The Great Shakeout Healthcare Webinar

Wednesday, August 31st

10 am - 11:30 am PST

Connect Consulting Services
Emergency Preparedness
Planning | Training | Exercises

Shake Out

Great ShakeOut
Earthquake Drills

1

BIO: Connect Consulting Services Nora O'Brien, MPA CEM, Founder and CEO

Connect Consulting Services
Engage | Prepare | Recover

- Founded Connect Consulting Services in 2009
- Masters Degree, Public Affairs, Disaster & Emergency Management
- Certified Emergency Manager by the International Association of Emergency Managers (IAEM)
- FEMA Adjunct Instructor teaching the Advanced Public Officer Course and FEMA Basic Academy Course
- Lead H1N1 and COVID-19 Pandemic Response, wildfires, hurricane responses
- Named 2018 Sacramento SBA- Woman-Owned Business of the Year and 2021 Small Business of the Year
- Lead a team of 25+ EM planning and training professionals

Great Shake Out Earthquake Drill: After Action Reporting & Improvement Planning

2

2

Training Objectives

- Review key emergency management exercise terminology
- Review types of disaster exercises
- Great Shakeout Earthquake Drill
- CMS Emergency Preparedness Exercise Requirements
- Question and Answers

3

What are the Benefits of Earthquake-Related Exercises To Your Agency?

- Meets Accreditation and Regulatory Requirements for CMS and TJC.
- Complies with Grant Requirements
- Earthquakes are often identified in organization's HVA /risks assessments.
- Assess and Improve Emergency your organization's Preparedness for Earthquakes

4

Earthquake-Related Exercise Planning Considerations

What do you want to improve?

- Look at earthquake on your Hazard Vulnerability Analysis
- Test recent earthquake training or evacuation equipment
- Look at staff, patient and visitor safety
- Communications

- Hospital Incident Command System (HICS) Tools
  - ✓ Earthquake Incident Response Guide and Planning Guide
  - ✓ Job Action Sheets
  - ✓ ICS Forms
- CMS Emergency Preparedness Rule
- The Joint Commission Six Critical Elements
- National Incident Management System (NIMS) Objectives for Healthcare

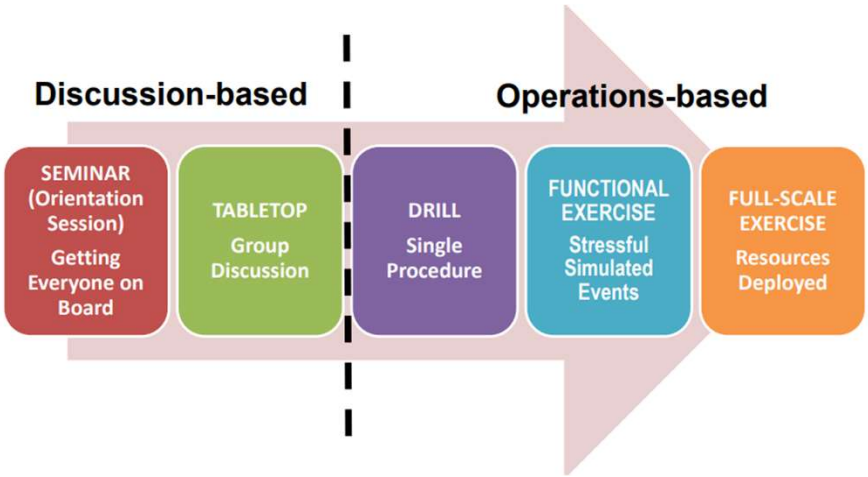
Key Emergency Management Terms

- **Earthquake:** An earthquake is the shaking of the surface of the earth resulting from a sudden release of energy in the Earth's interior, usually by sudden movements along fault lines. This movement releases energy that moves as seismic waves. It can range in size between many orders of magnitude and is commonly given as a number on the Richter scale.

Key Emergency Management Exercise Terms

- **Discussion Based Exercises:** Discussion-based exercises are normally used as a starting point in escalating exercise complexity. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games.
- **Operations Based Exercises:** Operations-based exercises are hands on. They are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs).

