



Health Systems Resilience Tabletop Exercise

Exercise A – National

Health Services Resilience, Integrated Health Services Department
2020



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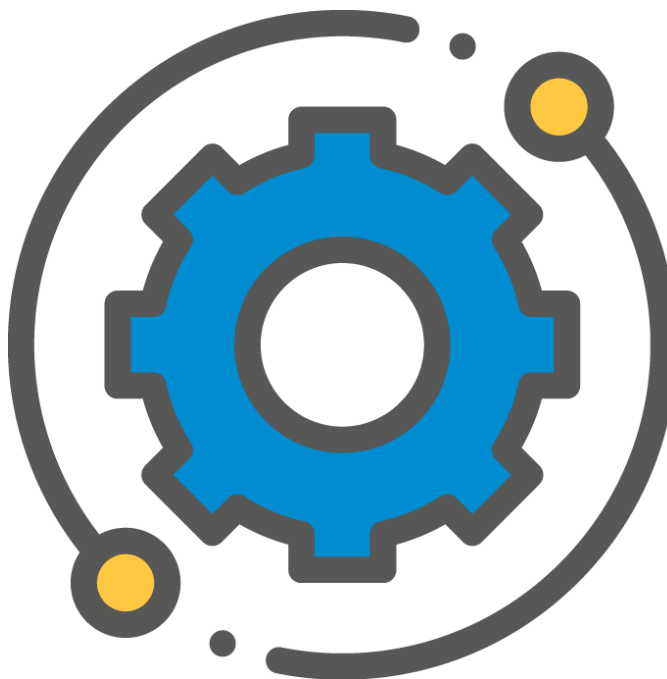




Dumela
Dumelang
‘aleykum ahoana
Salam Hallo Salam
Jambo Hujambo
Salaam Molo Tadiyala
Hello aleekum
warran Sawubona
Sannu Manao
As-şalaam
Bonjour



Introductions





Exercise Timetable



Time	Activity
09:00	Welcome (~10 mins)
09:10	Introductions and scene setting (~10 mins)
09:20	Exercise briefing (~10 mins)
09:30	Session 1 (~60 mins)
10:15	Feedback (~15 mins)
10:30	Coffee break (~15 mins)
10:45	Session 2 (~60 mins)
11:30	Feedback (~15 mins)
11:45	Session 3 (~60 mins)
12:30	Lunch (~30 mins)
13:00	Exercise debrief (~90 mins)
14:30	Exercise feedback and next steps (~15 mins)
14:45	Close



Exercise purpose and objectives



The purpose of this exercise is:

To develop knowledge to support health system strengthening within the context of preparedness for public health emergencies.



The objectives of this exercise are:

- To review, test and practice the functionality of relevant health systems at the policy and operational levels, before, during and after public health emergencies
- To explore the linkage and coordination between health care facilities and public health authorities when disruptive emergencies occur that impact on health systems.
- To examine how considerations for health service preparedness is maintained and embedded within the building blocks of health systems and national preparedness and response frameworks





How to participate



Rules

- Use your practices, procedures, guidelines and regulations to inform your responses
- Participate as yourself
- Work as a team
- Focus on solutions
- Record discussions and responses to questions
- Be prepared to feedback
- There are no 'role plays'



How to participate



- **The exercise is not to test or evaluate individual participants.**



- Don't fight the scenario – focus is not on the clinical aspects

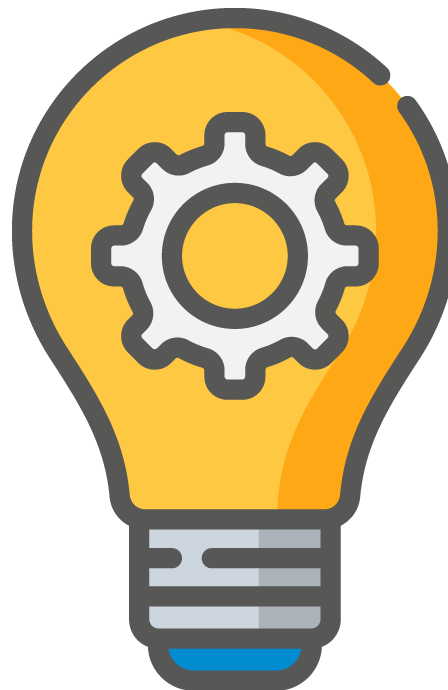


- Keep discussions for the exercise to participants in the room – if there is need to contact anyone outside the exercise – please prefix all communications with “Exercise Exercise....”



