

# Operation Viking Vaccine

## Exercise Plan



## Meningitis Vaccination Clinic

### Functional Exercise

May 17th, 2017

**Updated 5/15/17**  
**For Official Use Only**

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# Overview

Exercise Name: Operation Viking Vaccine

Exercise Date: May 17, 2017

## Purpose

The purpose of this functional exercise is to test the logistical capacity of Portland State University (PSU) to set up and operate a mass vaccination clinic and subsequently, act as a Point of Dispensing (POD) as designated by Multnomah County Health Department (MCHD). In addition, Operation Viking Vaccine will enhance PSU's preparedness and response to a public health/disease outbreak related incident, diminishing organizational risk and building the University's resilience in the face of emergency or disaster incidents.

PSU will host the exercise, which is a collaborative effort between three different PSU departments (Emergency Management, Student Health Services, and Campus and Public Safety) and the MCHD. Operation Viking Vaccine, in conjunction with the planning process prior to the exercise, offers the involved PSU departments and external agency the opportunity to test and enhance the preparedness and response to a public health hazard on campus. The exercise and planning process also works to identify key stakeholders, build relationships, and improve communications between PSU departments and external agencies in the area of public health emergencies.

## Scope

Operation Viking Vaccine will be conducted at Portland State University on May 17, 2017. The exercise simulates a mass vaccination clinic, which is predicated on the scenario of a meningitis outbreak of a scale such that MCHD recommends PSU conduct large scale vaccination of the at risk population. Operation Viking Vaccine is scheduled to take place from 8:30am - 1:30pm, with clinic operations occurring between 11:00am-12:00pm.

The geographic scope of this exercise includes the Academic Student Recreation Center (ASRC) on the campus of Portland State University. Specifically, the first, second, and third floors of ASRC will be utilized for the exercise, including stairwells and elevators to and from the first, second, and third floors. The site will be discussed in this document in more detail below. For additional information please reference the site maps and floor plan layouts in this document.

## Exercise Planning Team

- Portland State University
  - x, Assistant Director, Emergency Management
  - x, MPH Candidate, Graduate Student
  - x, Student Health Services Director
  - x, Fire Prevention Manager, Environmental Health & Safety
  - x, Associate Director of Operations, Campus Rec Building
  - x, University Risk Manager
  - x, Director/Chief, Campus Public Safety
  - x, Campus Police Lieutenant
  - x, SMSU Operations Manager, Smith Student Union Building
- Multnomah County Health Department Partners
  - x, Community Liaison, Communicable Disease Services/Emergency Preparedness
  - x, Emergency Preparedness & Response Associate

## Scenario

The following scenario was written to mimic similar meningitis outbreak incidents at other campuses and, as such, it serves as a preface to the clinic operations exercise:

*In mid-March, within one week, two residential PSU students, living in Ondine Residence Hall, were diagnosed with the same strain of Neisseria meningitidis Group B. With assistance from PSU, MCHD conducted investigations and contact tracing and determined the cases to be related. MCHD treated all close contacts of the two students prophylactically. MCHD recommended PSU prepare for a mass vaccination clinic if a third unrelated case of N. meningitidis Group B was diagnosed in the PSU population.*

*In early April, a third student living in the Broadway Residence Hall was diagnosed with N. meningitidis Group B. Testing showed it was the same strain as the original two cases and a MCHD investigation established that there had been close contact between case #3 and case #1; and, was therefore a related case.*

*May 8th, a PSU international student (case #4) living on campus and active in the PSU community was diagnosed with N. meningitidis Group B. MCHD investigation and contact tracing determined this case was unrelated to any prior case. This student died on May 10th due to meningococcal sepsis.*

*The PSU community is anxious about the spread of meningitis and devastated over the death of the student. A team was mobilized on May 10th to prepare for a mass vaccination clinic on campus to be held on May 17th. The target population is all students (undergraduate or graduate) aged 25 and under who live in campus housing, dependents of students living on campus that meet the age requirement, and immunocompromised students. Given this population, PSU's goal is to vaccinate 1800-2100 students. PSU has contracted with a national pharmacy chain to provide procurement, transportation, and storage of the vaccine; insurance billing services for all*