Types of Disaster Exercises: Typical Exercise Flow



Types of Disaster Exercises: Discussion Based

- These types of exercises typically highlight existing plans, policies, interagency/inter-jurisdictional agreements, and procedures.
- Discussion-based exercises are valuable tools for helping agencies and personnel with current or expected capabilities of an entity.
- Facilitators and/or presenters usually lead the discussion, keeping participants on track toward meeting exercise objectives.

Types of Disaster Exercises: Discussion Based - TTX

- **Tabletop Exercises (TTX)** are discussion-based sessions where team members meet in an informal, classroom setting to discuss their roles during an emergency
- A facilitator leads the session and guides participants or “players” through a discussion of one or more scenarios.
- The duration of a TTX depends on the audience, the topic being exercised and the exercise objectives. Many tabletop exercises can be conducted in just a few hours, so they are cost-effective tools to validate plans and capabilities.

Types of Disaster Exercises: Operations Based

- **Operations-Based Exercises** are characterized by actual response to emergency conditions; reaction to simulated intelligence; mobilization of apparatus, resources, and/or networks; and commitment of personnel, usually over an extended period of time. There are various types of Operations-Based Exercises:
  - **Drills:** A drill is a coordinated, supervised activity usually employed to validate a single, specific operation or function in a single agency or organizational entity. Drills are commonly used to provide training on new equipment, develop or validate new policies or procedures, or practice and maintain current skills.

Types of Disaster Exercises: Operations Based FEX

- **Functional Exercises:** A Functional Exercise (FE) is a fully simulated, interactive exercise that tests the capability of an organization to respond to a simulated event by testing various functions of a plan, policy, or procedure.
- An FE is designed to validate and evaluate these capabilities and functions through an interactive exercise scenario with event updates that drive activity at the management level.
- An FE simulates real operations in a functional area by presenting realistic problems that require rapid and effective responses in a simulated, time-constrained environment.

Types of Disaster Exercises: Operations Based FX

- **Full-Scale Exercise:** A Full-Scale Exercise (FSE) is the most complex type of exercise. FSEs are multi-agency, multi-jurisdictional, multi-organizational exercises that validate many facets of preparedness. They focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements
- In FSEs, the reality of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.
- FSEs are conducted in real time, creating a stressful, time-constrained environment that closely mirrors real events and may include participants as actors.

Core CMS Emergency Preparedness Requirements

Conduct	Develop	Create and maintain	Develop	Conduct
• Conduct an annual risk assessment (HVA) and develop an emergency plan • Annual review and authorization of Emergency Plans	• Develop Policies and Procedures • Evacuation • Shelter in Place • Medical Documentation • Use of Volunteers	• Create and maintain a Communications Plan	• Develop an Emerging Infectious Disease Response Plan	• Conduct Staff Training and Plan Testing • Training to include EP plans, procedures and protocols annually • One to two exercises annually, facilities choice

Questions?

Earthquake Exercise Design

Decide Earthquake Scenario *based on your objectives:*

Sets the scene so the exercise can begin

- ✓ How big?
- ✓ How far from the Epicenter?
- ✓ Any damage?
- ✓ Participants?
- ✓ Documentation?

Building the Scenario: How Far is Your Facility From the Epicenter?

- Building the Scenario: How Far is Your Facility From the Epicenter?
- You can use existing fault lines or create your own fictional one for the exercise

Building The Scenario: Planning Considerations of The Earthquake Exercise

- Structural Damage
- Loss of Utilities
  - ✓ Water
  - ✓ Gas
  - ✓ Medical Gas
  - ✓ Electricity
- Transportation
- Injuries
- Telephone and Cell Towers
- The list goes on and on……

Conduct the Shakeout Exercise

Great Shake Out Earthquake Drill: Plan, Prepare & Practice – Functional Disaster Exercise

19

19

Evaluation of a Functional Exercise

- This section will help your organization evaluate performance of a Functional Exercise

Great Shake Out Earthquake Drill: Plan, Prepare & Practice – Functional Disaster Exercise

20

20

Evaluation of a Functional Exercise

- **Exercise Evaluation:**
  - Evaluation planning begins during the initial planning phases of the exercise itself.
  - Identifying key and clear in the planning process will ensure that the design, development, and conduct of the exercise will support an effective evaluation.
  - Exercise planners should collaborate to ensure a consistent approach for evaluating an exercise. Also, engage leadership of participants early in the exercise planning to identify any focus areas, potential concerns, and specific evaluation requirements.
  - The **Evaluation Plan (EvalPlan)** and/or **Controller/Evaluator (C/E) Handbook** are guidance documents for evaluators that provide guidance, instructions, and structure on evaluating and observing during an exercise.