- **This is a safe learning environment**





StartEx



Session 1



- Show video here:



<https://youtu.be/SikqVz3vsGA>





Session 1



Scenario Summary (day 6):

- Five children presented to the health centre with influenza-like symptoms.
 - One child has died
- More cases of 'flu like symptoms' arriving at the health centre
- New cases of flu-like illness found in a nearby town.
 - 3 children and 6 adults attend a private health clinic
- Locals report seeing unusually high numbers of dead migratory birds at nearby waterways.
- Laboratory test sent to the regional Laboratory has shown a strain of avian influenza A(H7N11)
- There has not been an official report from the affected region to national MoH

NB: Refer to the scenario handout for further details



Tasks



❖ **The MoH member of staff has reported what she learnt from a conversation with her friend; that there is now a confirmed case of avian influenza A(H7N11):**

- What are the priorities for the MoH at this stage?
- What are the main risks at this time?
- At this stage, what actions can be taken at national level to support local authorities in containing the outbreak?



Tasks



❖ What plans or procedures exist nationally to respond to an infectious (respiratory) disease outbreak?

- How do the plans ensure continuity of routine health service delivery as part of national emergency response?
- Do the plans or procedures incorporate a multi-sectoral approach (including veterinary/animal health, environment sectors) to emergency response?
- What was the level of participation of MoH units and other organizations responsible for health services in preparing existing emergency plans and how are their roles identified in the plans?
- What are the triggers to activate your response plans?
- What do you require to activate these plans or procedures?



Tasks



- ❖ **What national health resources are available to manage an infectious (respiratory) disease outbreak and how would these be deployed?**
 - How are these resources allocated during an emergency to ensure that routine health services are not disrupted while responding to the outbreak?
 - Is there an updated rota for multi-disciplinary rapid response teams and additional mechanism to access surge capacity to maintain essential health services from general workforce?
 - Are there stockpiles for emergency medical supplies (including Infection Prevention and Control supplies like PPE etc.)?
 - Is there a contingency funding that can be rapidly accessed which could also cover additional demand for routine health services?



Task



❖ For an emergency such as this which could involve different organisations and sectors

:

- Who has overall responsibility for managing a multi-agency response?
- How does the national emergency management structure coordinate and work with departments responsible for health services?
- What is the arrangement to work with veterinary authorities to better understand the extent of the problem and possible risks?



Tasks



- ❖ **How do national public health authorities coordinate with local healthcare facilities and maintain information flow including disease surveillance and feedback mechanisms during incident management?**



Tasks



❖ Some of the patients have been treated at a private healthcare facility:

- Are there mechanisms in place to ensure that there is communication with and monitoring of private healthcare facilities with regards to their role in public health emergencies?
- How have you ensured that private facilities follow the same reporting procedures used by the public healthcare services?
- Is there a national level policy / arrangement in place that facilitate mutual aid / collaboration between public and private (for and not for profit) health facilities?
- Is there a regulation in place that monitors the quality of health services between different providers including those outside of public sectors?



Tasks



❖ **The Minister of Health has asked for an assessment of the situation including the current state of health services delivery (response and routine services).**

- Is there an arrangement in place to collect regular data on priority diseases from regions?
- Would you typically include information on the possible impacts of the emergency on routine services, when preparing such situation reports/updates
- What aspects of the impact on routine services would be included in such formal communications/reports to responsible authorities?
- Is there a mechanism in place for assessing the impact an emergency might have on routine health services and utilizing such information to inform decisions and actions at the national level



Tasks



- ❖ **At this point, would you report to WHO on the outbreak? What would be the standard channel and justification for notifying WHO?**
 - What information would you also need to send to other partners and national authorities at this time?



Feedback (15 min)





Coffee Break (15 min)





Session 2



Scenario Summary (day 12):

- Cases of influenza-like illnesses:
 - 18 children and 23 adults from the original community.
 - 9 children and 15 adults from the neighbouring town
 - 3 children and 17 adults are unwell in a new location
- Deaths reported: 3 children and 3 adults
- There appears to be human-to-human transmission
- Reports of sickness amongst health care workers who treated the first group of children at their local healthcare centre.



Session 2 (contd.)



