



EXERCISE 7 – PLANNING THE EXIT

I. CONCEPT NOTE

1. Title

PLANNING THE EXIT

2. Type of exercise

Tabletop exercise

3. Phase of the disaster response

Exit

4. Purpose

A well planned exit strategy, timely informed and appropriately adapted to the local context, will facilitate a smooth exit and contribute positively to the recovery phase once EMT activities are finished. The purpose of this exercise is to expose team members to the main actions to be taken when the EMT medical activities in the disaster area are finishing and the team has to get ready for departure. Besides, the exercise aims to reinforce the importance of communication and media management in emergency contexts, particularly during the exit phase.

5. Scope

In this exercise, participants will prepare for the EMT exit by planning for the handover of medical activities, logistics, dealing with the local staff and the local community, the management of medical records and possible donations to the local facilities. Additionally, the team will have to deal with the questions of a journalist who approaches the team looking for information about their exit.

6. General objectives

- To identify the main actions required for the EMT exit
- To understand the importance of adapting the exit strategy to the local context
- To effectively deal with the media during emergencies
- To work collaboratively towards the exit

See the complete table with learning objectives in the [document 'Learning Objectives'](#)


7. Exercise description (Script)

Approximate time required	Task	Instructions for delivery
5 min	Exercise briefing	Delivered out of role. The training manager will explain to participants the scope, objectives and rules to follow during the exercise. <i>* If the exercise is organized as part of a bigger simulation, start the exercise without briefing</i>
1 h	Listing main actions before the exit	<i>Add inject 1</i> The team leader will receive a message from the HQ asking the team to prepare for the exit listing the main actions they will take in different areas <i>Add inject 2 after 20 min</i> Some extra information is provided to the team so they have to change or adapt their planning up to that moment
20 min	Dealing with the journalist	<i>Add inject 3</i> A journalist will enter in the room and approach one team member asking for information about the EMT exit
40 min	Exercise Debriefing	See ' Debriefing tool ' document
Total (approx.): 2h		

8. Injects

Inject 1: Message from the HQ asking to prepare for the exit

Inject 2: Provide new information affecting the exit plan

Inject 3: Journalist enters in the room



Exercise 8 – INJECT MATRIX			
Inject number	When?	To whom?	Inject summary
1	At the beginning of the exercise	To the team leader, via email/letter	Message from the HQ asking to prepare for the exit
2	20 min after inject 1	To all the team	Provide new information affecting the exit plan
3	30 min after inject 2	To all the team	Journalist enters in the room

See the detailed description of the injects in the [document 'Injects'](#).

9. Resources

Human resources

- Trainer manager
- 2 facilitators (one playing the role of a journalist)

Materials

- Blank paper and pens
- Print out of messages provided in injects 1 and 2
- Notebook or tape recorder for the journalist, to note/record team answers

10. Key references/ Supporting documents

- MSF Handover Toolkit, 2014
https://evaluation.msf.org/sites/evaluation/files/handover_toolkit.pdf
- Practical Guidance For Developing Exit Strategies in the Field, 2005. C-SAFE
<https://reliefweb.int/sites/reliefweb.int/files/resources/A02C7B78FB2B408B852570AB006EC7BA-What%20We%20Know%20About%20Exit%20Strategies%20-%20Sept%202005.pdf>
- Guidelines for medicine donations. WHO 2010.
http://apps.who.int/iris/bitstream/handle/10665/44647/9789241501989_eng.pdf?sequence=1
- CDC Crisis and Emergency risk communications.
http://emergency.cdc.gov/cerc/resources/pdf/cerc_2014edition.pdf
- Effective Media communication during Public Health Emergencies.
http://www.who.int/csr/resources/publications/WHO_CDS_2005_31/en/

11. Annexes

- Exercise 8** - Learning objectives
- Exercise 8** - Injects
- Exercise 8** - Exit report form
- Exercise 8** - Exercise debriefing