Evaluation of a Functional Exercise

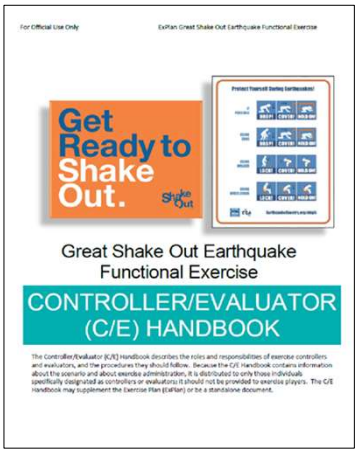
- **Exercise Evaluation:**
  - Develop an **Controller and Evaluator Handbook (C/E).**
  - The **C/E Handbook,** specifically describes the roles and responsibilities of exercise controllers and evaluators and the procedures they must follow.
  - The **C/E Handbook** is a supplement to the **ExPlan** and contains more detailed information about the scenario.
  - Templates can be found online at https://preptoolkit.fema.gov/web/hseep-resources.

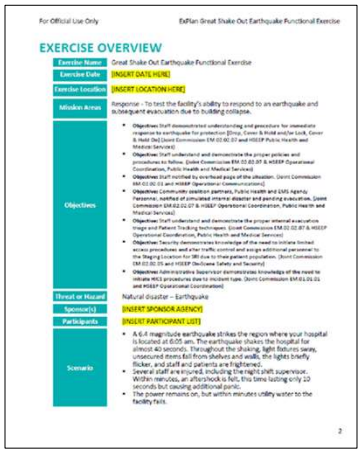
Evaluation of a Functional Exercise

- **Design and Development:**
  - The **C/E Handbook** includes:
    - Detailed scenario information
    - Assignments, roles, and responsibilities of group or individual controllers and evaluators
    - Exercise safety plan
    - Controller communications plan (e.g., a phone list, a call-down tree, instructions for the use of radio channels)
    - Master Sequence of Events List (MSEL)
    - Exercise Evaluation Guides/Tools

Evaluation of a Functional Exercise

- **Sample C/E Handbook:**





Evaluation of a Functional Exercise

- **Exercise Observation and Data Collection:**
  - Exercise observation and data collection can differ between discussion-based exercises and operations-based exercises.
  - Operations-based exercises focus on issues affecting the operational conduct of capabilities and critical tasks and implementation of plans, policies, and procedures.
  - Evaluators/Note Takers collect and record participant actions, which form the analytical basis for determining the successful demonstration of critical tasks and capability targets, on EEGs. Evaluators/Note Takers observe many of the following:
    - Activation or implementation of plans, policies, processes, and procedures.
    - Roles and responsibilities and authorities of agencies, jurisdictions, and private organizations.
    - Pertinent decisions made or decision-making processes.

Evaluation of a Functional Exercise

- **Exercise Player Hot Wash:**
  - Once the exercise is completed, also known as **EndEx**, take a short break and then reconvene for the hot wash.
  - The hot wash allows participants to provide feedback on the exercise, determine whether the exercise objectives were met and share ideas for emergency plan improvements.
  - The hot wash enables controllers and evaluators to capture information about events while they are still fresh in the players' minds.
  - The hot wash is an opportunity to ascertain the level of satisfaction with the exercise, identify issues or concerns, and propose areas for improvement

Evaluation of a Functional Exercise

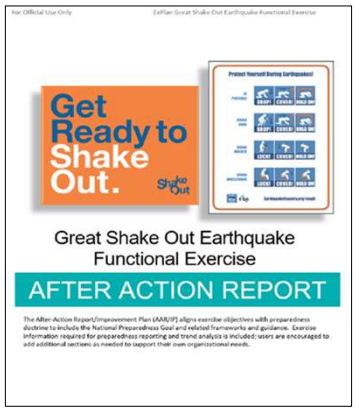
- **Exercise Controller/Evaluator (C/E) Debrief:**
  - The C/E debrief provides a forum for controllers and evaluators to review the exercise.
  - The exercise planning team leader facilitates this debrief, which provides each controller and evaluator with an opportunity to provide an overview of the functional area he or she observed and to discuss both strengths and areas for improvement.
  - During the debrief, controllers and evaluators complete and submit their **Exercise Evaluation Guides (EEGs)** as well as their **Participant Feedback Forms** if utilized. Debrief results are captured for inclusion in the AAR/IP.

