[Exercise Name]

Situation Manual

[Date]

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.

# Exercise Overview

|  |  |
| --- | --- |
| **Exercise Name** | [Insert the formal name of exercise, which should match the name in the document header] |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a tabletop exercise planned for 4 hours at [exercise location]. Exercise play is limited to [exercise parameters]. |
| **Focus Area(s)** | Prevention, Response, Recovery |
| **Capabilities** | Incident Management and CoordinationOperational ContinuityInformation Management |
| **Objectives** | 1. Discuss ability of health center to identify and manage high-risk patients
2. Review capabilities and needs to maintain continuity of operations during an extreme heat event
3. Review internal and external communication strategies
 |
| **Threat or Hazard** | Extreme heat, local power outage |
| **Scenario** | An extreme heat event over a holiday weekend causes heat-related illness and power outages |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable] |
| **Participating Jurisdictions/ Organizations** | [Insert a brief summary of the total number of participants and participation level (i.e., Federal, State, local, Tribal, non-governmental organizations (NGOs), and/or international agencies). Consider including the full list of participating agencies in Appendix B. Delete Appendix B if not required.] |
| **Point of Contact** | [Insert the name, title, agency, address, phone number, and email address of the primary exercise POC (e.g., exercise director or exercise sponsor)] |

# General Information

## Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team.

| **Exercise Objectives** | **Capability** |
| --- | --- |
| 1. Discuss ability of health center to identify and manage high-risk patients
 | Incident Management and Coordination |
| 1. Review capabilities and needs to maintain continuity of operations during an extreme heat event
 | Operational ContinuityIncident Management and Coordination |
| 1. Review internal and external communication strategies
 | Information Management |

Table 1. Exercise Objectives and Associated Capabilities

## Participant Roles and Responsibilities

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

* **Players:** Personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
* **Observers:** Do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
* **Facilitators:** Provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the 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, polices, and procedures.

## Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following 3 modules:

* Module 1: Advance Warning and Health Center Preparedness
* Module 2: Community-wide Impacts
* Module 3: Early Recovery

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 of appropriate issues. For this exercise, the functional groups are as follows:

* Clinical
* Administration
* Facilities

After these 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 Guidelines

* This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.
* Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
* Decisions are not precedent setting and may not reflect your jurisdiction’s/ 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 recommended actions that could improve efforts. Problem-solving efforts should be the focus.
* The assumption is that the exercise scenario is plausible and events occur as they are presented. All players will receive information at the same time.

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in 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)/Improvement Plan (IP)

# Module 1: Advance Warning and Health Center Preparedness

## Scenario

### Friday, June 27, 2025, 10:00am

The National Weather Service has forecast a period of extreme heat beginning on Thursday, July 3rd and lasting into the following week. The health center is typically closed on July 4th and several staff have scheduled vacation days for Thursday and/or Monday.

The temperature is expected to exceed 110° for six days.

The community has a history of planned and unplanned power outages during heatwaves. The local emergency operations center has been activated and the local government is making preparations. Primary concerns are planned 4th of July celebrations, significant numbers of people living without air-conditioning and/or on limited income.

The health center sees many patients who would be considered at risk including elderly, people with heart disease, people with asthma and other respiratory ailments, outdoor laborers, and children.

## Key Issues

* Extreme heat forecasted
* Holiday weekend
* Staffing levels lower than usual
* Patients at risk

## Questions

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

The following questions are provided as suggested subjects 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.

### Clinical

1. What are you most concerned about at this time?
2. Are you concerned about any specific patient populations? If so, which ones?
3. What specific actions would you undertake at this time?
4. How are you planning for the week ahead? What actions are you undertaking?

### Administration

1. What are you most concerned about at this time?
2. How do the scheduled staff vacation days impact planning?
3. Will you be reaching out to any external partners? If so, which ones? What would be the nature of the outreach? Ex: Information sharing, request for aid, etc…

### Facilities

1. What preparations will you undertake to prepare the facility?
2. What resources will you need to prepare the facility?

# Module 2: Community-wide Impacts

## Scenario

### Monday, July 7, 2025, 11:00am

It is currently 112° and the temperature is expected to keep rising. Local transportation remains functional but there are concerns about people waiting at bus stops and bus service may be suspended. Local day camps have been ordered to close. Cooling centers remain open, but attendance is low.

