

Exercise Cygnus Evaluation Questionnaire – Word Version

Thank you for agreeing to be an evaluator for Exercise Cygnus. Please use this questionnaire as the basis of your evaluation. It is available in Word format (this version) or as an on-line survey. You will be sent a link to the on-line version of this questionnaire that you can use if you prefer. You should only complete ONE version of the questionnaire.

The evaluation will form the basis of the Exercise report. All the information provided in this evaluation will be anonymised in the exercise report. The answers you provide cannot be seen by other participating organisations.

The questions:

Each of the questions refers to each of the objectives set for the exercise. Each question contains guidance about who should answer the question and which objective the question relates to.

- Please try and answer all of the questions relevant to you.
- You **MUST** answer questions 1 - 5
- Please write answers in the grey boxes. There is no word limit but please try to keep your answers short. The boxes will expand when you write in them

If there are questions you cannot answer please write "No answer" in the space provided.

Submitting your questionnaire:

- Please submit this document by 10 Nov 2016 at the latest. You can submit the on-line version of the questionnaire at any time by pressing "Save".
- If you are completing this in word format please attach it to an e-mail and send it to cygnus@phe.gov.uk by 10 Nov 2016

Terminology:

- "Your organisation" means the organisation that you are evaluating.
- An "organisation" includes: any organisation or sub-unit of an organisation participating in the exercise
- "National organisations" are the Devolved Administrations, PHE NICC and national centres, NHS England ICC(N) government departments and COBR
- "Local organisations" are SCGs and organisations participating alongside SCGs, NHS England DCOs and PHECs
- "International organisations" those organisations operating at an International level such as the WHO

PART A – ALL TO COMPLETE

1 Which organisation are you evaluating?

NORTHERN IRELAND – Department for Health and Civil Contingencies Group (NI)

2. Please provide an email address which we can use to contact you if required?*

Your email address will be used to identify you as one of the nominated evaluators and for us to confirm which organisation you are evaluating. Please only provide ONE e-mail address per organisation. Where there is more than one evaluator you should both use the same questionnaire.

Name Redacted @health-ni.gov.uk

Executive summary - OBLIGATORY All evaluators please complete the following

Here you should record the most important lessons you have identified during your evaluation of Exercise Cygnus. Please make sure they are complete before you submit your questionnaire.

3. Based on the experience in Cygnus which elements of the plan and policy should be considered best practice and continued?

If you have no observations on a heading please enter "not observed"

Clearly articulated strategic Aims

Shared Situational Awareness when considering wider non-health implications

Identification of Key Issues and Decision Points

Use of UK Pan Flu Strategy, NI HSC Guidance and DoH Emergency Response Plan

4. Based on the experience in Cygnus, which elements of the public communication should be considered best practice and continued?

If you have no observations please enter "not observed"

UK Communication Group meetings quickly established during exercise (daily telecon)

Extent of liaison at NI level between Health Organisations and DoH (daily telecon)

Use of Comms Plan

5. Based on the experience in Cygnus, which elements of the strategic decision making should be considered best practice and continued?

If you have no observations please enter "not observed"

The 4 Nations CMO teleconferences were very useful in ensuring sharing of information, consultation and input on a four country basis.

Decision making based on clear scientific advice

6. Based on the experience in Cygnus, which elements of the provision of scientific advice should be considered best practice and continued?

If you have no observations please enter "not observed"

SAGE papers were detailed and comprehensive.

The benefits of scientific advice were clearly understood.

7. Based on the experience in Exercise Cygnus which elements of the plan and policy arrangements should be developed?

If you have no observations please enter "not observed".

The UK decision making processes at 4 Nations level requires clarification and should be documented as during the exercise it appeared that a decision were made by PHE on release of Relenza without full consultation with other UK countries. A similar situation appears to have occurred with the release of UK antibiotic stockpiles without consultation with all 4 UKC.

Development of plans for health liaison and co-ordination on a North-South basis on island of Ireland.

Population Triage – develop guidance to articulate triggers/impacts and associated communications strategy; also consider how the decision to implement is reached with each of 4 UKC.

Reverse Triage – develop guidance to articulate triggers

Surge Guidance – document requirements/processes/triggers for severe pandemic for primary/secondary/social care and associated linkages

Use of Voluntary Sector

Excess Deaths – non-health implications/planning down to operational level

Prioritisation Strategies for refuse disposal during severe pandemic (health/environmental advice and associated communications strategy)

8. Based on the experience in Cygnus, which elements of the public communication should be developed?

If you have no observations please enter "not observed"

Advice to pre-school sector

Clear process including timing for clearance of documents to UK Communications teams

9. Based on the experience in Cygnus, which elements of the strategic decision making should be developed?

If you have no observations please enter "not observed"

Consideration of use of MACA & MOD arrangements when considering wider non-health implications.

Clear timescales for delivery of work on non-health related Excess Deaths planning

Consideration of the implications of differing policies on a North/South basis on island of Ireland.