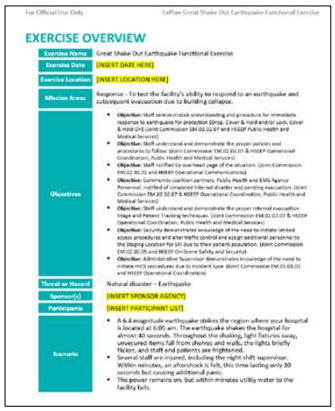
After Action Report (AAR)/Improvement Plan (IP) for a Functional Exercise

- **Exercise After-Action Report (AAR)/Improvement Plan (IP):**
  - The **AAR/IP** is a document that includes an exercise overview, analysis of capabilities, and a list of corrective actions.
  - The length, format, and development timeframe of the AAR/IP depends on the exercise type and scope.
  - The observations developed for the AAR/IP should be categorized as either strengths or areas for improvement:
    - **Strengths:** Actions that went exceptionally well, positive performance to meet objectives
    - **Areas for Improvement/Lessons Learned:** Actions/Outcomes did not meet expectations, performance did not meet objectives/critical tasks
  - Templates can be found online at https://preptoolkit.fema.gov/web/hseep-resources.

After Action Report (AAR)/Improvement Plan (IP) for a Functional Exercise

- **Sample After Action/Corrective Action Report:**





After Action Report (AAR)/Improvement Plan (IP) for a Functional Exercise

- **Exercise After-Action Report (AAR)/Improvement Plan (IP):**
  - The **Improvement Plan (IP)** part of the AAR.
  - The **IP** includes all consolidated corrective actions.
  - The IP can be modified with specific additions for healthcare/hospitals.
  - Improvement Planning is a critical process by which the areas for improvement from the exercise are turned into concrete, measurable corrective actions that strengthen the facility/agencies involved.

Earthquake Resources/Education

- Earthquake County Alliance
- The Great California Shakeout
- Earthquake Warning California
- FEMA Mobile App and Text Messages
- Ready- Earthquakes
- USGS Earthquake Hazards Program
- CDC - Preparing for an Earthquake

ECA

Shake Out™

Disaster Exercise Resources/Education

- Homeland Security Exercise and Evaluation Program: https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep
- Hospital Drills & Exercises Resources: https://www.calhospitalprepare.org/exercises
- Hospital Exercise Program Checklist: https://www.calhospitalprepare.org/sites/main/files/file-attachments/cha_exercise_program_for_hospitals_checklist_8.10.18_0.pdf
- Los Angeles County EMS Drills and Exercise Guide for Hospitals: http://file.lacounty.gov/SDSInter/dhs/206687_ConductingDrills_Exercise30806.pdf
- CMS Emergency Preparedness Rule Exercises and Drills: https://www.aap.org/en-us/Documents/CMS-Rule-Webinar-Combined-Slides.pd
- IS-120.C: An Introduction to Exercises: https://training.fema.gov/is/courseoverview.aspx?code=IS-120.c
- ASPR TRACIE Topic Collection - Exercise Program Information: https://asprtracie.hhs.gov/technical-resources/7/exercise-program/1

CCS Emergency Preparedness After-Action Report Checklist

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After-Action Report Self-Assessment Tool

Just as every organization is unique, every emergency is unique. And while you can't predict exactly what an event will look like or the effects it will have, you can plan for how to react, and ensure essential functions continue, when faced with the unexpected.

The best way to improve on your organization's emergency response plan is with an After-Action Report.

Use this self-assessment tool to help you determine your organization's readiness and response for emergency planning.

Please follow the steps below to complete the After-Action Report Self-Assessment Tool.

STEP #1: Please answer each question with a "Yes" or "No" response.

