



SOUTHWEST FLORIDA  
**HEALTHCARE  
COALITION**

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HEALTH PLANNING COUNCIL  
OF SOUTHWEST FL

# Prepare and Protect: A Workplace Violence Discussion-Based Exercise

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Situation Manual

September 27, 2023

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

<b>Exercise Name</b>	Prepare and Protect: A Workplace Violence Discussion-Based Exercise
<b>Exercise Dates &amp; Time</b>	September 27, 2023 / 9:00 AM – 12:30 PM ET
<b>Scope</b>	This exercise is a discussion-based exercise, planned for up to 3.5 hours. Exercise play is limited to virtual participation at each facility or organization.
<b>Focus Area(s)</b>	Response
<b>Core Capabilities</b>	<p>Hospital Preparedness Program (HPP) Core Capabilities</p> <ul style="list-style-type: none"> <li>• Capability 2: Health Care and Medical Response Coordination</li> </ul> <p>Federal Emergency Management Agency (FEMA) Core Capabilities</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Operational Coordination</li> <li>• Operational Communications</li> <li>• Situational Assessment</li> </ul> <p>Public Health Emergency Preparedness (PHEP) Core Capabilities</p> <ul style="list-style-type: none"> <li>• Capability 3: Emergency Operations Coordination</li> <li>• Capability 6: Information Sharing</li> <li>• Capability 14: Responder Safety and Health</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Participating organizations should discuss their ability to activate appropriate plans, policies, and procedures to effectively manage a potential workplace violence threat.</li> <li>• Participating organizations should assess the effectiveness of their awareness training programs in preparing staff to recognize and respond to potential workplace violence incidents.</li> <li>• Participating organizations should discuss their ability to facilitate clear and timely communication among staff members, leadership, patients/residents, and with external agencies during a potential workplace violence incident.</li> <li>• Participating organizations should assess their organization's ability to provide appropriate mental health support to staff members following a workplace violence incident.</li> </ul>
<b>Threat or Hazard</b>	Workplace Violence
<b>Scenario</b>	This exercise contains three separate workplace violence scenarios to which participants can respond based on their plans, policies, and procedures.

<b>Sponsor</b>	Southwest Florida Healthcare Coalition
<b>Participating Jurisdictions/ Organizations</b>	Multiple Healthcare organizations within the Southwest Florida Healthcare Coalition. For a full list of participating organizations, please reference <a href="#">Appendix B</a> .
<b>Point of Contact</b>	<p><b>Brian Massey</b>                  Southwest Florida Healthcare Coalition                  Program Manager  <a href="mailto:Coalition@HPCSWF.com">Coalition@HPCSWF.com</a>                  239-433-6700 ext. 302</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>                  303-913-0614</p>

## 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 both FEMA Core Capabilities, and HPP capabilities. The objectives and aligned capabilities were guided by the Southwest Florida Healthcare Coalition.

Exercise Objectives	HPP Core Capability	FEMA Core Capability	PHEP Cre Capabilities
Participating organizations should discuss their ability to activate appropriate plans, policies, and procedures to effectively manage a potential workplace violence threat.	Capability 2: Health Care and Medical Response Coordination	Planning Operational Coordination	Capability 3: Emergency Operations Coordination
Participating organizations should assess the effectiveness of their awareness training programs in preparing staff to recognize and respond to potential workplace violence incidents.	Capability 2: Health Care and Medical Response Coordination	Operational Coordination Situational Assessment	Capability 14: Responder Safety and Health
Participating organizations should discuss their ability to facilitate clear and timely communication among staff members, leadership, patients/residents, and with external agencies during a potential workplace violence incident.	Capability 2: Health Care and Medical Response Coordination	Operational Coordination Operational Communications	Capability 6: Information Sharing
Participating organizations should assess their organization's ability to provide appropriate mental health support to staff members following a workplace violence incident.	Capability 2: Health Care and Medical Response Coordination	Operational Coordination	Capability 14: Responder Safety and Health

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:

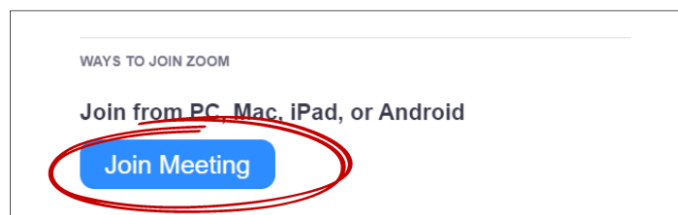
- **Healthcare Participants:** Healthcare participants are personnel who are expected to actively participate in discussing their regular roles and responsibilities during the exercise. For this exercise, Ancillary Care participants will be grouped into two distinct agency types during breakout sessions: Inpatient (Residential) and Outpatient (Non-Residential).
- **Other Participants:** Other participants may include personnel from supporting organizations that play a role in the regional healthcare service delivery. These participants are expected to actively participate and discuss their regular roles and responsibilities during the exercise.
- **Facilitators:** The Main Facilitator plans and manages exercise play, sets up and operates the virtual exercise. The Main Facilitator directs the pace of the exercise, provides key data to participants, and may prompt or initiate certain participant actions to ensure exercise continuity. In addition, they issue exercise material to participants as required and monitor the exercise timeline.

