

# CDP Alumnus

Center for Domestic Preparedness – Anniston, AL

Baltimore Regional Incident Management  
Team Evaluates Capabilities

Veterans Health Administration  
prepares VA medical centers

Las Vegas Metro PD plans for  
potential protest

Indiana environmental teams  
participate in Field Training Day



FEMA

## CDP Mission

The CDP develops and delivers training for emergency response providers from state, local and tribal governments and when appropriate the federal government, foreign governments and private entities.

## CDP Vision

An emergency response community prepared for and capable of responding to all-hazards events.

## CDP Training Tally

827,697 as of May 31, 2014

## Cost

Training at the CDP campus is federally funded at no cost to state, local and tribal emergency response professionals or their agency. All tuition, lodging, meals and transportation are covered.

Training focuses on incident management, mass casualty response and emergency response to a catastrophic natural or man-made disaster. For more information or to register for CDP specialized programs or courses, please visit our web site at <http://cdp.dhs.gov>.



*"I heard a lot of sirens, but since the Boston Medical Center is the busiest trauma center in New England, it wasn't odd to notice sirens," he said. "But they became more frequent, multiple-simultaneous sirens made it seem abnormal. I decided to walk towards the emergency room to see if everything was okay."*

**Dr. Gregory Antoine worked at Boston Medical Center helping survivors after the Boston Marathon one year ago. He is now Chief of Staff for the Fayetteville, N.C., Veterans Affairs Medical Center.**

Focused on CDP training recently, Antoine understands the reality and need for preparation. As he completed the week-long Healthcare Leadership for Mass Casualty Incidents (HCL) course he had vivid memories from one year ago. Antoine is now the Chief of Staff for the Fayetteville, N.C., Veterans Affairs Medical Center.

Antoine has worked for the Veterans Health Administration (VHA) for the past nine months, and for the 12 years prior worked at the Boston Medical Center. He was on duty, just over a year ago, when two bombs were detonated near the finish line of the Boston Marathon. At Boston Medical he served as the Chairman of the Plastic Surgery Department.

Antoine remembered a chaotic scene that resembled a combat hospital with patients screaming, crying and horrific injuries. People were missing limbs, many others had major shrapnel injuries and the floor was covered in blood.

"When I got to the ED it became obvious this was more than just an accident," he recalled. "I assisted the trauma surgeons triage and prioritize patients."

According to Antoine, training plays a major role in an organization's success.

"Training helps eliminate dysfunction and guess work," he said. "Training emphasizes the importance of communication, speaking the same language and understanding other's roles. Practicing for emergency puts people in a mindset to perform during an emergency."

During CDP training, the students were required to activate the hospital's command center and effectively provide a medical response to a simulated mass-casualty incident.

The week of training was held at the CDP's Noble Training Facility (NTF). The NTF is the only hospital in the nation solely dedicated to training healthcare professionals for mass casualty response.

"I'm used to trauma, but trauma following the Boston Marathon has to be measured on a larger scale," he said. "This training should be essential for facilities all around the country, espe-

cially in the areas that have a high likelihood of natural disaster or manmade threats."

In his new role as Chief of Staff for his VA Medical Center he intends to master decision making in a healthcare environment. He says working in an emergency

## Dr. Gregory Antoine

department or emergency room is different from management and the function of a hospital, particularly during a crisis.

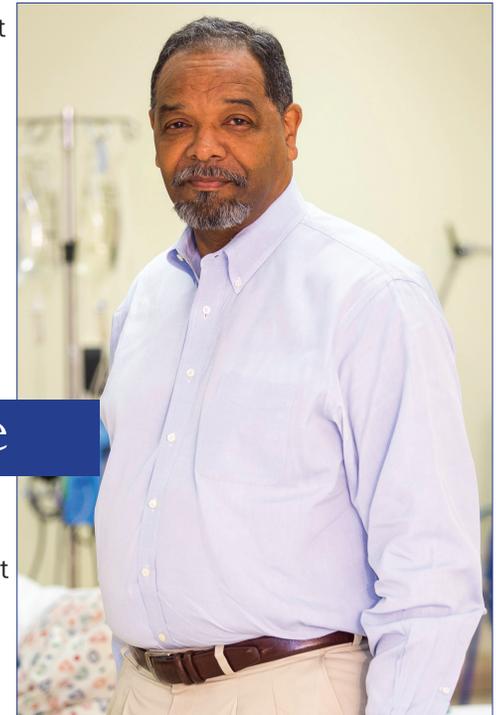
"As a surgeon I know what is expected. Patient care comes naturally," he said. "The leadership and decision making isn't always smooth. My past experiences in critical care and crisis response, coupled with this course, puts me in the frame of mind to visualize the big picture."

Antoine said he's excited to return to North Carolina and examine how Fayetteville's VA medical center supports his local community. He intends to polish current procedures and develop new techniques outlining management roles following a mass casualty event or activation of his command center.

"I understand the roles the staffs play in designated areas," said Antoine. "I'm looking forward to working with our community hospitals to find how we're written into their plans and ensure they are written into ours following a disaster or mass casualty type event. With this training, I can better prepare our hospital to develop plans and demonstrate our role in the community."

Antoine spoke passionately about the freedoms we enjoy in America and he said we are better prepared.

"I feel proud that I have the ability to care for my fellow citizens and it is a privilege to serve my community," he added. "I think the CDP is a great resource and facility leaders should send their people here to get trained."



# Authorized trainers return to CDP

Three trainers from the CDP's Indirect Authorized Training Program (IATP) returned to Anniston to further their skills responding to hazardous incidents. David Hogg, Keith Fehr and Rob Stewart, from the Maricopa Integrated Health System, Phoenix, Ariz., attended the Technical Emergency Response Training for CBRNE Incidents (TERT) course.

