

# **GNYHA Workshop on Emergency Management Drills**

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## **Effective Drill Evaluation**

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**Brian O'Neill**

**Director, Emergency Services**

**North Shore – LIJ Health System**

# Course Objectives

- Describe the importance of the evaluation process in exercising the emergency management plan
- Explain the evaluation methodology
- Review the After Action report
- Explain why exercise evaluation is the driving force to implementing change

# Definition

- Evaluation – the process of observing and recording exercise activities, comparing performance of participants against exercise objectives and noting strengths and weaknesses; it is the means by which exercise designers find out whether the exercise reached its goals

# Perspective

- In order for an emergency management system to be effective, it is critical that the personnel, plans, procedures, facilities, and equipment be exercised and tested on a regular basis
- No amount of exercising will be constructive unless each exercise is followed by a structured evaluation

# Evaluation Benefits

- Exercise Evaluation can assist emergency management teams identify:
  - Needed improvements in the EOP, procedures, or guidelines
  - Needed improvements in the emergency management system
  - Training and staffing deficiencies
  - Whether the exercise has achieved its objectives
  - Needed operations equipment
  - Needs for continued exercising of plan and its functions

# Evaluation Process

- Begins long before the exercise and continues after the exercise is over
- Identify an evaluation leader during the exercise design process
- The evaluation team's size and composition is determined by the type of exercise, its complexity, and availability of people to serve

# Evaluation Process

- Evaluators can be drawn from several sources (neighboring hospitals, municipal organizations, quality management)
- “Evaluation Methodology” – the procedures and strategy used to evaluate an exercise:
  - Structure of the evaluation team
  - Objectives
  - Evaluation packet

# Evaluation Process

- Team Structure:
  - As mentioned the structure of the team depends on exercise complexity
  - Identified evaluation team leader (usually member of the disaster committee representing quality management)
  - Roles and responsibilities for evaluation team

# Evaluation Process

- Objectives
  - Determine the criteria that will be used to determine if the exercise is successful
  - Criteria are tied to objectives and expected actions
  - Each evaluator should know the goals and objectives of the exercise prior to the drill

# Evaluation Process

- Evaluation Packet
  - Contains all the plans for collecting data
  - Checklists and forms
  - Points of review- guides for evaluators that makes it possible to obtain objective data
  - See attached sample form

# Evaluation Process

- Player De-briefing
  - A short de-briefing should be conducted with the players immediately after the exercise
  - Begins with a review of the exercise objectives
  - Leader asks for brief response from each player about their performance
  - Provide a simple questionnaire for the players to answer; containing a number of objective questions requiring just a check-mark and questions about the exercise performance in general
  - The evaluation team should meet briefly following the exercise to outline the next steps in the evaluation process

# Evaluation Process

- Evaluation Meeting
  - Held to analyze the exercise by the design and evaluation teams
  - Usually held a within two weeks of the exercise
  - All information from de-briefing and written questionnaires are compiled
  - Evaluation team compiles an after action report to identify next steps for program

# After Action Report

- Answers the question of “How did we do?”
- Smaller exercises can have shorter reports; larger exercises should have more detailed reports
- The evaluation team needs to analyze their findings and develop an accurate account of what worked and did not worked
- They analyze evaluation responses and any other data, and discuss how well each of the objectives were met

# After Action Report

- Report Format
  - Introduction - the purpose for the report
  - Statement of the problem – why the exercise was conducted
  - Exercise summary
    - Goals
    - Objectives
    - Participants
    - Exercise scenario

# After Action Report

- Accomplishments and Shortfalls
  - Evaluation group findings
  - Summary of post exercise de-brief
- Recommendations
  - Training needs
  - Changes in Exercise Plan
  - Other corrective actions (exercises)

# After Action Report

- A copy of the after action report should go to the Chief Executive and any participating agency
- The responsibility for follow through on the corrective actions lies entirely with the disaster committee.
- Educational programs based on recommendations from the after action report should take place in a timely fashion to stay fresh in the players minds