*students at the clinic; and vaccine administration during the mass vaccination clinic on campus.*

## Capabilities

The purpose of this exercise is to explore PSU's capacity to host a mass vaccination clinic and to serve as a large Point of Dispensing (POD). As such, the Operation Viking Vaccine Exercise Planning Team identified the FEMA capabilities listed below as the foundation exercise objectives and scenario. The exercise will measure and validate PSU's capacity, and serve as a base for growth and expansion of POD and other medical response plans. Specifically, as the University completes the Stott Center in 2018, lessons learned from Operation Viking Vaccine will lay the groundwork for emergency response and planning for that new space (it could serve as an additional POD/clinic site, or become the preferred location).

The selected capabilities are:

- **Planning:** Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, logistical, and/or operational approaches to delivering medical countermeasures through a mass vaccination clinic or POD.
- **Operational Coordination:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- **Community Resilience:** Enable the recognition, understanding, communication of, and planning for risk and empower individuals and the PSU community to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
- **Public Health, Health Care, and Emergency Medical Services:** Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
- **Long-term Vulnerability Reduction:** Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce PSU's vulnerability to natural biological threats and hazards, such as a disease outbreak, by lessening the severity and duration of the outbreak and adverse consequences.

# Exercise Objectives

Operation Viking Vaccine has six objectives which help assess the logistical capacity of Portland State University to set-up and host a mass vaccination clinic on campus in collaboration with Multnomah County Health Department.

## Objective 1

- Develop and test clinic site plans for ASRC. This will be observed through the actual setup of the clinic at the site, bringing the site plan into fruition with furnishings and mock outlining of furnishings and spaces where necessary.

## Objective 2

- Provide just-in-time training for volunteers serving as clinic staff, so that clinic staff are able to execute their clinic roles effectively and efficiently. This will be observed through the degree that volunteers are confident in their clinic roles and responsibilities.

## Objective 3

- Engage and integrate volunteers from various PSU departments, area universities, the Medical Reserve Corps, and other external agencies in the process of exercising a mass vaccination clinic / medical countermeasures POD on the PSU campus. This will be observed through the prioritization of the clinic operational structure over “normal” operational affiliations.

## Objective 4

- Test the logistics and operations of the clinic, demonstrated through the overall flow of the clinic, movement from station to station, appropriate size of each station, etc. Throughput volunteers will test the efficiency and flow of the clinic layout and timing at each station.

## Objective 5

- Identify successes and failures in the clinic's processing of patients / students, including the ability to answer questions and address concerns of patients / students. Use this knowledge gained for future planning with the goal of increasing PSU's resilience and reducing the severity and duration of an actual outbreak in the PSU community.

## Objective 6

- Increase PSU's preparedness to host a mass vaccination clinic and / or POD as part of MCHD's resilient POD system; identifying gaps and areas for growth for PSU's plans.

# Exercise Play

## Assumptions and Artificialities

Assumptions and artificialities are inherent in any exercise. Assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should not allow these consideration to negatively impact their participation.

### Assumptions

Assumptions constitute the implied factual foundation for the exercise; therefore, they are assumed to be present before the exercise starts. The following assumptions apply to Operation Viking Vaccine:

- The exercise is conducted in a no-fault learning environment where capabilities, plans, objectives, processes, communications, and systems will be evaluated.
- The exercise scenario is plausible and the events have occurred as described.
- Exercise simulation contains enough detail and operational characteristics to allow for realistic interactions among participants.
- Other than what is described in this exercise plan, normal business operations will continue for the PSU campus overall, as well as the remainder of the ASRC.
- Participating University departments and external agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

### Artificialities

During this exercise, the following artificialities apply:

- The Exercise is focused on clinic operations only; the exercise does not include other response components (e.g. the PSU IMT or Policy group, Oregon Health Authority, etc).
- Exercise communication and coordination is limited to participating organizations, departments, venues, and exercise participants (e.g., players, evaluators, etc).
- Activities at clinic stations will, as closely as possible, simulate tasks needed for a real clinic, as described in this plan.
- The clinic will be set up as realistically as possible, but in some cases complete setup of furnishings or exact staffing may not be possible.