Like many CDP courses, the TERT course is multi-disciplinary and combines a variety of response disciplines such as healthcare, law enforcement and emergency management. TERT encompasses all-hazards training and is part of a handful of courses that allow emergency responders to train in a nerve-agent and biological-material environment.

According to Fehr, Maricopa Medical Center director of emergency management, the hospital is a level-one trauma and burn facility that treats its share of incidents involving hazardous chemicals. He's attended multiple CDP resident courses and agrees that as an authorized CDP trainer he offers his community and organization an extra edge in preparedness.

"Offering courses at home has helped our community and local hospitals become more resilient with training," said Fehr. "As a hospital coalition our training is consistent and the equipment is identical from facility to facility allowing us to provide a standard level of care."

The IATP is designed to efficiently offer courses in a responder's home jurisdictions. Through qualified Train-the-Trainer (TtT) programs, CDP graduates deliver TtT courses to their home organization and neighboring response units.

"We need our staffs and nearby hospitals to maintain a certain level of awareness," said Stewart, a Maricopa Emergency Department registered nurse. "As we increase the knowledge and awareness of our internal staffs and other close-by organizations, we can take better care of our patients. A part of working in the Emergency Department is witnessing patients who have been exposed to a variety of chemicals and if our staffs do not understand how to approach these kinds of injuries it will create a delay in treatment and possibly cause cross contamination in the facility."

These three healthcare professionals were recently recognized as Silver-Level trainers. Between the three, they've taught 53 classes for more than 120 emergency responders. The CDP recognizes three levels of indirect



(Left to Right) Rob Stewart, Keith Fehr and David Hogg, all three Silver-Level CDP Authorized Trainers, recently returned to resident training at the center. The IATP officially identifies members of the CDP Indirect Authorized Trainer community who acquire special training skills of direct benefit to the CDP mission and whose efforts enhance the local response capability through locally delivered training.

trainers for each fiscal year (Oct. 1- Sept. 30). The Bronze-level is recognized for instructing 100 or more students or 10 classes, Silver-level is 200 or more students or 15 classes, and Gold-level is 300 or more students or 20 classes.

"I've always been interested in preparedness," said David Hogg, registered nurse for Interventional Radiology. "Training is important for survivability of the patient, hospital staff and facility. We have to protect each other to keep the facility open and receiving patients—training allows that. More people need to take advantage of the IATP. It saves money for the organization and local jurisdiction."

The IATP officially identifies members who acquire special training skills of direct benefit to the CDP mission and whose efforts enhance the local response capability through locally delivered training. Once qualified by the CDP, and with approval of their State Administrative Agency (SAA), these trainers can deliver training in their jurisdictions and receive ongoing administrative support and certification from the CDP. Qualified indirect trainers may request course materials through the CDP at no cost to their agency or jurisdiction.

For more information about indirect training programs, email [indirect-training@cdpemail.dhs.gov](mailto:indirect-training@cdpemail.dhs.gov) or call 866-291-0698.

# Regional Incident Management Team prepares for large-scale events

More than 130 emergency responders from the state of Maryland, including members of the Baltimore Regional Incident Management Team (IMT), joined more than 100 other emergency responders from across the United States training here recently.

After more than a year in planning, the Baltimore Regional IMT demonstrated its ability to operate in response to a major incident—manmade, accidental or a natural disaster. Additionally, Baltimore is designated as part of the Urban Area Security Initiative (UASI)—a designation for select high-threat, high-density urban areas.

The CDP supports all UASI cities and counties across the United States in multi-discipline training, planning and response and recovery

techniques resulting from acts of terrorism.

“We worked closely with Baltimore’s Regional IMT to meet their training needs and goals and provide a training and learning environment that mirrored a realistic incident to a mass-casualty event,” said Bernice Zaidel, assistant director of Curriculum Development and Evaluation. “The after action review process identified areas of improvement for CDP and the Baltimore IMT. The CDP offers a flexible environment where many scenarios can be modified to best meet the needs of the audience. The week’s activities allowed the Baltimore IMT to work closely with class team leaders to effectively plan and execute for any type of hazard or event.”

The Baltimore-based responders and other students trained in five different courses that focus on emergency management, healthcare, the fire service, law enforcement, emergency medical services and hazardous materials.

“This type of training allows our team to deploy to an unfamiliar location and unknown situation and manage the incident on arrival,” said Richard Freas, Program Manager for the Baltimore



The Baltimore Regional Incident Management Team (IMT) activated the hospital Emergency Operations Center during a simulated mass-casualty incident.



A Howard County firefighter uses various types of survey equipment to determine contaminants following a simulated mass-casualty incident.

**“Any city or region that can come here and train together will work much better as a team if something bad happens.”**

Regional IMT. “Bringing our IMT here is a new concept and I believe we’ve developed a program other IMTs can use.”

Baltimore’s Regional IMT was developed as a Type III team (following 9/11) that focuses response on all-hazards and weather-related incidents such as



Baltimore City emergency medical personnel help a survivor to safety during a simulated mass-casualty event.

flooding, hurricanes and tornadoes. Freas says the Type III IMT responds to just about anything that can happen.

“You fight like you train,” said Freas. “If you don’t have reality in training, and reality in training requires a lot of people—a lot of moving parts—but if you don’t have reality, when something happens you’re not going to be as prepared.”

“This was as realistic as you can make it,” said Andrew O’Neil from the Baltimore County Police. “There is not much training that put us in full HAZMAT suits and uses the training that we learned, not only from the police academy, but from your whole week here. It brought everything together and allowed us to use the training and be realistic.”

The Baltimore team arrived at the CDP with nearly 20 IMT members. The plan was to lead and manage the response to a mass-casualty incident with a team of close to 245 emergency responders, more than 100 from the Baltimore region.

Participants from the regions Health

and Medical Taskforce were part of the Maryland cohort. They were placed in unfamiliar situations and came together as a team under the IMT’s direction. According to the Emergency Management Coordinator at Maryland’s Northwest Hospital, the opportunity to network, communicate and establish relationships with regional hospitals was a major benefit.