During this exercise there will also be Breakout Group Facilitators. These Breakout Group Facilitators observe participant actions, provide feedback on a designated functional area of the exercise, and may act in the roles of organizations or individuals that are not playing in the exercise, if needed.

- **Note Takers:** Note Takers observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guides (EEGs).
- **Technology Support Staff:** The Technology Support will include an individual who performs administrative and logistical support tasks during the exercise (i.e., registration, monitoring Zoom breakout groups, operating polls, etc.).

## Virtual Exercise Participation

After registering for the exercise, participants should have received a confirmation email, information on how to access their exercise materials through the Web Portal, and an individualized login link to the exercise from Zoom. **If you plan to participate as a group, we highly recommend participating from a single physical location, using one Zoom login.**



As a part of your set of exercise documents, you can download and review the Virtual Exercise Participation Guide through your [All Clear Web Portal](#). This document informs participants of their 'to-do' items for before, during, and after the exercise and it functions as a 'Quick Start' guide for utilizing the Zoom platform for virtual exercises.

## Exercise Structure

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

- Module 1: A Disgruntled Employee
- Module 2: Anirate Family Member
- Module 3: Addressing a Neurodivergent Patient

Each module is designed as a standalone module and 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. Functional groups will be designed based on the results of registration.

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 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 response 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 Activities

Exercise Evaluation is based on the objectives and aligned capabilities, and capability targets, which are documented in Exercise Evaluation Guides (EEGs). The Note Takers have EEGs for each of their assigned groups. Additionally, players will be asked to **complete a [Participant Feedback Form](#) by October 4, 2023**. These documents, paired with facilitator observations and notes, will be used to evaluate the exercise, and compile the After-Action Report (AAR)/Improvement Plan (IP).

- **Hot Wash / Debrief:** At the conclusion of exercise play, the Main Facilitator will conduct a Hot Wash, which is an immediate exercise debrief to allow participants to discuss strengths and areas for improvement, and for Group Facilitators and Note Takers to seek clarification regarding player discussion and decision-making processes. All participants are encouraged to provide feedback and engage in this discussion.

- **After-Action Report and Improvement Planning:** By September 29, 2023, you will receive a completed After-Action Report/Improvement Plan (AAR/IP). You will need to incorporate your organization's specific information into the organization specific Improvement Plan to make this report complete. If you are having trouble completing the organization-specific portions of the After-Action Report, please reach out to Elaina Huffman at [ElainaH@AIIClearEMG.com](mailto:ElainaH@AIIClearEMG.com).

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program. The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion.

## MODULE 1: A DISGRUNTLED EMPLOYEE

### Scenario

An employee, known for his temper and loud outbursts at other staff members, is being escorted out of the building by security after being terminated. As he leaves, he yells “You’ll regret this.” “I’ll be back, and you’ll be sorry.” Several staff, patients, and family members hear the threats.

### Key Issues

- A disgruntled employee has been terminated from employment.
- The disgruntled employee is making verbal threats to the organization.
- Others have overheard the employee’s threats.

### 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.

1. Discuss any similar experiences to this you have had.
  - a. Discuss how your organization handled the incident.
2. What policies or procedures does your organization have in place for this type of situation?
  - a. Describe who has access to those policies or procedures.
3. If you were to have overheard this threat, who would you communicate with?
4. Describe what you would communicate to staff, patients, and families who overheard this threat.
5. What would you do, if anything, to prepare for the possibility of the return of this terminated employee?
  - a. Describe what precautions your organization would take.
  - b. Describe the timeline for implementing and continuing these precautions.

### Scenario Update

The former employee returns the next day. He is seen coming from the parking lot wearing a heavy jacket, despite the 90+ degree weather and he has his hands in his pockets. He slams through the front doors and briskly walks towards a suite of leadership offices.



## Key Issues

- The disgruntled employee has been seen returning to work.
- The disgruntled employee has shown indicators of being a threat to patient and staff safety.

## 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.

1. What are your immediate actions based on this scenario.
2. Who should be notified within the organization?
  - a. Outside of the organization?
  - b. Who is designated to make these notifications?
  - c. How will they be notified?
3. Discuss training methods that can be used to deescalate the situation.
4. How will you communicate what is going on to other areas of the facility?
  - a. Describe what would be communicated at this time.
5. Describe how you would secure the building.
  - a. Describe any other actions taken to keep staff, patients, and visitors safe.
6. What, if anything, could have been done to prevent this situation?
7. Once the incident is de-escalated, what resources are there for staff, patients, and family/visitors?
  - a. How are these resources made available?

## MODULE 1: ORGANIZATION EVALUATION CHART

Complete the following chart by documenting any organization specific strengths and areas for improvement. For each area for improvement, identify a mitigation action item or a description of how you plan to address the area for improvement. This chart can be used later when completing your organization specific Improvement Plan.