- Increasing numbers of dead migratory birds are being seen.
- Local farmers are reporting that their poultry are becoming ill/dying.
- Animal health officials are trying to contain the problem.
- Social media has many posts about the avian influenza, saying that there is little support from the authorities to tackle the outbreak.

NB: Refer to the scenario handout for further details



Tasks



- ❖ **Public health officials have reported there is now human-to-human transmission of the disease:**
 - Based on existing plans and strategies, what actions will you take in response to this report?
 - Identify your priorities and resource needs for health services
 - How can you support facilities to establish different options to provide services including community-based to reduce transmission and impact to routine healthcare?
- ❖ **How would you like to involve the WHO country office to support your response and to coordinate with other health partners?**



Tasks



- ❖ **What national plans and funding exist for the emergency procurement and supplies to maintain health service delivery and response?**
 - What contingency funding available to enable the short notice purchase of medicines and supplies including IPC?
 - What capacities are in place to support training in IPC practices before an outbreak occurs, and during an outbreak?
 - What actions have been taken to build supplies chain and logistics management capacity (human and material) before an outbreak occurs?



Task



- How would **you determine the level of** your current stocks for emergency medicines and supplies and predict additional needs?
- How long does it typically take to deliver emergency supplies to affected areas?



Tasks



❖ This outbreak may continue for some time:

- What surveillance and contact tracing systems would you put in place/ How do you connect with district health management to provide regular feedback on case management and overall service provision?
- What arrangements are in place to maintain health workers motivation and wellbeing in a protracted outbreak.
- This incident involves other stakeholders, such as animal health, partners and local authorities.
 - Please identify key stakeholders taking part in emergency response in the country.
 - How do you involve them and maintain coordination to ensure effective response and service provision?



Tasks



❖ Your communications team have given you some of the latest social media posts (see handout):

- How will you respond to this, and what further public health advice will you issue?
- How do you communicate and liaise with affected communities; identify the key stakeholder groups and priorities for messaging.
- How could you set up a help line for people to call for information?
- How can you establish contacts with the media and other influencers to get your message to the public



Tasks



- Who leads in communication with public and media during this type of outbreak? How do you contribute to public communication?
- What actions would you take to assess and manage any negative impact on routine service utilization?



Tasks



❖ **Several schools across the area now have children affected by the avian influenza, and head teachers are worried that there may be others who are infectious and still at school. There have been calls for the schools to be closed to stop the spread of the disease.**

- Who is responsible for providing public health advice to schools?
- Who would make the decision to close schools and how would this be communicated?
- What role can school health service play with local public health and health facilities to manage the outbreak?
- Consider the impact on communities of closing schools, even for a short period of time.



Tasks



❖ **Latest Maternal and Child health (MCH) report from the affected region suggests that antenatal clinic (ANC) clinic attendance has dropped**

- What measures would the MCH teams put in place to mitigate the impact of the outbreak on routine MCH services?
- How can health authorities systematically monitor routine health services data to identify any changes in service delivery or utilization patterns which may be due to the outbreak?



Feedback (15 min)





Session 3



Scenario Summary (day 19): page 1

- Cases
 - 43 children and 55 adult cases within the original community.
 - 21 children and 29 adults in the second community (confirmed A(H7N11))
 - 19 children and 31 adults symptomatic in the third location
 - Deaths: 8 children and 7 adults.
- Healthcare workers worried about how to keep safe
- Staff report working double shifts to cover for sick colleagues





Session 3 (contd.)



- Reports that personal protective equipment (PPE) is being reused
- There are shortages of medicines
- Concerns about the safety of the health facilities are being widely expressed on social media

NB: Refer to the scenario handout for further details



Session 3



Scenario Summary (day 19) – page 2

- Testing laboratories are under operational pressure
 - High levels of staff sickness
 - Increased demand for services
 - Resource shortages.
 - Longer processing times for samples – up to 10 days.
- Private laboratories are also offering diagnostic tests
- Local communities are concerned outbreak may spread and are worried about the safety of poultry, meat and eggs.



NB: Refer to the scenario handout for further details



Task



- **This outbreak has been ongoing for nearly 3 weeks:**
 - What measures are in place to monitor the effectiveness of the response and improve emergency management and maintenance of routine health services based on gaps identified?
 - Provide a briefing note on the current situation and areas of concern so far, for the Minister of Health



Tasks



- **How will you respond to a request from affected district to provide contingency resources and finance to local public and private healthcare facilities for the ongoing response and recovery?**
- ❖ **Private laboratories are offering diagnostic tests:**
 - How can you ensure good laboratory practices and utilise the capacity of local and private laboratories to reduce the waiting time for test results?
 - What systems are in place for communication and feedback between the laboratories, health facilities and public health?