“A key objective is to develop your network prior to an actual event,” said Ericka Wylie from Northwest Hospital. “Neighboring hospitals have filled gaps and the training challenged participants to provide forward-thinking goals while maintaining realistic expectations. Understanding mass-casualty response is a pulse point for our region and the regional IMT exercise was beneficial to test concepts and theories.”

“This week was important because all the moving pieces were able to come together for the one culminating exercise,” said Captain Mike Sharpe, Howard County (Md.) Fire and Res-



HAZMAT technicians test a suspected harmful substance following a simulated explosion in the mock subway used at the CDP.

cue. “We can do small-scale training, but to put all the disciplines together with the IMT’s oversight was probably priceless. Now we identify shortcomings within each discipline and in areas we need to train or create policy to remove stumbling blocks.”

CDP training is fully funded and came at no cost to the state of Maryland or local jurisdictions.

This was an opportunity for Baltimore’s Regional IMT to completely exercise its ability to manage an incident involving multiple disciplines. The training was intended to maintain proficient emergency incident and disaster management skills and include regional agencies.

“Any city or region that can come here and train together will work much better as a team if something bad happens,” said Freas. “The experience here identified processes and procedures that can change and made us more familiar with other regional departments, which made us more cohesive.”



Healthcare personnel assist patients affected by a simulated explosion during training at the CDP. Multiple healthcare personnel, HAZMAT, law enforcement and fire came together for training at the center.

# VA medical personnel demonstrate disaster response at CDP

Predicting disasters or hazardous incidents is impossible. The next major event can come at any moment. Preparation and planning for the unexpected is the only course of action when the number of lives saved is determined by an appropriate response.

Following a hazardous event, response organizations specializing in a variety of skills are mobilized to assist in the rescue and recovery. These organizations may represent local or state governments with the federal government supporting. Healthcare is no different and as hospitals and clinics become overwhelmed needed medical services become ever more important.

Recently, 39 employees from the Veterans Health Administration (VHA) attended training at the CDP. The group represented 14 states and



Veterans Health Administration personnel, representing multiple VA medical centers, occupy the hospital's command center.

22 VA medical centers. Acting under the leadership of Health and Human Services (HHS), during an emergency the VA may be activated to perform public health and medical care.

"This training provides a great opportunity for our VA staffs who have never experienced a disaster," said Tim Turner, area emergency manager for Veterans Health Administration Office of Emergency Management, Birmingham, Ala.

"Disaster response is about planning. Training like this focuses on that concept and opens discussion about critical decision-making skills."

The VA employees conducted the week of training at the CDP's Noble Training Facility (NTF). The NTF is the only hospital in the nation solely dedicated to training healthcare professionals for mass-casualty response.

"Having the ability to conduct medical training in an actual hospital was surprising. We don't see a facility like this often," said Vince Vernacchio, assistant nurse manager of ambulatory care, Ralph H. Johnson VA Medical Center, Charleston, S.C. "I think that having the state-of-the-art patient simulators as well as the live role

players helped bring the emergency to life and allowed trainees to have a close to real-world experience. We are very fortunate to have a training location like this to learn."

"I have more confidence in our ability to plan," said Judy Hamrick, VA deputy nurse executive, Robley Rex VA Medical Center, Louisville, Ky. "If you don't know your organization's plan, how do you know you're completing procedures

**"I did not anticipate how good the training would be..."**



A healthcare employee with the Veterans Health Administration receives a patient from an ambulance outside the Noble Training Facility (NTF) Emergency Department during a simulated mass-casualty event.

wrong? Rather than reacting when a disaster occurs, I intend to implement a planned process."

During training, the students were required to activate the hospital's command center and effectively provide a medical response to a simulated mass-casualty incident. The training changed slightly from normal operations often experienced in a VA hospital. Common day-to-day practice is to treat veterans; however, following a disaster, the VA could be called upon to support state and local healthcare services.

“We never know when something is going to happen,” said Iris Bryan, licensed practical nurse, Ralph H. Johnson VA Medical Center, Charleston, S.C. “Most people don’t realize other responsibilities the VA has during a disaster. We have knowledgeable staff who can be put to good use taking care of the population, supporting our state and local agencies.”



Healthcare technicians and nurses operate inside the Noble Training Facility (NTF) Emergency Department during a simulated mass-casualty event. The NTF is the only hospital in the nation solely dedicated to training healthcare professionals for mass-casualty response.