- Mock “patients” will be encouraged not to use their real personal identifying information; therefore, names and information on forms may be false.

## Venue

The Academic and Student Recreation Center (ASRC) is a multi-purpose building co-owned by Portland State University and the City of Portland. The building contains recreation facilities, academic classrooms, student workspaces, retail businesses, office spaces, and other spaces. It fronts onto the PSU Urban Plaza, located between SW 5th and 6th Avenues (to its east and west) and SW Montgomery and Harrison Streets (to its north and south). (Maps located at the end of this document.)

ASRC's first floor houses retail spaces, PSU's Transportation and Parking office, an auditorium, as well as, the main building lobby and the Viking Welcome Center. The second, third, and fourth floors house the Student Recreation Center. The second floor also includes academic classrooms and PSU offices. The fifth floor is home to the City of Portland's Archives & Records Center. The PSU School of Social Work is located on the sixth floor.

The recreation facility receives approximately # visitors per weekday (Mon-Thurs) and # visitors per weekend day (Fri-Sun). On May 17th (the day of the exercise), # students are enrolled in courses that meet in the ASRC during the exercise hours.

ASRC will be open for normal operations during the exercise, with classes being held, program offices functioning, the recreation center opened, city offices operating, and the retail spaces on the first floor opened for business. The exception being, all three basketball courts / gymnasium spaces in the recreation center will be closed to Campus Rec member usage during the pre-exercise, exercise, and post-exercise times as outlined in the schedule contained in this document. The suspended running track above the basketball courts / gymnasium will be open to members (it is accessed via the fourth floor; therefore, should not interfere with exercise objectives or play).

<b>Building Location</b>	Academic and Student Recreation Center (ASRC)
<b>Building Entrances</b>	
<b>Building and Site Operations</b>	Normal operations in the building with the exception of the basketball courts / gymnasium which will be used solely for the exercise.
<b>Exercise Location</b>	3rd Floor basketball courts / gymnasium
<b>Exercise Area Description</b>	Two full-sized basketball courts will be utilized for the clinic exercise. A third walled court is available if needed.
<b>Exercise Building Usage</b>	The first, second, and third floors of ASRC will be utilized lightly for the exercise, specifically stairwells and elevators to and from the first, second, and third floors. The loading dock may be utilized prior to and after exercise play.

## Schedule

All activities take place in the ASRC Gymnasium

Time	Description	Lead	Attendees
7:30am - 8:30am	Clinic set up (tables and chairs)	Facilities	Facilities
8:45am - 9:00am	Exercise Evaluator in-briefing	Exercise Directors	Exercise Evaluators
9:00am - 9:30am	Section Leaders briefing	Exercise Directors; Clinic Manager	Section Leads
9:30am - 10:00am	All Hands Exercise In-Briefing	Exercise Directors; Clinic Manager	All
10:00am - 10:40am	Section specific training, section set up & practice stations	Section Leads	Clinic Volunteers
10:40am - 10:50am	All Hands Check-in	Exercise Directors; Clinic Manager; MCHD	All
<b>11:00am-12:00pm</b>	<b>Clinic Operations</b>	<b>Exercise Directors; Clinic Manager; Section Leads</b>	<b>Clinic volunteers and patient volunteers</b>
12:00pm-12:40pm	Lunch; After Action discussion	Exercise Directors	All
12:40pm-1:00pm	Clean up	All	All
1:00pm	Clinic Breakdown	Facilities	Facilities

## Communications

Exercise communications will occur face-to-face during exercise play. There is not a need to utilize external communications or communication devices during exercise play. The exception to this, is utilizing cell phones to contact the exercise contacts as noted below in this document, as needed, if contacts can not be located in the clinic or if they must be outside the clinic at any point in time during exercise play.