STEP #2: Please assign a value between 0 - 3 to determine where you rate your organization on the following scale:

0 = No; 1=Minimal; 2=Partial; 3=Yes, Fully.

STEP #3: Scoring: Please add up all sections and see where you rank on the **After-**

- Download AAR Checklist Now

Questions?

Connect Consulting Services
Emergency Preparedness
Planning | Training | Exercises

Connect Consulting Services' Company Vision

We create safer, disaster resilient organizations and communities through innovative approaches by building robust emergency management and business continuity, training and exercise programs

- Our team works with:
  - Hospitals and other healthcare providers
  - Local, state, and federal government agencies
  - Utilities
  - Non-profit community-based agencies

35

CCS 2022 CMS Emergency Preparedness Program Builder

CMS
EMERGENCY PREPAREDNESS
Program Builder

Connect Consulting Services
Emergency Preparedness
Planning | Training | Exercises

Coming in September 2022!

- CMS Emergency Preparedness Program Builder with Interactive Planning Templates for each CMS Requirement
- Will meet both the CMS and The Joint Commission Emergency Preparedness Requirements
- Online Learning Lab and technical support for building your organizations' emergency preparedness program

36

Want More Information and Webinars?

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37

Get Ready to ShakeOut!

Mark Benthien
Global ShakeOut Coordinator
Southern California Earthquake Center

SCEC AN NSF+USGS CENTER

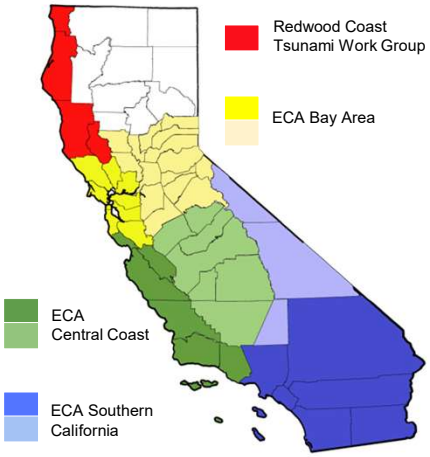
ShakeOut

Earthquake Country Alliance

38

Earthquake Country Alliance

- 4000+ *Public-Private-Grassroots* leaders
- Statewide *committees* develop resources and deliver programs
- *Regional Alliances* organize meetings and outreach activities
- California's Office of Emergency Services provides NEHRP funding for ECA earthquake mitigation activities
- USC's Southern California Earthquake Center (SCEC.org) administers ECA



Join: **EarthquakeCountry.org/join**

39

National Earthquake Hazards Reduction Program (NEHRP)

- Cal OES applies to FEMA for NEHRP funding, which is then subawarded to USC for SCEC to administer ECA's earthquake education, outreach, and mitigation activities.
- NEHRP is a partnership of four federal agencies that provide resources to mitigate and reduce losses caused by earthquakes in the U.S., including support for:
  - Research on the causes and effects of earthquakes
  - Building design recommendations to reduce earthquake damage and disruption
  - Activities that advocate earthquake risk reduction awareness and practices
- ECA also receives funding from NSF and USGS via their support of SCEC.

40

ECA Statewide Activities

Develop Messaging and Resources:
- **EarthquakeCountry.org**
- **EarthquakeCountry.org/resources**
- **Terremotos.org**

Support Tsunami Preparedness Week:
- **TsunamiZone.org/california**

March 21-25 2022

Created and Coordinate
The Great California ShakeOut:
- **ShakeOut.org/california**

Webinars & other events
- **EarthquakeCountry.org/calendar**

Oct. 20 in 2022!

41

Seven Steps To Earthquake Safety

BEFORE

1. Secure Your Space

2. Plan To Be Safe

3. Organize Supplies

4. Minimize Financial Hardship

DURING

5. Drop, Cover, and Hold On

6. Improve Safety

AFTER

7. Reconnect and Restore

EarthquakeCountry.org/sevensteps **Terremotos.org/sietepasos**

42

Earthquake Self-Protection Guidance

- ***Drop, Cover, and Hold On*** or ***Lock, Cover, and Hold On***
  - Prevents being thrown to the ground
  - Reduces injury from falling or flying items, inside or falling from exteriors
  - Increases chance of surviving a building collapse
- Guidance for many situations–

  EarthquakeCountry.org/step5
  Terremotos.org/paso5

  EarthquakeCountry.org/accessibility

43

Why *Drop, Cover, and Hold On*?