There have been rolling blackouts all weekend. The official 4th of July festivities were cancelled in an effort to keep people out of the heat but people chose to hold their own parties. Fireworks have sparked fires but so far all have been contained quickly. Fire risk remains high.

The phones have been ringing all morning with sick patients. There have been three no-shows for previously scheduled appointments. Patient volume for walk-ins is up by 40%. At least two patients are showing signs of heat stroke. One local hospital is on diversion.

Two staff members are out sick.

The power remains on at the health center however the local emergency management office has advised that the power will be shut off Tuesday morning at 8:00am in an attempt to protect the power grid.

## Key Issues

* Heat continues to rise
* Community impacts include significant numbers of sick people and power outages
* Health center will experience planned power outage

## Questions

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

The following questions are provided as suggested subjects 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.

### Clinical

1. What are your current priorities?
2. How is staffing impacting your ability to provide care?
3. While currently managing patient load, what is something can you do to prevent more illness?
4. Which of your patients are most at risk?
5. Do you have the capacity to do wider outreach? If so, what does that look like?

### Administration

1. What are you most concerned about at this time?
2. What kind of support can you provide to patients as they arrive?
3. What information can you provide to patients about community resources such as cooling centers?
4. Given the planned power outage, what actions are you taking? Which external partners are you reaching out to?
5. What types of internal and external communications are you engaging in?
6. How are you supporting the broader community response?

### Facilities

1. Can the health center function during a planned power outage?
2. If so, what actions do you need to take at this point?
3. If not, what actions do you need to take at this point?
4. What can you do to maintain indoor temperature and air quality?

# Module 3: Early Recovery

## Scenario

### Friday, July 11, 11:00am

The temperature is beginning to drop and will continue to do so over the weekend. Temperatures remain high though. The planned power outage only lasted one day and the health center is back on standard power.

Numerous deaths have been reported in the community and there are concerns that the numbers are under-reported. Cooling centers have been under-utilized and there are concerns about people remaining in their homes without air-conditioning.

Patient volume has remained high all week but staffing levels are back to normal. To date, seven of your patients have been sent to the hospital.

## Key Issues

* The community is in the early stages of recovery as the temperature begins to drop
* Patient volume remains high
* People remain at risk in their own homes if they do not have air-conditioning

## Questions

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

The following questions are provided as suggested subjects 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.

### Clinical

1. What are you most concerned about at this time?
2. What types of health impacts have you been seeing?
3. What can you do to mitigate the impact?

### Administration

1. What are you most concerned about at this time?
2. What does your coordination with external partners look like?
3. What kind of support do you need?
4. What kind of support can you provide?

### Facilities

1. What was the impact from the planned power outage?
2. What actions did you take during and after the planned outage?

# Appendix A: Exercise Schedule

**Note:** Because this information is updated throughout the exercise planning process, appendices may be developed as stand-alone documents rather than part of the SitMan.

|  |  |
| --- | --- |
| Date | [Insert Date] |
| [Time] | Registration |
| [Time] | Welcome and Introductions |
| [Time] | Module 1: Advance Warning and Health Center Preparedness |
| [Time] | Break |
| [Time] | Module 2: Community-wide Impacts |
| [Time] | Break |
| [Time] | Module 3: Early Recovery |
| [Time] | Break |
| [Time] | Hotwash |
| [Time] | Closing Comments |

# Appendix B: Exercise Participants

| **Participating Staff** |
| --- |
| **Clinical** |
|  |
|  |
|  |
| **Administration** |
|  |
|  |
|  |
| **Facilities** |
|  |
|  |
|  |
| **Observers** |
|  |
|  |
|  |

# Appendix C: Relevant Plans

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]

# Appendix D: Acronyms

| Acronym | Term |
| --- | --- |
| HSEEP | Homeland Security Exercise and Evaluation Program |
| SitMan | Situation Manual  |
| TTX | Tabletop Exercise  |
| [Acronym] | [Term] |
| [Acronym] | [Term] |
| [Acronym] | [Term] |
| [Acronym] | [Term] |
| [Acronym] | [Term] |