Tasks



❖ What response will you give to local businesses and communities about the safety of poultry products?

- What further public health messages will be issued?
- How do you ensure regular coordination between public health and other responsible authorities (e.g. veterinary) about disease risk, surveillance, food safety and public messaging?



Tasks



❖ **This coming week, there is a mass vaccination campaign for measles planned before the outbreak to take place in the affected region. Local health authorities are considering postponement because of engagement in the outbreak**

- What do you consider pros and cons for proceeding or postponing this campaign?
- What would be your advice and follow-up actions in this situation?



Tasks



❖ Health workers are worried about their health and safety whilst at work.

- Are there functional occupational health structures responsible for health facilities?
- What extra measures are in place to reduce the possibility of a spread of infections in health facilities?
- Some staff are being told by managers that they will have to work extra hours, what options are available to address this issue?
- Is there a capacity to pay staff who are working extra hours due to emergencies?
- What psycho-social care and welfare processes are in place to support healthcare staff during and after incident?



Tasks



❖ How will you ensure right level of skilled staff in healthcare system?

- How are health workers typically prepare with necessary competencies for responding to large scale emergencies?
- What practical options are in place to retain staff with skills in emergency management?
- To ensure stable supply of health workforce with right skill sets, what cooperation exists between MoH, Ministry of Education, academic and professional institutions?



Tasks



- What is the mechanism for ensuring quality of care in the management of cases in health facilities (including isolation units)?
- How is quality of care monitored, documented and reported in emergency response?



Task



- ❖ **What national-level processes are in place to ensure that lessons from this outbreak experience inform health system strengthening actions during and after the outbreak?**
 - How are the lessons learnt from health systems performance in emergencies and recommendations for improvement documented and included in health sector planning?
 - How do you ensure follow-up actions and implementation of recommendations from past emergency experiences for health systems strengthening?



Task



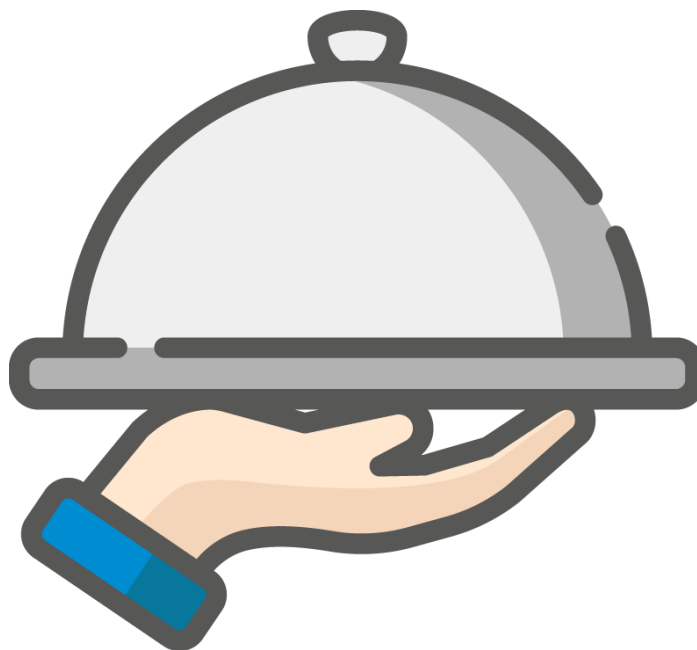
- Are there plans to regularly test the health service resilience through SimEx and how often is this done?
- Considering SimEx and AAR conducted in the past 1 year in the country (if any) to what extent did health facilities and non-emergency focused teams and organizations participate?
- Did past AAR include review and documentation of the impacts of the emergency on routine health services? If not, how can this be included moving forward?



EndEx



Lunch (30 min)





Exercise Debrief





Debrief



Consider, based on the exercise objectives:



- What went well?
- What didn't go so well?
- What areas exist for improvement?



Be prepared to feedback





Feedback





UKaid
from the British people

This product was funded with UK aid from the UK government through the Tackling Deadly Disease in Africa Programme (TDDAP)

Thank you