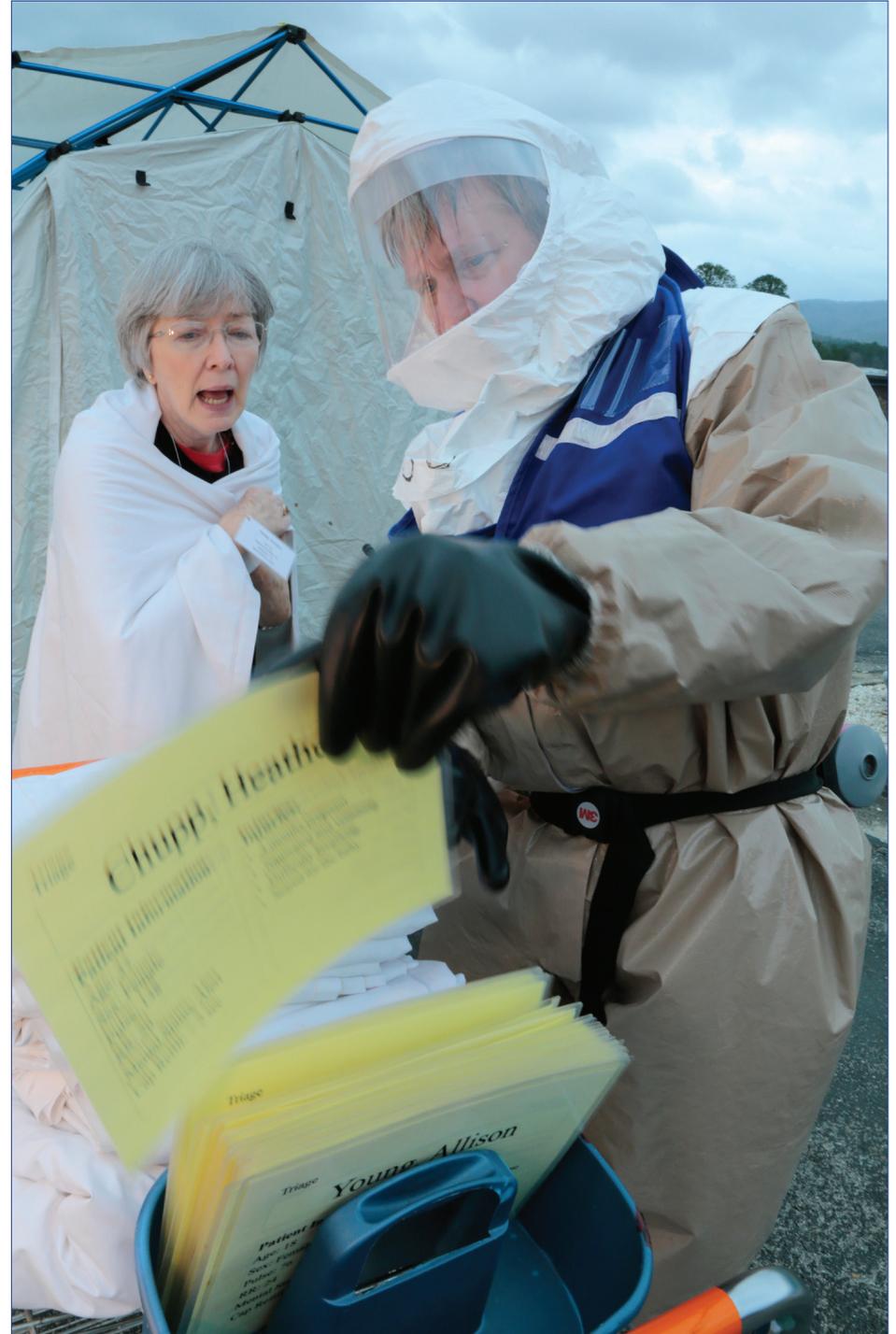
The CDP finalized an Interagency Agreement with VHA in Fiscal Year 2013. Over the past eight months the CDP has trained more than 250 VHA personnel and multiple iterations are scheduled throughout the year.

“Most people don’t realize the role VHA could play if Health and Human Services needs their skills,” said Rick Dickson, CDP director of Mission Readiness Integration. “They play an important part supporting our state, local and tribal communities following a disaster. The CDP is part of that support by providing a training area that fully exercises their response skills and planning goals.”

“I did not anticipate how good the training would be,” said Vernacchio. “I’m learning more about the process of responding to a mass-casualty type event. The training is going to help identify weak areas and other vulnerabilities in our response plans.”



Members of the Veterans Health Administration discuss budget and supply issues as their hospital witnesses a significant surge in patients during a simulation exercise.



## Las Vegas Metro PD learns extrication tactics

For the past five years the CDP has provided Field Force training to law enforcement officers in support of events such as the Presidential Inauguration, Republican and Democratic National Conventions, Super Bowls, NATO Conferences, leaders' summits, Governors' Conferences and routine celebrations in cities nationwide. CDP Field Force courses provide critical skills for law enforcement to ensure First Amendment rights are enforced and the public and property are protected for major and small events.

Twelve Las Vegas Metropolitan Police Department officers recently attended CDP training. The officers joined fellow officers from around the United States attending the Field Force Extrication Tactics (FFE) course that teaches officers how to safely remove a protester from various devices and also focuses on protecting Americans' rights to assemble and protest.

"Law enforcement is faced with many challenges and protesters who unlawfully assemble and use devices that counter a peaceful demonstration is illegal and dangerous to the public," said Brian Boxler, a police officer with the Las Vegas Metropolitan Police Department. "There are reports of protesters using these devices in our state. We need to be ahead of those who intend to unlawfully assemble. We need to be prepared and have a response plan."



Police officers use a variety of tools on different devices used by protesters. Recently 12 law enforcement officers from Las Vegas learned new skills that defeat locking devices used by protesters.

The CDP has conducted more than 730 Field Force courses since 2009, graduating more than 29,000 emergency responders across the United States and its territories. Of those, 234 were FFE courses, totaling nearly 5,500 students. The three-day FFE

course is designed for more than just law enforcement. The courses have been delivered to emergency management, emergency medical, fire and healthcare personnel.

"As police officers we prepare for anything that could happen," said Chad Leavitt, a Las Vegas Metro police officer. "We are part of the Las Vegas Metro Homeland Security Saturation Team and train to handle all protests. Las Vegas is nationally recognized and if anything happened in our city or state we'd want to be prepared to

handle any situation."

"This training allows us to protect the protester and the visitors and residents of our commu-



Law enforcement officers demonstrate how to unlock different devices used by protesters who unlawfully protest.

nity and police officers responding," said Boxler.

As large events gain more attention, protesters create sophisticated devices designed to interrupt and delay operations. These interruptions could be a danger to the public and also a threat to the protesters themselves. FFE provides law enforcement and other emergency personnel with the knowledge, skills and tools to safely

remove protester devices.

Local law enforcement in Helena, Mont., reported that protesters were surprised at the responding officers' knowledge and skill when 70 environmental activists protested using devices on the floor of the state capitol in July 2011.