Radios will be utilized by the staff as indicated on the organizational chart. For the purposes of this exercise, staff should use radio channel x

Media has not been invited to the exercise.

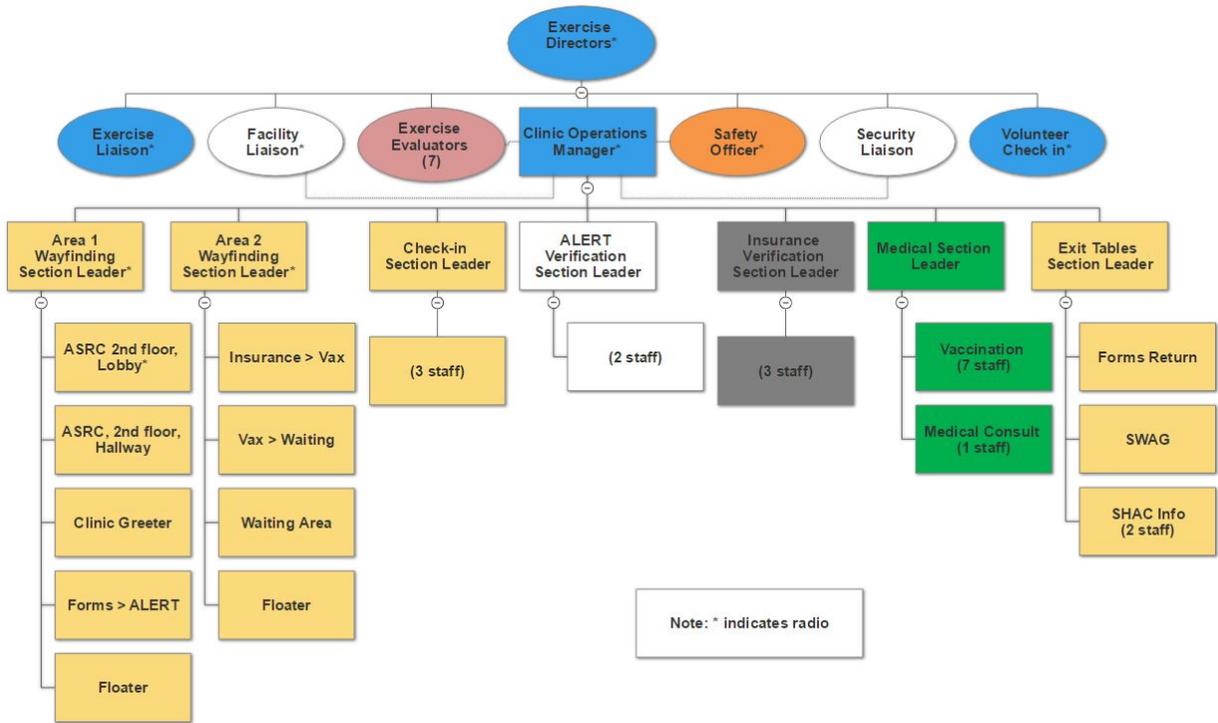
PSU Emergency Management, or other PSU departments, may take photographs of the exercise.

## Participant Identification

Participants can be recognized by name tag and the color of the vest they are wearing, which is color-coded by exercise function. The name tag will state the participant’s name and exercise function or role.

Participant Identification	
Exercise Function	Vest Color
Exercise Directors & Liaison, Clinic Manager, Volunteer Check-In	Blue
Evaluators	Red
Safety Officer	Orange
Players - Medical (Vaccination and Consultation)	Green
Players - Wayfinding, Check-In, Exit, Giveaway/Gift	Yellow
Players - ALERT database verification	White
Players - Insurance verification	Black
Volunteer “patients”; observers, and other non-players	<i>No Vest / Name Tag Only</i>