II. LEARNING OBJECTIVES

General Learning objectives	Specific learning objectives	Performance learning objectives
1. To identify the main actions required before the EMT exit	1.1. To understand the steps needed for the handover of medical activities before the exit 1.2. To recognise the logistics implications of the exit 1.3. To recognise the main coordination bodies to be contacted to inform about the exit 1.4. To communicate the exit to the local community using the right channels 1.5. To follow EMT guidelines for the management of medical records when finishing EMT activities 1.6. To understand the main considerations when making donations	<ul style="list-style-type: none"> - Participants realise they have to communicate and coordinate the exit with the EMTCC, the MoH in Montyland and the remaining health facilities in the area - Participants propose solutions to ensure the continuation of care for the population in the area - Participants list logistic actions needed in relation to the exit - Participants propose different ways to communicate the exit to the local community to ensure they are aware before the EMT leaves - Participants propose what to do with the medical records once the team leaves, following own EMT protocols - Participants list steps for donations considering the EMT protocols
2. To understand the importance of adapting the exit strategy to the local context	2.1. To recognise the impact of the EMT exit on the local community and the local staff 2.2. To consider national rules when planning the exit	<ul style="list-style-type: none"> - Participants plan the exit considering what will happen to the local population when they leave - Participants consider the culture of the local community when planning to communicate the EMT exit - Participants consider contacting the MoH to understand the national protocols for the management of medical records and donations - Participants consider capacity building activities for local staff before they leave
3. To effectively deal with the media	3.1. To demonstrate a professional attitude when interacting with the media	<ul style="list-style-type: none"> - Participants show themselves available and accessible to answer media questions



<p>during emergencies</p>	<p>3.2. To deliver clear messages appropriate to the local culture</p> <p>3.3. To limit communication to real information and to EMT own activities</p>	<ul style="list-style-type: none"> - Participants identify the most suitable person(s) to deal with the journalist questions among the team members - Participants provide clear answers to the journalist questions consistent with the EMT activities - Participants use a plain and polite language - Participants limit their messages to the scope of the questions and do not talk for the government or other organizations
<p>4. To work collaboratively towards the exit</p>	<p>4.1. To organise as a team in an effective way to achieve the proposed tasks</p> <p>4.2. To understand that all team members have to work closely for the successful finalization of EMT activities</p>	<ul style="list-style-type: none"> - Participants divide the workload to achieve the tasks in the given timeframe - All team members participate in the planning of the exit and recognise the importance of everyone's roles during this phase



III. INJECTS



Inject 1: Message from the HQ asking to prepare for the exit

The team leader receives a message from the HQ including the following information:

‘Taking into account the decreasing number of cases reported in the last days and the restoration of local capacities we now plan for the finalisation of our activities and the team exit in 5 days. We have already informed the EMT-CC and the MoH, who agree on the decision and thank us for our collaboration. Please see the attached message received from the MoH in Montyland with further information about the exit process (also attached the Exit Report Form). Before we fulfil their requirements we ask your team to start preparing for the exit by listing the main tasks the team will need to complete in relation to:

- *Handover of medical activities*
- *Logistics*
- *Local staff*
- *Local community*
- *Management of medical records*
- *Donations*

Make sure you follow our EMT established procedures and the local rules’



Message attached, from the MoH in Montyland

‘Since the finalisation of your activities is planned for the next days we ask you to follow these steps before leaving:

- *Fill in and submit the Exit Report Form after end of operations*
- *Submit a handover report for the Health district where you have been working*
- *Submit a copy of the inventory and receipt of any donations made to the local facilities*
- *Verification of the daily surveillance reports (MDS forms) submitted to the EMTCC during your activities*

After the requirements above are fulfilled, the MoH in Montyland will issue a Letter of Appreciation to the EMT in recognition for the work your performed in the country.’



The trainers will provide the HQ message, the MoH message and the Exit Report form, and will inform the team they have 1h to complete the list following the HQ request.

If discussion doesn't flow facilitators can ask some questions, for example:

- How will you deal with patients who need follow up visits? Will you handover the patients to other facilities? Will you talk to medical facilities in the area?
- What will be needed in terms of logistics (waste management, packing of the tents, vehicles hired...)?
- What will you do with the local staff before leaving (end of contracts, payments, certificates of training and work performed...)? Would you like to build or strengthen any capacities among the staff before leaving?
- How and when will you inform the community about the exit of the EMT closure (messages in the health facility, information in the media (radio, local newspaper), health promoters in the community)?
- What will you do with the medical records of all the patients seen (leave them in the country, hand them over to other local facility/MoH, take them to the EMT HQ...)? What our EMT protocol says? What are the rules for medical records in Montyland?
- What steps will you follow to organise the donation of drugs and equipment? Who will be the recipients?

**Inject 2: Provide new information affecting the exit plan**

One of the facilitators should enter the room and provide the team with an envelope containing the following information. Cut each piece of information to provide it as cards.

