

## Health Care Provider After Action Report/Improvement Plan

**Enter Organization Name**

### Health Care Provider After Action Report/Improvement Plan

Tabletop Exercise  
Active Shooter Event

Prepared by

[Redacted]

Date of Exercise

July 11, 2019

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## Executive Summary

Some information in the Executive Summary will be completed AFTER the rest of the document is finalized.

The Tabletop Exercise for a Active Shooter was developed to test the Emergency Operations Plan. The exercise planning team was composed of Nicole Peace Coarsey (LDH/OPH/BPCRH), Avis Richard-Griffin(LDH/OPH/BPCRH), and Stacy Fontenot (LRHA). The exercise planning team discussed numerous situations that would help test the viability of the Emergency Operations Plan.

Planning for the exercise began mid-January, where the exercise objectives, scope and scenario were discussed. This exercise focused on key aspects of the emergency management plan with regards to the response of health center staff to the crisis, responder coordination, critical decisions, and the integration of health center assets to perform based on planning practices. This exercise was not an inspection and was conducted in a no-fault atmosphere.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support the development of corrective actions that will guide future emergency preparedness initiatives to advance overall emergency preparedness within each facility.

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Target Capabilities List (TCL). The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to corresponding activities and tasks to provide additional detail.

Based upon the identified exercise objectives below, the exercise planning team has decided to demonstrate the following capabilities during this exercise:

**Target Capability - Planning:** Planning is the mechanism through which Federal, State, local and tribal governments, non-governmental organizations (NGOs), and the private sector develop, validate, and maintain plans, policies, and procedures describing how they will prioritize, coordinate, manage, and support personnel, information, equipment, and resources to prevent, protect and mitigate against, respond to, and recover from Catastrophic events.

**Activity 1:** Evaluate operational plans through exercising, training, and real-world events, and use after-action reports (AARs) to support validation and revision of operational and strategic plans.

**Critical Task:** ComA 3.5 Develop, review, evaluate and update emergency management and/or preparedness plans based on lessons learned and/or AARs to address problems/gaps and needed corrective actions.

## Major Strengths

Enter the major strengths identified during the exercise (include the top 3 strengths, at a minimum)

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## Areas of Improvement

Enter areas for improvement identified during the exercise, including recommendations (include the top 3 areas, at a minimum)

## Exercise Success

Describe the overall exercise as successful or unsuccessful, and briefly state the areas in which subsequent exercises should focus

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## Section 1: Exercise/Event Overview

**Exercise/Event Name:** Active Shooter Event

**Exercise Date:** April 2, 2018

**Duration (insert the total length of the exercise or event in terms of days or hours, as appropriate):** 3 hours

### Type of Exercise/Event Completed:

#### *Discussion-Based Exercise*

Seminar       Workshop       Tabletop       Games

#### *Operations-Based Exercise*

Drill       Full-Scale Exercise       Functional Exercise

#### *Emergency Event*

Event

### Exercise Objectives

- **Objective 1:** Reveal planning weaknesses in the Emergency Management Plan and its standard operating procedures or to test or validate recently changed procedures.
- **Objective 2:** Identify current capabilities to respond to an Active Shooter Event.
- **Objective 3:** Increase the general awareness and understanding of the potential hazard.

### Capabilities:

**Target Capability - Planning:** Planning is the mechanism through which Federal, State, local and tribal governments, non-governmental organizations (NGOs), and the private sector develop, validate, and maintain plans, policies, and procedures describing how they will prioritize, coordinate, manage, and support personnel, information, equipment, and resources to prevent, protect and mitigate against, respond to, and recover from Catastrophic events.

**Activity 1:** Evaluate operational plans through exercising, training, and real-world events, and use after-action reports (AARs) to support validation and revision of operational and strategic plans.

**Critical Task:** ComA 3.5 Develop, review, evaluate and update emergency management and/or preparedness plans based on lessons learned and/or AARs to address problems/gaps and needed corrective actions.

### Scenario: Describe the exercise scenario type

The scenario for this Virtual Tabletop Exercise is an Active Shooter Event. The scenario begins with an employee being terminated from the clinic and making threatening statements while being escorted out of the building by security. The scenario continues when a few days later, the terminated employee returns to the clinic with a gun and begins to open fire.

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**Location:**

This virtual tabletop exercise took place utilizing GoToWebinar and was conducted virtually. Each participant was able to access multiple handouts and templates, participate in small group activities at their respective locations, and respond utilizing the functions within the web application.

This AAR/IP is specific to the [REDACTED] located at [REDACTED].

Partners and participants who participated in the tabletop exercise include:

**(Add to the list as needed)**

- Louisiana Department of Health/Office of Public Health/Bureau of Primary Care and Rural Health
- Louisiana Rural Health Association

**Number of Participants:**

**(The number of players is the number of participants in the virtual tabletop exercise.)**

- Players: [REDACTED]
- Facilitators: 1

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## Section 2: Exercise Design Summary

### Exercise Purpose and Design:

This Virtual Tabletop Exercise (TTX) involved key personnel discussing a simulated scenario in an informal setting. This virtual tabletop exercise took place utilizing GoToWebinar and was conducted virtually. Each participant was able to access multiple handouts and templates, participate in small group activities at their respective locations, and respond utilizing the functions within the web application. The objectives (purpose) of the exercise were to:

- Discuss a hazard-specific scenario to determine how our organization would respond during an Active Shooter Event, paying special attention to our emergency response plan, capabilities, and staff responsibilities.
- Identify any weaknesses in our plan, consider the best ways to respond to our employees' and patients' needs, and ensure our facility is operational as soon as possible after the event.
- Debrief after the scenario to improve our response to emergencies and disasters and trouble shoot any other unresolved questions.