# Clinic Organizational Chart



## Clinic Roles and Stations

### 2nd Floor and Clinic Entrance Greeters / Wayfinders

- **Purpose:** To direct participants, observers, volunteers, etc, to the clinic.
- **Staffing Credentials:** none required
- **Location(s):**
  - ASRC second floor:
    - One greeter in the lobby at the top of the stairs / elevator area to direct people to the Campus Rec ID check
    - One greeter past the Campus Rec ID check and down the hallway, near hall to elevator or stairs
  - ASRC third floor: Clinic entrance near stairs / elevator

### Clinic greeter/wayfinders

- **Purpose:** Manage clinic flow
- **Staffing Credentials:** None required
- **Locations:**
  - Check-in Station to Forms Station
  - Forms Station to OHA Alert Station
  - Insurance Verification Station to Vaccination Station
  - Vaccination Station to Post Vaccination Observation
  - Post Vaccination Observation to Exit Station

## **1: Check-In Station**

- **Purpose:**
  - Check mock “patients” into the clinic (sign-in sheet and name tag)
  - Provide required paperwork packet
- **Staffing Credentials:** None required for general check-in; 4 volunteers
- **Location:** 3 tables at the “entrance” to the clinic area (middle court)

## **2: Forms Completion Station**

- **Purpose:** Provide patients a place to sit and complete the forms they receive at the check-in station.
- **Staffing Credentials:** Familiarity with medical screening and consent form, ability to answer questions; 2 volunteer wayfinders
- **Location:** Middle court, middle area

## **3: OHA Alert**

- **Purpose:** Check OHA Alert database for patient information in accordance with the Oregon ALERT IIS Registry and Tracking Laws (433.104 Use of immunization registry for potential catastrophic disease threat)  
<https://public.health.oregon.gov/PreventionWellness/VaccinesImmunization/RulesLaws/Pages/orsalert.aspx#092>
- **Staffing Credentials:** 2 OHA Alert authorized staff; 1 staff with access to PSU directory
- **Locations:** Middle court, middle area

## **4: Insurance Verification / Activation**

- **Purpose:** Simulate the time that patients will spend at the insurance verification station during a real-world clinic
- **Staffing Credentials:** None required for exercise; 4 volunteers
- **Location:** Middle court, back area

## **5: Vaccination Station**

- **Purpose:** Simulate the amount of time a patient will be at the vaccination station, 2-3 minutes
- **Staffing Credentials:**
  - MD, Nurse, or Pharmacist
  - 4 tables, 2 vaccinators at each table (8 total vaccinators)
- **Location:** North court, west half

## **6: Medical Consultation Station**

- **Purpose:** Medical provider available to answer medical questions of patients or vaccinators
- **Staffing Credentials:** MD, ARNP, PA; 1 volunteer
- **Location:** North court, along north side of space, near private vaccine area

## **7: Post Vaccination Observation**

- **Purpose:** Provide 15 minute waiting time recommended after the vaccine
- **Staffing Credentials:** none required for the exercise; 1 volunteer wayfinder

- **Location:** North court, near exit

### **8: Exit Station**

- **Purpose:** Collect the paperwork packet from the patient
- **Staffing Credentials:** none required; 1 volunteer
- **Location:** North court, at exit

### **9: Swag and Giveaway Table**

- **Purpose:** As an incentive for people to come to the clinic or to volunteer, raffle items will be available, as well as, a quantity of free-giveaway items.
- **Staffing Credentials:** none required; 1 volunteer
- **Location:** North court, at exit

## Questions During Exercise Play

During exercise play all participants should direct questions to their Section Leaders, the Clinic Manager, and/or the Exercise Directors. If these staff cannot be located, seek assistance at the Volunteer Check-In table which is located across the middle court from the Check-In Station.

# Exercise Safety Plan

All participants have a basic responsibility to act to ensure their own safety and the safety of others. All participants should immediately report safety concerns, unsafe activities and/or conditions, injuries, and accidents to the Clinic Manager and / or the Exercise Directors. All participants have the authority to stop exercise play by stating loudly and clearly “SAFETY STOP” in order to prevent unsafe acts.