Explore potential for differing anti-viral policies within 4 UKC

Consideration on how to provide advice to Ministers in relation to decisions with potential ethical dilemmas

10. Based on the experience on Cygnus, which elements of the provision of scientific advice should be developed?

If you have no observations please enter "not observed"

Not observed

11. What is the single most important lesson identified for your organisation during Exercise Cygnus?

The importance of developing in advance of a pandemic, clearly defined escalation/surge and subsequent triage plans and the implications of activating across UK.

PART B: the questions in this part are based on the overarching exercise objectives ALL should answer.

Section 1: these questions relate to objective 1 “To exercise organisational pandemic influenza plans at local and national levels in the United Kingdom

12. Did your organisation have a pandemic influenza plan?

- ☐ Yes **YES**
- ☐ No
- ☐ Not possible to determine

13. If your organisation did not have a pandemic influenza plan which plans were they working from during the exercise?

N/A

14. Did participants at your organisation use their pandemic influenza plan during the exercise?

- ☐ Yes **YES**
- ☐ No
- ☐ Not possible to determine

15. When was the pandemic influenza plan last updated?

2013

16. When was the pandemic influenza plan last exercised?

Pandemic Planning has not been exercised since the 2009 Pandemic Outbreak

17. Did your organisation's pandemic influenza plan make it easier for staff to work alongside other organisations (for example were they using similar systems to share information or collating information to different time frames)?

- ☐ Yes
- ☐ No
- ☐ Not possible to determine **NOT POSSIBLE TO DETERMINE**
- ☐ Not applicable

18. Did your organisation's pandemic influenza plan fit with other internal plans such as business continuity plans (for example were they using similar systems to share information or collating information to different time frames)?

☐ Yes

☐ No

☐ Not possible to determine

NOT POSSIBLE TO DETERMINE

☐ Not applicable

19. Can you suggest ways in which your organisation's pandemic influenza plan could be developed?

UK Pan Flu Strategy and NI HSC Guidance should be updated following development of policies to address gaps identified during Exercise Cygnus.

Section 2: these questions relate to objective 2: “To exercise coordination of messaging to the public”

20. Did your organisation have a communications staff?

- ☐ Yes **YES**
- ☐ No
- ☐ Not possible to determine

21. Did your organisation work with others to coordinate messaging to the public?

Tick box select all that apply

- ☐ Yes with government departments including the department of health
- ☐ Yes with government departments excluding the department of health
- ☒ Yes with the department of health
- ☒ Yes with PHE national level
- ☐ Yes with PHE local level
- ☐ Yes with NHS national level
- ☐ Yes with NHS local level
- ☐ Yes with the Local Authority
- ☐ Not possible to determine
- ☒ Others (please specify) **Health & Social Care Board and Public health Agency (both NI organisations)**

22. **SCG ONLY** - who led on communications in your organisation?

- ☐ Police
- ☐ Fire
- ☐ Ambulance
- ☐ NHS
- ☐ PHE
- ☐ No one organisation led, it was a cooperative effort
- ☐ Not possible to determine
- ☐ Other (please specify)

23. **SCG ONLY** - which organisation provided a spokesperson at your SCG?

- ☐ Police
- ☐ Fire
- ☐ Ambulance

- ☐ NHS
- ☐ PHE
- ☐ No one organisation led, it was a cooperative effort
- ☐ Not possible to determine

24. Where did you draw information for your messages to the press and public?

- ☐ Local PHE colleagues
- ☐ Local NHS colleagues
- ☐ Local authority colleagues
- ☐ TLBs provided from COBR
- ☒ Guidance from the DH
- ☐ Guidance from PHE national
- ☐ Guidance from NHS England national
- ☐ Guidance from the cabinet Office
- ☒ Other (please specify) **DoH**

25. How did your organisation prefer to convey messages to the public?

Please rate these to reflect your organisations usage, with 1 being “not used” and 5 being “used most frequently”

- By issuing press release 5
- Through the press 5
- Using social media 1
- We did not communicate with the public 1
- Not able to answer

26. Can you suggest ways in which your organisation’s communication with the public can be improved during a pandemic influenza outbreak?

During an actual outbreak we would be use Social media however during the exercise this facility was not available to us.

Section 3: these questions relate to objective 3 “To exercise strategic decision making processes around managing the wider consequences and cross-government issues at both local and national levels during an influenza pandemic (such as excess deaths)”

27. SCG ONLY - did the SCG meet?

- ☐ Yes
- ☐ No
- ☐ Not possible to determine

28. (SCG only) which organisation provided the chair person for the SCG?

- ☐ Police
- ☐ Fire
- ☐ Ambulance
- ☐ NHS
- ☐ PHE
- ☐ There was more than one chairperson depending on the issue being addressed
- ☐ Not possible to determine
- ☐ Other (please specify)

29. Were the strategic aim and objectives of your organisations clearly outlined?

- ☐ Yes **YES**
- ☐ No
- ☐ Not possible to determine

30. Indicate whether you felt that there was enough information available to guide strategic decision makers on the following topics. If you did not exercise this topic as part of your objectives enter 0 as an answer

On a scale of 1-5 where 1 indicates that information was easy to find and 5 indicates that it was difficult.