Strengths	
1.	
2.	
3.	
Areas for Improvement	Mitigation Action Items (i.e., planning, training, exercise, equipment)
1.	1.
2.	2.
3.	3.

## MODULE 2: AN IRATE FAMILY MEMBER

### Scenario

The daughter of a frail, elderly patient who resides in your care has been making numerous phone calls to your organization. She sounds irate and has threatened to show up before her scheduled appointment with leadership. The daughter is claiming that one of your staff members is abusing her mother and that there are visible bruises on the mother's arms and legs.

### Key Issues

- Claims of staff abuse have been made.
- An irate family member of a patient is threatening to show up at your organization.

### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. 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.

1. As an organization, describe your initial actions to these calls.
  - a. Describe what information is relevant to collect from the caller.
2. What steps would you take to ensure the safety and well-being of the patient?
3. Discuss how you would approach the conversation to de-escalate the situation.
  - a. Describe how you are trained to capture accurate and comprehensive information.
4. What actions would you take immediately following the phone call?
5. Describe how you would communicate this incident to relevant personnel within your organization.
  - a. Who are those relevant personnel?
6. Describe your steps for initiating an internal review or investigation.
7. What steps would you take to keep the family member informed of the progress of the investigation?
8. After the situation is resolved, what steps would you take to review the incident and identify areas for improvement in your facility's procedures?

## MODULE 2: ORGANIZATION EVALUATION CHART

Complete the following chart by documenting any organization specific strengths and areas for improvement. For each area for improvement, identify a mitigation action item or a description of how you plan to address the area for improvement. This chart can be used later when completing your organization specific Improvement Plan.

Strengths	
1.	
2.	
3.	
Areas for Improvement	Mitigation Action Items (i.e., planning, training, exercise, equipment)
1.	1.
2.	2.
3.	3.

## MODULE 3: ADDRESSING A NEURODIVERGENT PATIENT

### Scenario

You have a patient/resident at your facility with autism spectrum disorder (ASD). This person is participating in a community event held by your organization. This person is known for their friendly and gentle nature. However, during the event, they become overwhelmed by the noise, crowd, and unfamiliar surroundings. This sensory overload leads to increased anxiety and eventually escalates into aggression. They strike a staff member who attempted to guide them away from the source of distress.

### Key Issues

- A patient/resident with ASD has struck an employee following a situation that created a sensory overload.

### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. 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.

1. As a group, identify the triggers and factors that contributed to this behavior escalation.
2. How would your staff adapt their communication methods to effectively interact with this individual during their heightened state.
3. Describe how your staff are trained to respond and de-escalate the situation.
  - a. Describe how your staff's response may be different from the response in the first two modules.
4. Do you have policies and procedures to address this situation?
5. What resources are available for your staff after they have been struck by a patient/resident?
6. Are there any specific resources or training that could enhance your organization's preparedness for managing behavioral health situations?

## MODULE 3: ORGANIZATION EVALUATION CHART

Complete the following chart by documenting any organization specific strengths and areas for improvement. For each area for improvement, identify a mitigation action item or a description of how you plan to address the area for improvement. This chart can be used later when completing your organization specific Improvement Plan.

Strengths	
1.	
2.	
3.	
Areas for Improvement	Mitigation Action Items (i.e., planning, training, exercise, equipment)
1.	1.
2.	2.
3.	3.

## APPENDIX A: EXERCISE SCHEDULE

Date	September 27, 2023
1:00 PM	Welcome and Introductions
1:20 PM	Module 1: A Disgruntled Employee
1:50 PM	Discussion
2:00 PM	Break
2:05 PM	Module 2: Anirate Family Member
2:35 PM	Discussion
2:45 PM	Module 3: Addressing a Neurodivergent Patient
3:15 PM	Discussion
3:25 PM	Hotwash
4:00 PM	Closing Comments

## APPENDIX B: EXERCISE PARTICIPANTS

The list of participants is based on exercise registration as of August 11, 2023. All exercise participants will be listed in the final After-Action Report/Improvement Plan.

Participants	
Organization Name	Organization Type
ARC Dialysis, LLC	Dialysis
Department of Health in Okeechobee County	Public Health
Florida Department of Health	Public Health
Florida Department of Health in Glades County	Public Health
Florida Dept of Health Hendry and Glades Counties	Public Health
HCA - Riverwalk Surgery Center	Ambulatory Surgical Center (ASC)
Lee County Veterans Affairs HCC	Other
Lee Health	Hospital
Lee Health Cape Coral Hospital	Hospital
Lee Health Public Safety	Hospital
Peace River Surgery Center, LLC	Ambulatory Surgical Center (ASC)
Premier Surgery Center	Ambulatory Surgical Center (ASC)



## APPENDIX C: ACRONYMS

Acronym	Term
AAR/IP	After-Action Report/Improvement Plan
FEMA	Federal Emergency Management Agency
HPP	Hospital Preparedness Program
HSEEP	Homeland Security Exercise and Evaluation Program
PHEP	Public Health Emergency Preparedness
SitMan	Situation Manual
TTX	Tabletop Exercise