"The CDP training not only helped us bond as a team, it also helped build our confidence by learning how to defeat the various protester devices," said Dave Jeseritz, a former assistant chief of police for the Helena Police Department, now retired. "The training our team members received from the CDP was undoubtedly one of the main reasons that event went as smooth as it did."

The CDP Field Force training allows local law enforcement to perform as a team and professionally work with citizens invoking their rights of free speech and assembly. The training also reinforces command structure and provides applications of Incident Command (IC).

"It is our First Amendment right to peacefully assemble," said Leavitt. "But some protesters break the law and this training builds confidence and provides an understanding about how these devices are made and work."

### Skills learned during Field Force Extrication Tactics:

- Recognizing the purpose of protester devices and identifying the various types of locking protester devices used in civil actions
- Explaining legal issues as they relate to the use of and the extrication of individuals from protester devices and outlining the responsibilities of extrication team members
- Distinguishing the roles and responsibilities of the extrication team from other law enforcement assets
- Operating tools used to extricate an individual from protester devices and demonstrating methods of extricating an individual from protester devices

## Southwestern College continues TERT in paramedic program

Classrooms, textbooks, presentations and computers are possibly a student's most common expectation of a typical learning environment. Recently, 24 students from Southwestern College in San Diego traded in their pens and notebooks for breathing apparatuses, bulky gloves, rubber boots and protective suits. These students are enrolled in the college's paramedic program and attended training at the CDP.

"This training provides our students a well-rounded exposure to current threats and better prepares us," says Loretta Contreras, an instructor with the college and a paramedic for the past 30 years. "The [Technical Emergency Response Training for CBRNE Incidents

(TERT)] course explains what we should be alert to and topics we don't think about on a day-to-day basis."

TERT is unique because it's multi-disciplinary and combines a variety of response disciplines such as healthcare, law enforcement and fire service. This course is part of a handful of CDP classes that allow emergency responders to train in a nerve-agent and biological-material environment.

"Anyone who says the U.S. isn't preparing or training to respond to a biological or chemical event, I'd say is wrong," said Brad Whitman, a student in the paramedic program. "I've taken a lot of classes before this; and, this course is real training and experience. The TERT training has many different components that prepare us. We

have the classroom, interactive portions of training and then we have the practical [exercise] at the end of the week. So, we get the full aspect of how to handle these hazardous situations involving chemicals or biological material. If any of this were to happen in a real-life situation, we have the training and everything to be prepared."



Students from Southwestern College in San Diego responded to a simulated incident involving hazardous materials inside a mock elementary school at the CDP's COBRA Training Facility.

TERT training offers a unique opportunity to train at the Chemical, Ordnance, Biological and Radiological (COBRA) Training Facility. The COBRA makes it possible for emergency responders to practice a hands-on response with toxic agents. In addition to the nerve agents used in CDP training

since 1998, the CDP incorporated biological materials, Anthrax and Ricin, at the COBRA for the first time in February 2012.

"There is training for a biological response and it is hands-on and detailed," said Contreras. "We try to train for this threat as best we can, but here

are the experts. All the students have said their eyes are more open and they are more alert after this week. It was excellent training. We're more confident. We're all more solid because of this."

"CDP training is the primary introduction into Weapons of Mass Destruction and [Chemical, Biological, Radiological, Nuclear and Explosive] events," said Devin Price, paramedic program director for Southwestern College. "This is the first time all of them have operated in a toxic environment and many of them have never had a chance to use the equipment. Incorporating the CDP into our program creates a better paramedic, ready to respond and save lives. Feedback received says CDP training produces a better paramedic with a higher awareness level and experience."

"As we train to be paramedics we need to be versatile," said Whitman. "We never know what we may be called to do—it could be anything. We may experience a mass-casualty incident, bomb explosion or chemical release and we don't have a lot of experience to that type of response. Attending hands-on training like this, not to mention the instructors with overwhelming combined experiences, provides that experience."



A student in the TERT course removes clothing from a simulated survivor during an emergency response.

### Skills learned during Technical Emergency Response Training for CBRNE Incidents (TERT):

- Identify potential targets for a CBRNE attack
- Describe the wide-ranging implications of biological agents when used as weapons
- Describe the threats associated with chemical weapons and the proper response to a chemical-hazard incident
- Identify radiological sources and hazards
- Operate various chemical, biological, radiological and nuclear dissemination devices
- Perform mass-casualty triage and evacuation operations at a CBRNE/all-hazards mass-casualty incident
- Perform mass-casualty decontamination operations in response to a CBRNE incident
- Initiate preliminary stages for implementation of the Incident Command System by emergency responders

# New Hampshire hospitals train together Plan for disaster

In the wake of natural disasters or other events that create the need for emergency response, organizations across the United States continually review response plans and improve training. FEMA's CDP is committed to training and preparing response groups for mass-casualty events related to disasters or other catastrophic events.

Approximately 50 healthcare professionals from New Hampshire hospitals spent a week training at the CDP recently. These healthcare workers represented 17 hospitals in 17 different communities across the state. All partici-



Healthcare emergency managers activate a hospital's Emergency Operations Center in response to a simulated mass-casualty incident during CDP training. The 50 employees represented 17 New Hampshire hospitals.

pate in the NH Hospital Mutual Aid Network.

"The training here simulated a large-scale disaster that could happen in any community," said Mike Melody, director of

**"Practice makes permanent and everybody got to practice the same way and learn identical information."**

safety and emergency preparedness, at Concord Hospital,

Concord, N.H. "This put into practice our efforts to be consistent with our coalition hospitals. Practice makes permanent and everybody got to practice the same way and learn identical information."

"This training was initiated following the recommendation from another state," said Deb Yeager, director of emergency preparedness, New Hampshire Hospital Association. "A colleague in Pennsylvania said the CDP was the best training they had ever received."