- Strong consensus for many years, based on data for how people are injured, and experience of Urban Search and Rescue firefighters
- Prevents being thrown to the ground
- Reduces injury from falling or flying items… including structural elements and exterior façades (brick, glass, etc.)
- Increases chance of surviving collapse

Classroom in Calexico, CA
April 2010 M7.2

EarthquakeCountry.org/step5

44

Know How to Protect Yourself

In *most* situations and building types:

Drop on to your hands and knees, where you are

See **EarthquakeCountry.org/step5** for advice for a variety of settings

45

Know How to Protect Yourself

In *most* situations and building types:

Cover your head and neck with one arm and hand

- *If a sturdy table or desk is nearby*, crawl underneath it for shelter
- *If no table/desk,* crawl against a wall or next
  to low furniture for sideways protection

See **EarthquakeCountry.org/step5** for advice for a variety of settings

46

Know How to Protect Yourself

In *most* situations and building types:

Hold On to your shelter until shaking stops

- Be ready to move with your shelter
- *If not under a shelter*, hold on to your head/neck with both arms and hands

See **EarthquakeCountry.org/step5** for advice for a variety of settings

47

Adapt to Your Situation

- Don't drop down, if you can't get back up
- Practice with others who assist you
- **EarthquakeCountry.org/accessibility**

48

Using a Cane

49

Using a Walker/Rollator

50

Using a Wheelchair

51

Earthquake Safety Video Series

ShakeOut™ If you are near a sturdy desk or table

ShakeOut™ If You Are Driving a Car

ShakeOut™ If you are near the shore

ShakeOut™ If you are in a stadium or theatre

- Separate short (1-8 min) videos:
  - indoors, nearby table/desk
  - indoors, no table/desk
  - theater/stadium
  - near the shore
  - in a car
  - in bed
  - people with mobility disabilities
- View full videos at **Youtube.com/greatshakeout**
- Download full videos at **www.ShakeOut.org/messaging**

52

Updated Materials in 15 Languages

EarthquakeCountry.org/languages

53

Great ShakeOut Earthquake Drills

- Annual opportunity for schools, organizations, and families to practice earthquake safety and other aspects of their emergency plans
- 2022 International ShakeOut Day: **October 20**
- Learn more and register: **ShakeOut.org**

54

Social Science Research Basis for ShakeOut

People Get Motivated to Prepare When:

- **They see and hear consistent information about what to do frequently, in many forms, and from many sources**
- **They see others like themselves getting prepared**
- **They talk about preparedness with people they know**
- **They learn potential consequences, and how to avoid them**

Based on research results of Mileti, D., Wood, M., Bourque, L., and others

ShakeOut puts these findings into practice

55

Benefits of Registering

- Be **counted** in the world's largest earthquake drill
- Be **updated** with news and safety tips
- Be **listed** with other participants
- Be an **example** that motivates others
- Have **peace of mind** that you have taken action and helped others
- Be **better prepared** to survive and recover!

56

Example Statistics and Participant List

2014 participation by ShakeOut Region — All Regions

Alaska (Mar. 27)	103,931
Alaska (Oct. 16)	80,536
American Samoa	5,102
Arizona	123,595
British Columbia	743,126
California	10,410,401
Central U.S. (AL AR IL IN KS KY MO MS OH OK TN)	2,761,667
CNMI	12,508
Colorado	35,971
Guam	78,281
Hawaii	30,007
Idaho	75,220
Japan	4,453,244
Montana	157,189
Nevada	571,494
New Mexico	106,838
NorthEast U.S. (CT MA ME NH NJ NY PA RI VT)	505,590
Oregon	398,815
Puerto Rico	595,954
Quebec	152,808
SouthEast U.S. (DC DE FL GA MD NC SC VA WV)	2,192,111
Southern Italy	12,285
U.S. Virgin Islands	7,249
Utah	835,729
Washington State	1,089,820
Wyoming	10,698
Yukon	9,770
Other States and Countries	1,105,606

