Hospital
Five Oaks Rest Home	Assisted Living
Florida Department of Health - Flagler	Emergency Management
Florida Department of Health - Nassau	Public Health
Fresenius Medical Care	Dialysis
Fresenius Medical Care - Lake City Home Therapies	Dialysis
Gainesville Regional Utilities	Emergency Management
HCA Florida North Florida Hospital	Hospital
Lake Butler Hospital	Hospital
Mederi Caretenders Home Health Care	Home Health Agency
Northeast Florida Regional Council / Region 3 Healthcare Coalition Alliance	Healthcare Coalition
Oak Hammock at the University of Florida	Skilled Nursing Facility (SNF)

Participating Organizations for June 11, 2024	
Oak View Health and Rehabilitation	Skilled Nursing Facility (SNF)
Ocala Oaks Rehabilitation Center	Skilled Nursing Facility (SNF)
Page Rehabilitation and Healthcare	Long Term Care (LTC)
Palatka Center for Rehabilitation and Healing	Long Term Care (LTC)
Pavilion For Health Care	Skilled Nursing Facility (SNF)
River City Nursing and Rehab	Skilled Nursing Facility (SNF)
Taylor Care Center	Skilled Nursing Facility (SNF)
The Fountains at Mill Cove	Long Term Care (LTC)
University of Florida	Emergency Management
University of Florida Hospital Shands	Hospital

Participating Organizations for June 13, 2024	
Organization Name	Organization Type
Ascension St. Vincent's Southside	Hospital
Brooks Rehabilitation	Clinics, Rehabilitation Agencies, and Public Health Agencies as Providers of Outpatient Physical Therapy and Speech-Language Pathology Services
Florida Department of Health - Flagler	Public Health
Fountains at Mill Cove	Skilled Nursing Facility (SNF)
HCA Florida Ocala Hospital	Hospital
HCA Florida Putnam Hospital	Hospital
Hospice of Marion County	Hospice
Lafayette Nursing and Rehabilitation Center	Skilled Nursing Facility (SNF)
Lakeside	Skilled Nursing Facility (SNF)
Middleburg Rehabilitation and Nursing	Skilled Nursing Facility (SNF)
North Central Florida Hospice, Inc.	Hospice
Northeast Florida Regional Council / Region 3 Healthcare Coalition Alliance	Healthcare Coalition
Pruitt Health Fleming Island	Skilled Nursing Facility (SNF)

Participating Organizations for June 13, 2024	
St. Johns Department of Health	Public Health
UF Health	Skilled Nursing Facility (SNF)
UF Health Rehab Hospital	Hospital

## APPENDIX D: ACRONYMS

Acronym	Term
AAR/IP	After Action Report / Improvement Plan
ASCs	Ambulatory Surgical Centers
ASPR	Administration for Strategic Preparedness & Response
CMS	Centers for Medicare & Medicaid Services
COOP	Continuity of Operations
CORFs	Comprehensive Outpatient Rehabilitation Facilities
DHS	Department of Health and Human Services
EEI	Essential Elements of Information
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HHAs	Home Health Agencies
HICS	Hospital Incident Command System
HPP	Hospital Preparedness Program
HSEEP	Homeland Security Exercise and Evaluation Program
ICFs/IIDs	Intermediate Care Facilities for Individuals with Intellectual Disabilities
ICS	Incident Command System
LTCs	Long Term Care
MOU	Memorandum of Understanding
PACE	Program for the All-Inclusive Care for the Elderly
PRTFs	Psychiatric Residential Treatment Facilities
SME	Subject Matter Expert
TRACIE	Technical Resources, Assistance Center, and Information Exchange
TTX	Tabletop Exercise