In April 2013 more than 140 Pennsylvania emergency managers, physicians, nurses, public health officials and emergency medical services personnel attended CDP courses. "I thought [our training] was very challenging and

extremely fast paced," said Yeager.

These New Hampshire employees attended the Hospital Emergency Response Training (HERT) and Healthcare Leadership for Mass Casualty Incidents (HCL) courses. They joined students from 12 other states who took healthcare training at the Noble Training Facility (NTF) the same week. The NTF is the only



New Hampshire hospital employees decontaminate simulated survivors during an exercise at the CDP. They all participate in the NH Hospital Mutual Aid Network. The NTF is the only hospital in the nation solely dedicated to training healthcare professionals for mass-casualty response.

hospital in the nation solely dedicated to training healthcare professionals for mass-casualty response.

"If we don't train, we're not going to be prepared," said Amy Matthews, director of critical care and emergency services for Cheshire Medical Center, Keene, N.H. "We were able to highlight problems in our own facilities and initiate or change plans for a real event. We learned from each other and shared ideas. I have a



Physicians, nurses and other hospital emergency workers respond to simulated mass-casualty incident inside the Emergency Department of the Noble Training Facility (NTF).

face to a name and will work more closely with my coalition hospitals to plan, problem solve and hopefully work together in a joint exercise in the future.”

“The end-of-course exercise reinforced the learning previously in the week,” said Melody.



Healthcare personnel assumed a variety of leadership roles during the simulated mass-casualty incident at the CDP.

“This was a big confidence boost and gave us a chance to interface with many of the people we work with on regular basis. We also had the chance to learn from other hospitals across the U.S. and discuss best practices.”

The CDP builds realistic exercise scenarios into its

courses. The scenarios involve real people with simulated serious injuries and wounds. The instructors also incorporate the use of modern equipment and procedures emergency responders use in emergency situations, to include the activation of a hospital’s Emergency Operations Center. Each scenario focuses on the foundations of CDP training—incident management, mass-casualty response and emergency response to a catastrophic natural disaster or terrorist act.

“We work hard to standardize what we do and have not been able to fully meet that goal,” said Yeager. “Training to this scale provided the opportunity

to learn together, get a common picture and spend time strengthening our professional relationships.”

“This resembled a real event,” said Matthews. “I have a better perspective of working with the entire hospital and community. This training was valuable.”



New Hampshire healthcare employees receive instructor feedback during an exercise at the CDP. New Hampshire sent nearly 50 employees from 17 different New Hampshire hospitals to attend CDP training.

### Healthcare Leadership for Mass Casualty Incidents (HCL)

- Explain healthcare emergency management roles and responsibilities in the disaster lifecycle process—mitigation, preparedness, response and recovery
- Communicate the use of the Incident Command System (ICS) in the healthcare system through Hospital Incident Command System (HICS) and the Public Health Incident Command System (PHICS)
- Evaluate medical supply management and distribution at the local, state and federal levels
- Recognize the requirement for personal protective equipment (PPE), the four levels of protection and factors in selecting a level, the need and purpose of decontamination both wet and dry, and decontamination planning and patient management processes
- Illustrate the important points of communications planning, the role of the Public Information Officer (PIO) and the criticality of effective media relations during a mass-casualty incident (MCI)

### Hospital Emergency Response Training for Mass Casualty Incidents (HERT)

- Analyze the need for, composition of, and use of a Hospital Emergency Response Team during an emergency, MCI or disaster situation
- Identify the criteria used for assessing patient medical attention priority using START and JumpSTART
- Recognize the step-by-step procedures for ambulatory and nonambulatory decontamination performed in response to an MCI
- Select and use the appropriate level of PPE as hospital first receivers in response to a disaster involving patient contamination
- Apply the proper techniques for monitoring or surveying patients for chemical, biological or radiological contamination
- Conduct appropriate cut-out and decontamination operations for victims and staff during response to an MCI involving contamination

## UNMH uses CDP training in emergency responses

The University of New Mexico Hospital (UNMH) has sent nearly 50 hospital and university employees to CDP training in the last 12 months. Recently, many of those workers put the skills they learned to use when a peaceful demonstration turned violent and a helicopter mishap occurred on the hospital's roof.

"Unfortunately, people don't tend to think about emergency preparedness until something happens," said Byron Piatt,

UNMH Emergency Manager. "The timing of our most recent training was incredible. We were very prepared for [these] incidents. Others have now seen the difference in levels of preparedness and confidence and are now extremely motivated to take advantage of the next opportunity."

During the incidents the hospital, fortunately, did not see a surge in patient care; however, the response did require the activation of UNMH's Emergency Operations Center (EOC). Other hospital staffers were on standby to care for anyone injured as a result of the violent protest. Then, when a helicopter mishap occurred during takeoff from the hospital roof, the hospital staff went into

action for emergency patient care and command center activation.

"The thorough CDP training helped prepare me and allowed me to have the mindset to function in a high-stress situation," said Eugene Lujan, hospital security officer. "The training helped assist the pilot to safety and helped save [the hospital from] a possible major structural fire."

"CDP training is effective because it puts you through the paces as if you were responding to a real emergency," said Dianne Anderson, UNMH Director of Communication. "You have to react in real time and to situations that simulate real life, so when you get into an actual emergency, you know what to do. It becomes second nature."

The UNM Hospital staffers have attended multiple healthcare courses that focus on hospital leadership and management and response to a mass-casualty incident. Other staff members have completed training in a toxic environment—responding to realistic scenarios using nerve agents and biological materials. University workers have trained as well in operations and communications.

"The training we received was utilized both



Members of the University of New Mexico Hospital staff and university employees activated the Emergency Operations Center (EOC) recently, following a violent protest demonstration and a helicopter mishap on the hospital roof. The staffs credit CDP training for clear decision making during an emergency or stressful situation. (Photo courtesy of John Arnold, UNMH)

during the protests and the helicopter accident," said Robert Perry, Manager of UNMH Emergency Preparedness. "The courses gave hospital personnel and leadership the tools to effectively stand up and support hospital and university command centers during such a complex event as the helicopter accident. This confidence allowed the incident to be managed efficiently and effectively. After hearing student experiences and seeing the practicality and utilization of the training the requests for more training has been overwhelming."