This exercise was designed as a Virtual Tabletop Exercise to include a facilitator, PowerPoint slide-deck used by the Exercise Facilitator, handouts for participants to use to capture critical information, and templates for participants to use post-exercise.

### Exercise Objectives and Capabilities:

All of the exercise objectives were demonstrated during exercise play and ultimately accomplished. Through demonstration of these objectives, the exercise players successfully simulated an effective response to scenario events. At the same time, exercise play revealed ways in which future responses could be made more effective.

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Target Capabilities List (TCL). The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Based upon the identified exercise objectives below, the exercise planning team has decided to demonstrate the following capabilities during this exercise:

**Target Capability - Planning:** Planning is the mechanism through which Federal, State, local and tribal governments, non-governmental organizations (NGOs), and the private sector develop, validate, and maintain plans, policies, and procedures describing how they will prioritize, coordinate, manage, and support personnel, information, equipment, and resources to prevent, protect and mitigate against, respond to, and recover from Catastrophic events.

Activity 1.1: Evaluate operational plans through exercising, training, and real-world events, and use after-action reports (AARs) to support validation and revision of operational and strategic plans.

### Scenario Summary:

Initial Scenario:

Date: Friday, February 19

Time: 11:00am EST

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A member of your front office, who has been with your clinic for eight years, has just had his employment terminated. As he is escorted out of the building by security, he tells them they will regret treating him like this.

### **Scenario Update #1:**

Date: Monday, April 5

Time: 9:15 am EST

A popping sound is heard within the building. An employee runs into your office shouting that there is a man firing a gun in the hall.

### **Scenario Update #2:**

You decide to shelter in place in an office, and secure the immediate area. The popping noises seem to be coming from your floor. There is yelling and screaming outside your door.

A patient (with her child) knocks frantically on your door pleading to be let in.

### **Scenario Update #3:**

You hear someone attempting to open the door, then several loud shots. After a few minutes of silence, it appears that the shooter may have moved on.

For nearly an hour there is no sound from outside your door. Employees are receiving calls from family members who have learned of the active shooter in your building. Emergency personnel can be seen outside. The patient tells you she wants to leave your office.

### **Scenario Update #4:**

Law enforcement personnel arrive outside your office door and direct you to evacuate the building.

Upon evacuation, your employees are cornered by news reporters asking about the experience. Some employees do not have their car or house keys and are concerned about getting home.

### **Scenario Update #5:**

The shooter has been apprehended by law enforcement.

There has been one death (an employee) and several injured.

The building is designated a crime scene and is closed for a week.

### **Scenario Update #6:**

Date: Monday, April 12 You are able to get back into the building and resume normal business operations. Several employees ask for more time to emotionally recover from the event.

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### Analysis of Critical Objectives Performance

Complete the Improvement Plan prior to completing this section. Improvement Plan located in next section.

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives of this exercise are listed below, followed by the corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations. Activity/task assessments will follow.

**Capability 1 Planning:** Planning is the mechanism through which Federal, State, local and tribal governments, non-governmental organizations (NGOs), and the private sector develop, validate, and maintain plans, policies, and procedures describing how they will prioritize, coordinate, manage, and support personnel, information, equipment, and resources to prevent, protect and mitigate against, respond to, and recover from Catastrophic events.

Activity 1.1: Evaluate operational plans through exercising, training, and real-world events, and use after-action reports (AARs) to support validation and revision of operational and strategic plans.

Observation 1.1:

Analysis:

Recommendations:

Observation 1.2:

Analysis:

Recommendations:

Observation 1.3:

Analysis:

Recommendations:

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### Section 3: Improvement Plan

This Improvement Plan (IP) should include the top three key recommendations and corrective actions (at a minimum) identified in the Critical Objectives Performance section. Insert additional rows to the table if more than three recommendations and corrective actions have been identified. **Use this information to complete the previous section. For every observation/recommendation, you must add that information to the section above.**

Capability Activity	Top 3 Observations	Top 3 Recommendations	Corrective Action Description	Facility POC	Start Date	Completion Date
Planning	Observation 1.1	Recommendation 1				
	Observation 1.2	Recommendation 2				
	Observation 1.3	Recommendation 3				

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### Section 4: Conclusion

This section is a conclusion for the entire document, and should be used as a summary of all the sections of the AAR/IP. The Conclusion should include the following:

- Participants demonstrated capabilities
- Lessons learned
- Top 3 recommendations (at a minimum)
- Summary of what steps should be taken to ensure that the concluding results will help to further refine plans, procedures and training for this type of incident.

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### APPENDIX A: ACRONYMS

Any acronym used in the AAR/IP should be listed alphabetically and spelled out.

ACRONYMS	
Acronym	Meaning

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### **APPENDIX B: DOCUMENTATION**

Attach copies of notes gathered during the table top exercise.

Attach any other documentation you feel necessary to validate this AAR/IP