The clinic site will be set-up with the oversight and approval of the Safety Officer, ensuring the space operates within fire code regulations, ensuring entrances and exits are accessible and thoroughfares are clear from furnishings and/or excess crowding. Maximum capacity of the site will be monitored and enforced. Any extension cords will be secured to the floor to prevent tripping or entanglement.

During exercise play, there will be **no players that feign passing out and no players that require mock emergency medical attention** that would require lifting or assisted moving, this will protect volunteers from heavy lifting.

Should a real-world emergency occur either at the clinic exercise or outside the clinic exercise, the real-world emergency will take priority. Exercise directors will determine if the exercise can continue based on the extent of the emergency and the number of exercise volunteers that must be excused from the exercise for management of the real-world emergency.

Exercise players should take breaks and rest as needed.

## **Safety protocols:**

- In the event of a medical emergency, call 911.
- An AED is located near the elevators on the third floor, near the entrance to the women’s restroom.
- The closest first aid kit is located in the weight room, at the staff desk. The weight room is directly across the entrance hall from the third floor basketball courts.

## **Safety Contact Information:**

- **Safety Officer:** x
- **Campus Public Safety Dispatch:** x
- **Portland Police / Fire:** 911

## **Emergency Response Resources**

- **Police:** Campus Public Safety Office (CPSO) located at x; Phone: x
- **Fire:** Portland Fire Station located at x
- **Medical:** OHSU located at x

## Documentation

Any documents generated by players during exercise play must be submitted at the end of the exercise as part of the overall exercise documentation (e.g. notes, evaluation forms, questionnaires, feedback forms, notes, and or exercise activity logs).

### Exercise Directors

Exercise Directors should collect all paperwork and documentation from the exercise, either from clinic volunteers or from the Exit Station at the end of the clinic exercise. Exercise Directors will collect evaluation forms from Exercise Evaluators.

### Exercise Evaluators

Evaluators are expected to complete the exercise evaluation forms (will be distributed to evaluators) assessing the extent to which the exercise meets the stated objectives. If an evaluator acts as a player in the exercise, they can include comments about that experience as well.

Name	Affiliation
	Emergency Manager, OHSU
	Emergency Manager, University of Portland
	Emergency Management Specialist, Clark College
	Emergency Response Coordinator, Lewis and Clark College
	Risk Manager, Chemeketa Community College
	Community Liaison, Communicable Disease Services, Multnomah Co. Health Dpt.
	Regional Cities Readiness Initiative Coordinator

### Participant Feedback Forms

Observers and Participants are encouraged to share any information and feedback about their experience at the clinic exercise. Participant feedback forms will be available at the check in station and can be returned to the Exit Station in the clinic, or, handed to an exercise director.

Observers can also share information directly with exercise directors. Contact information is located in this document, or turn in any written notes at the end of the exercise directly to the exercise directors.

## Contacts

Name	Role	Cell	Email
	Exercise Director		
	Exercise Director		
	Clinic Manager		
	Safety Officer		
	Exercise Liaison		
	Facilities Liaison		
	Campus Public Safety Liaison		
	MCHD Community Liaison/ Evaluator		