Local staff employed by the EMT:

- 1 doctors
- 2 nurses
- 1 health promoter
- 1 translator

Health Facilities in the area:

- Hiking hospital (3rd level hospital, 10 km north, operational)
- Doctors to Help (EMT type 1, 20 km west, operational)
- Medicines for all (EMT type 2, 40 km east)
- 2 Primary Health Centres (run by Montyland MoH, 10 km south and 15 km north partially functioning)

Some notes about drug donations policy in Montyland:

- Make sure drugs donated are included in the National list of Essential Drugs of Montyland
- Caution with expiry dates and commercial names
- Contact MoH for more information

Requests on medical records:

The MoH in Montyland requests to have all patients' medical records stored by the EMT during its deployment.

**Inject 3: Journalist enters in the room**

While the team is working on the previous tasks assigned, a facilitator playing the role of a journalist will arrive. He/she will approach one of the team members, without asking who is the team leader, and will start making questions forcefully. If the EMT members don't want to answer straight away, the journalist will insist.

The journalist has heard that the EMT is leaving the area and wants to know why, whether there are any political reasons and what is going to happen with the population that was served by the EMT health facility up to now. The journalist can ask the following questions:

- *Our population is in huge need of help here. Why have you decided to leave so soon?*
- *It seems that Hiking Hospital is still overcrowded and overwhelmed. Where will people go to receive healthcare when they need to?*
- *What will happen with the patients you scheduled for follow up visits?*
- *What are you advising local people to do?*
- *Will other EMTs or organizations arrive in the area to replace your services?*
- *Is your decision for leaving a political decision?*

Once the journalist has all the answer he/she will thank the team and leave.



Insert MOH Logo



World Health Organization

Insert EMT Logo

Country, Event, Year

Emergency Medical Team Exit Report

Insert Team/Organisation Name

A. Team Details

Name of Team Leader: _____
Current or Most Recent

Original Registration: WHO Ministry of Health Other: _____
Select all that apply

Team Classification: Type 1 Fixed Type 1 Mobile
 Type 2 with Facility Type 2 without own Facility
 Type 3
 Special Cell(s): (Please specify) _____

Date of Arrival (in-country): dd/mm/20yy Operational Duration: ### Days
 Date (or intended date) of Departure: dd/mm/20yy **Total Duration of Mission: ### Days**

Contact Person post-deployment: (For follow-up after return home)

Name: _____ Position: _____
 Email: _____ Phone: + ### - ## - ### - ####

B. Activities and Services Provided

Deployment(s):

If the team provided services at a fixed facility, but simultaneously provided mobile or outreach services to another site, please document as separate entries

Dates	Location	Fixed or Mobile	On-site Partner(s) <small>I.e. with existing agreements</small>
Start: <u>dd/mm/20yy</u> End: <u>dd/mm/20yy</u>	District: Site: e.g. Name of Facility or Village	<input type="checkbox"/> Fixed Facility <input type="checkbox"/> Outreach/Mobile	<input type="checkbox"/> MOH/District Health <input type="checkbox"/> National EMT <input type="checkbox"/> International EMT
Start: <u>dd/mm/20yy</u> End: <u>dd/mm/20yy</u>	District: Site: e.g. Name of Facility or Village	<input type="checkbox"/> Fixed Facility <input type="checkbox"/> Outreach/Mobile	<input type="checkbox"/> MOH/District Health <input type="checkbox"/> National EMT <input type="checkbox"/> International EMT
Start: <u>dd/mm/20yy</u> End: <u>dd/mm/20yy</u>	District: Site: e.g. Name of Facility or Village	<input type="checkbox"/> Fixed Facility <input type="checkbox"/> Outreach/Mobile	<input type="checkbox"/> MOH/District Health <input type="checkbox"/> National EMT <input type="checkbox"/> International EMT

**4. Recommendations and Remarks****D. Transition and Exit****1. Services and Facilities of EMT have been:**

- Closed
- Handed over to National MOH
- Handed over to a national EMT: _____
- Handed over to an international EMT: _____
- Other: *(Please specify)* _____

2. Post-operative Surgical Follow-up Arrangements:

- Yes, specify: _____
- No, reason: _____
- Not Applicable

3. Number of Remaining Inpatients at Departure: ###

Transfer Destination, if applicable: _____
Please complete and attach Transferred Patient List

4. Have all relevant medical files and notes been handed over? *(Includes medical files of transferred patients, patients requiring follow-up, and patients with ongoing rehabilitation needs)*

- Yes, specify: _____
- No, reason: _____
- Not Applicable

4. Equipment and Supplies Donated at Departure?

- Yes, specify recipient(s): _____
Please complete and attach Donated Items Form
- No

Report by: _____ **Signature:** _____ **Date:** dd/mm/20yy

END OF EXIT REPORT