A helicopter is removed from the roof of the University of New Mexico Hospital. The helicopter mishap occurred during takeoff and resulted in minor injuries to the pilot. The UNMH command center staff said their recent CDP training was timely and made a difference when they activated their Emergency Operations Center. (Photo courtesy of John Arnold, UNMH)

*Tell us your story. If you have used CDP training during a real-world event we want to know about it. You might be featured in future Stories From the Field. We will do the work. Just let us know.*

*E-mail: [pao@cdpemail.dhs.gov](mailto:pao@cdpemail.dhs.gov) or call (256) 847-2212.*

## Field Training Day tests multi-agency response capability

Story and photo by Jason LeMaster,  
INEHRT MSU Commander

Submit your articles to:  
pao@cdpemail.dhs.gov or call  
(256) 847-2212.

HAMILTON COUNTY, Ind.— The CDP's Environmental Health Training in Emergency Response (EHTER) course plays a critical role to successfully perform environmental health and public health tasks in emergencies or disasters. Recently the Indiana Environmental Health Response Team (INEHRT) conducted a field training day with the Indiana Department of Environmental Management (IDEM) Emergency Response division, allowing the state of Indiana to evaluate its response plans following an environmental threat.

Forty responders, representing nine local and state agencies, along with Ball State University Natural Resource Environmental Management students participated in the event. The goal of the day was to demonstrate INEHRT resources including its stand-alone forward operating capabilities as well as mission-based sampling, testing, and safety monitoring equipment.

The Indiana Environmental Health Association began developing the concept of a statewide

environmental health response team after Hurricane Katrina and a flood event in 2008 which affected over one third of Indiana devastating a regional hospital and several units of government. Currently INERHT has 22 members including legal affairs and disaster planning specialist; nearly all have participated in the CDP EHTER training program.

The mission to identify and reduce threats to human health from water, food, waste, and air in the event of a natural or man-made disaster was undertaken by IEHA. The Indiana Department of Public Health, Division of Environmental Public Health provided support and established INEHRT in 2011 as an ESF 8 mobile support unit. INEHRT shortly thereafter was deployed to the 2012 southern Indiana tornado outbreak incident, which identified additional resources and interoperable training needs. In February

2013 six additional responders of the Indiana team attended the EHTER program further expanding their cross discipline knowledge.

INEHRT received preparedness funds through the ISDH Public Health Preparedness Emergency Response division to acquire many of the after action identified resources including individualized response packs in order to be able to field deploy at least two Type I Environmental Health response teams comprised of seven Environmental Health responders. Responders are supported by a centrally located 24-foot enclosed trailer to transport



The Indiana Environmental Health Response Team (INEHRT) demonstrates how water samples are tested following a potential hazardous materials spill that could threaten a community's water supply and wildlife.

environmental health response team after Hurricane Katrina and a flood event in 2008 which affected over one third of Indiana devastating a regional hospital and several units of government. Currently INERHT has 22 members including legal affairs and disaster planning specialist; nearly all have participated in the CDP EHTER training program.

their DRASH shelter system. When deployed, the trailer doubles as a field operation support facility. Environmental health mission-based inspection and sampling resources have also been acquired along with responder safety and monitoring equipment that can be configured per the resource request. INEHRT's goal is to establish two additional mobile support unit systems staged at northern and southern Indiana mobilization sites to further build response capacity statewide and regionally.

CDP training through its environmental health program, combined with Hamilton County's Joint Field Training Day, created a realistic scenario to improve response plans within the state. INEHRT has created a disaster field assessment form repository promoting cross training and consistency across its environmental health disciplines ranging from air quality to vector control specialist.

Currently INEHRT is seeking professional advice from Air Force Load Planners on how to properly prepare and plan for loading one or more varied "packages" of materials on cargo aircraft for shipment, should they be requested and their use approved in an emergency. In light of the Elk River chemical release in West Virginia and subsequent natural disasters disrupting local infrastructure a proposed mobile community water purification project is being looked at for funding and establishment within the resource capabilities of INEHRT.

Editor's Note: EHTER is a collaborative effort between CDP and the Centers for Disease Control and Prevention (CDC). CDP and CDC are currently working to develop the EHTER Operations course, which is a performance-based, hands-on course that allows environmental health professionals to utilize and practice emergency response and recovery skills in a disaster setting. In addition, CDP and CDC are collaboratively working to develop the EHTER Planning and Management course, which is an advanced-level course that focuses on environmental health strategic planning and decision-making for emergencies and disasters. The EHTER Operations course will be offered in the fall of 2014 and the EHTER Planning and Management course will be offered in the summer of 2015.

## CDP continues exchange program with UK counterpart

The CDP recently hosted a member of the United Kingdom's National Ambulance Resilience Unit (NARU). NARU has the responsibility for ongoing education and development of the U.K.'s Hazardous Area Response Teams (HART). There are 15 HARTs located throughout England and each is charged with providing clinical care to casualties following a major incident.

"We're sharing best practices," said Colin Pinnington, senior instructor supervisor at NARU who recently visited the CDP. "Why keep best practices to yourself. We've all had our own types of disasters or terrorist-related events and lessons learned need to be shared. It can only make our training better, especially if an incident transposes itself between our countries."

In late 2009, the CDP and NARU initiated an agreement to sponsor staff exchanges between the organizations. In January 2012, the CDP welcomed the first HART training team member and the exchange continues. According to Dave Bull, NARU Head of Education, who visited the CDP two years ago and coordinated a visit alongside Pinnington, "the exchange is a two-way experience."