California

Category	Participants
Total:	10,410,401
Individuals/Families	11,941
Childcare and Pre-Schools	50,111
K-12 Schools and Districts	6,366,514
Colleges and Universities	1,954,438
Local Government	461,805
State Government	149,993
Federal Government (Including Military)	221,009
Tribes/Rancherias	3,402
Businesses	62[illegible]
Hotels and Other Lodgings	2,33[illegible]
Healthcare	185,402
Senior Facilities/Communities	17,445
Disability/AFN Organizations	9,727
Non-Profit Organizations	82,167
Neighborhood Groups	30,737
Preparedness Organizations	13,498
Faith-based Organizations	166,366
Museums, Libraries, Parks, etc.	8,407
Volunteer/Service Clubs	258
Youth Organizations	1,993
Animal Shelter/Service Providers	273
Agriculture/Livestock	1,340
Volunteer Radio Groups	931
Science/Engineering Organizations	5,096
Media Organizations	13,671
Other	24,598

Businesses

Del Norte

Mary Dorman - State Farm Agent, *Crescent City*
Walmart 1910, *Crescent City*

El Dorado

AAA
AAA Northern California, Nevada and Utah, Folsom Branch, *Folsom*

Fresno

ADT Security Services, LLC, Fresno SSO, *Fresno*
DaVita Healthcare
Davita Sanger, *Sanger*
F & F Contracting, Inc./ Etxe Trucking/Golden Eagle Charter, Inc., *Fr*
HD Supply
HD Supply White Cap, Fresno Branch, *Fresno*
Humanscale, Fresno facility, *Fresno*
Kohl's Department Stores
Kohl's Department Store, *Fresno*
Kohl's Department Store, *Fresno*
Kohl's Department Store, *Clovis*
Landscape Contractors Insurance Services, Inc., *Fresno*
Macerich
Fashion Fair Mall, *Fresno*
Rabobank, *Fresno*

Humboldt

Cafe Nooner, Cafe Nooner Too, *Eureka*
Cal-Ore Life Flight, Humboldt Base, *Eureka*
GHD, Inc., *Eureka*
Kohl's Department Stores
Kohl's Department Store, *Eureka*
Pacific Gas and Electric Company
Pacific Gas and Electric Company, ISFSI & Humboldt Bay Gener
PMFW Productions, *Eureka*
Stewart Telecommunications, *Eureka*

Imperial

Kohl's Department Stores
Kohl's Department Store, *El Centro*
United States Gypsum, Plaster City Plant, *El Centro*

Kern

AEG
Rabobank Arena, Theater & Convention Center, *Bakersfield*
Allstate, Sales, *Ridgecrest*
DaVita Healthcare
Davita-Bakersfield Dialysis Center, *Bakersfield*
Environmental Resources Management
Environmental Resources Management Bakersfield, *Bakersfield*
ERM-Bakersfield, Bakersfield, *Bakersfield*
FedEx Ground, *Bakersfield*
Golden Empire Transit, *Bakersfield*
HD Supply Construction & Industrial White Cap, Bakersfield Branch 0

57

Everyone Can ShakeOut

58

ShakeOut Healthcare Resources

- CMS Exercise Rule Guidance and FAQ
- ShakeOut Controller Evaluator Handbook Template
- ShakeOut After Action and Improvement Plan
- 2021 ShakeOut Healthcare Webinar:
  After Action Reporting and Improvement Planning
- ShakeOut Drill Manual for Healthcare Organizations
- Hospital Incident Command System overview
- Homeland Security Exercise and Evaluation Program (HSEEP) Guidance and Templates

ShakeOut.org/healthcare

59

ShakeOut Drill Leader Presentations

- Support remote working / distance learning
- Include:
  - Guidance for leading online drills
  - Slides to explain DCHO and why
  - Slides with ShakeOut "drill narration" with and without sound effects
  - Questions for before and after
- 5 Presentations Available:
  - Grades K-4
  - Grades 5-12
  - Higher Education
  - Organizations
  - Spanish Organizations
  - Download:
    ShakeOut.org/COVID-19

60

Connect with ShakeOut and ECA

- ShakeOut.org
- ShakeOut.org/healthcare
- info@shakeout.org
- Twitter.com/ShakeOut

#ShakeOut

- EarthquakeCountry.org
- Terremotos.org
- info@earthquakecountry.org
- Twitter.com/eca

61