# Accessing the Exercise Site

## Public Transportation Options

- x

## Parking Options

- x

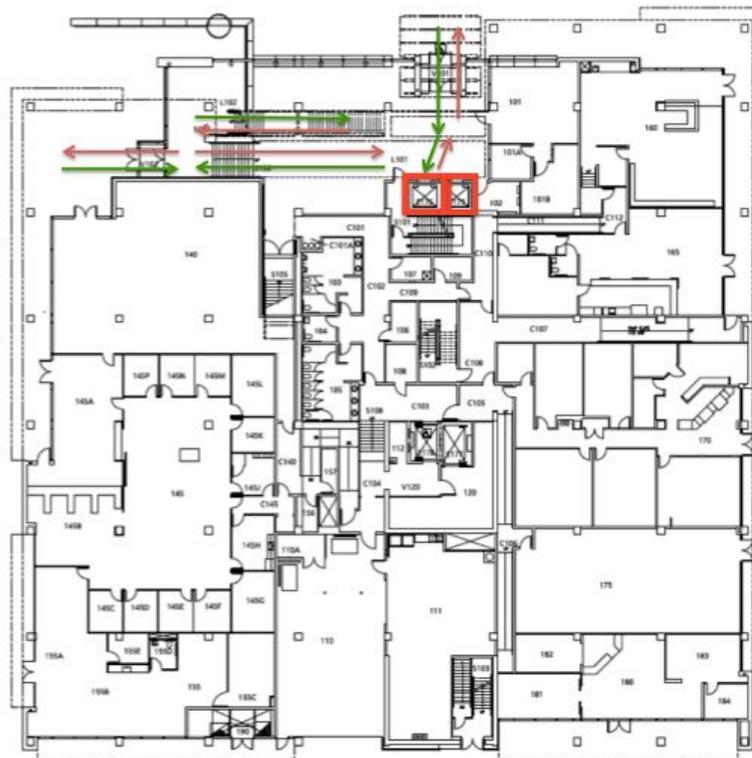
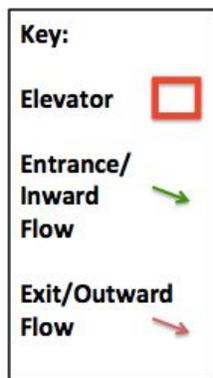
## Maps

### Building location maps

- x

### Site and Clinics Floor Plans

#### Level 1: Entrance & Wayfinding

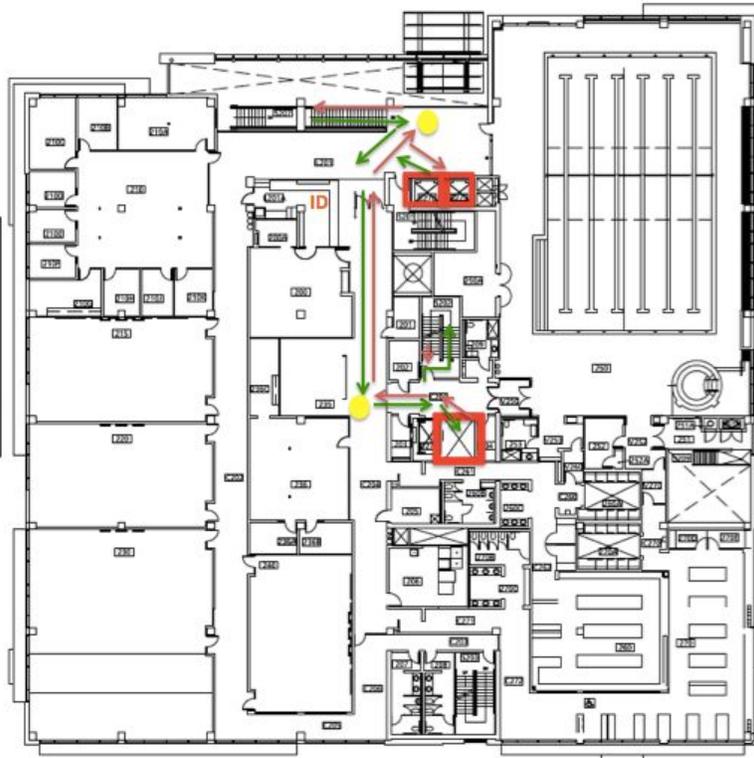


## Level 2: Greeting & Wayfinding

Key:

Wayfinder/  
Greeter

ID Check Point ID



## Level 3: Clinic Level

Key:

- Stanchions
- Check-In Table
- Paperwork Chair
- Food and Water Tables
- OHA Alert Table
- Insurance Verification Table
- Vaccination Table
- Mock Refrigeration
- Pole and Drape for Privacy
- Medical Consultation
- 15-Minute Waiting Area Chairs
- SHAC Info Table
- Exit / Paperwork Drop-Off Table
- Swag/Giveaway Table
- Volunteer Check-In
- Electrical Outlets
- Built-In Screen/Court Divider
- Restrooms