Colin Pinnington (center), senior instructor supervisor for the United Kingdom's National Ambulance Resilience Unit (NARU), observes students during training at the CDP. The CDP and U.K.'s NARU continue an instructor exchange program to share ideas and best practices.

"The NARU Education Center is always looking at ways we could improve our training and operating procedures." He said, "The value in conducting an exchange is of continued benefit and in this brief visit we have found areas that can be developed to meet our needs. After visiting here in 2012 I have seen ideas from then be implemented and used in training. This partnership has led to significant sharing of experience between the U.S. and U.K., and potentially improves both of our responses to incidents."

"The CDP has top-notch facilities and the staff is focused on the detail," said Pinnington. "The detail really does make a difference to training scenarios and the training environment. The visit was very much worth it. The CDP has great trainers who are very passionate."

"Both of our organizations will benefit from observations and discussions," said Chuck Medley, CDP assistant director for Training Delivery. "There is no negative here. NARU practices the best emergency preparedness and response techniques, and they take patient care very seri-

ously. We both have a goal of preparedness and we train to meet that goal. I'm excited about moving forward, learning more and sharing information that can only make us all better at what we do—prepare and respond."

Similar to NARU, the CDP training focuses on incident management, mass-casualty response and emergency response to a catastrophic natural disaster or terrorist act. During the next year the CDP will send training representatives to observe training operations in the U.K. "I think the United States and U.K. lead when responding to a mass-casualty incident," said Bull. "It's important that we share skills, ideas and work together. We have a common goal to train responders to perform better in treating patients."

"Both of our facilities rely heavily on subject-matter experts," said Pinnington. "The training is delivered by people who have real credibility. These are world-class training facilities that are as immersive as you can get them. You've combined the smallest detail to provide a higher suspension of reality that makes the training more realistic for the student."

Following Pinnington's visit he provided an overview of NARU and the HART program to a group of more than 100 CDP students and

instructors. The presentation offered a greater insight into training and preparedness shared between the United Kingdom and United States.

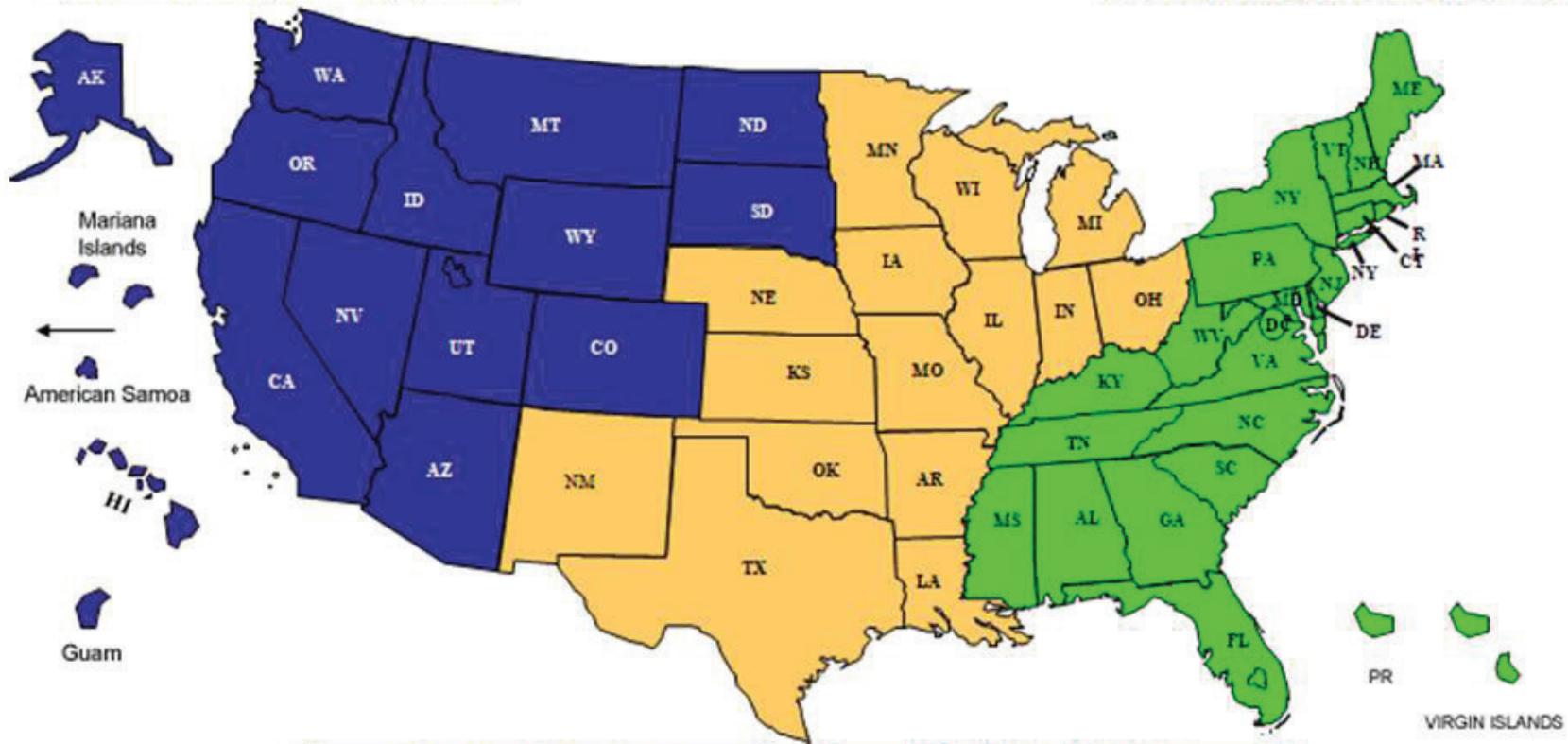


Colin Pinnington (right) receives a tour of the CDP's street scene.

# CDP Region Map

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