Social Care challenges: NOT APPLICABLE

How easy it was to find Information about social care challenges 1

How easy it was to understand the information describing social care challenges 1

Excess deaths

How easy it was to find Information about excess deaths 5 (Strategic Framework only)

How easy it was to understand the information to do with excess deaths 5

Voluntary sector NOT APPLICABLE

How easy it was to find Information about the role and capabilities of the voluntary sector 1

How easy it was to understand the information describing the role and capabilities of the voluntary sector 1

Prisons NOT APPLICABLE

How easy it was to find Information about prisons 1

How easy it was to understand the information describing the situation in prisons 1

Public Communications

How easy it was to find guidance about public communications guidance 5

How easy it was to understand the public communication guidance 5

Scientific Advice

How easy it was to find scientific advice 5

How easy it was to understand the scientific advice 5

31. Was the information you received from other organisations delivered on time?

☐ Yes, all the time

☐ Yes, most of the time

☐ Sometimes

SOMETIMES

☐ No

☐ Not possible to determine

32. Which information was difficult to get hold of on time?

Papers for COBR meetings were often received just prior to start of meeting therefore not allowing time for consideration; or after meeting had started.

33. Was the information received from other organisations relevant / useful?

- ☐ Yes, all the time
- ☐ Yes, most of the time
- ☐ Sometimes
- ☐ No
- ☐ Not possible to determine

YES MOST OF THE TIME

34. Which information you received from other organisations was most useful?

SAGE papers, CRIP

35. Can you suggest ways in which the strategic decision making process can be developed?

There needs to be clarity around which decisions are made and applied on a whole UK basis and which are made on a UK basis but with discretion for DAs as to application. This should also include any associated comms handling.

Also clarity on which decisions are Health only decisions and which require Cabinet Office decision

Section 4: these questions relate to objective 4 “To exercise the provision of scientific advice, including SAGE, during an influenza pandemic”

36. Where did you draw your scientific advice from during the exercise?

Tick box all that apply

- ☐ STAC
- ☐ PHE local
- ☒ PHE national
- ☐ NHS local
- ☐ NHS national
- ☐ GO Science
- ☐ DH
- ☒ SAGE via COBR
- ☐ Not possible to determine
- ☐ My organisation did not access scientific advice (Please explain why not)
- ☐ Other (please state)

37. Was the scientific advice/ information received relevant / useful?

- ☒ Yes, all the time **YES ALL THE TIME**
- ☐ Yes, most of the time
- ☐ Sometimes
- ☐ No
- ☐ Not possible to determine

38. Was the scientific advice / information delivered on time?

- ☐ Yes, all the time
- ☐ Yes, most of the time
- ☐ Sometimes
- ☐ No
- ☒ Not possible to determine

Not possible to determine as issued in advance of Exercise play

39. Can you suggest ways in which the provision of scientific advice can be developed?

Documents should be clearly labelled to ensure it is clear which organisation is providing advice. Documents should also make it clear where there are differing opinions and explain reasons

PART C - This part of the questionnaire deals with objectives that may not have been exercised by every organisation. Please complete those sections relevant to your organisation

Section 5. The following questions refer to objective 5 “to explore the social care policy care implications during a pandemic”

40. As part of Exercise DH trialled a new SitRep format for Social Care issues. How user friendly was this format. Please answer on a scale of 1 – 5. Where 1 is “Easy to use and populate” to and 5 is “difficult to use and populate” or 0 if this is not relevant 1

41. Did the SitRep contain the information you expected

- ☐ Yes, all the information I expected was contained or asked for in the SitRep
- ☐ Most of the information I expected was asked for/contained in the SitRep
- ☐ No, the information asked for was not relevant to the scenario
- ☐ N/A cannot answer this question or is not relevant to me

N/A CANNOT ANSWER THIS QUESTION

42. How would you develop the SitRep template

N/A

43. How did your organisations link with colleagues from the social care sector?

- ☐ Social Care representatives were in the SCG group for the exercise only
- ☐ Social Care is always represented in the SCG and were at this exercise
- ☐ Social Care was represented in another group that contributed to the SGC (please specify)
- ☐ Other kind of link with Social Care representatives (please specify)

N/A

PART D – this part of the questionnaire deals with your organisations objectives which were submitted to the exercise delivery team.

Prisons

Did you see evidence that prisons and local responders had arrangements in place to conduct the following during a pandemic

44. Are there joint plans in place with the LRF and local acute trusts for prisoners to access healthcare in and out of hours and also urgent/ critical NHS facilities?

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

45. Activate an Outbreak Control Team to investigate an outbreak in a prison?

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

46. Swabbing to collect samples in a prison setting?

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

47. Provide anti-virals to detainees (especially if short of staff)

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

If yes who will pay for anti-virals?

48. Issuing sufficient PPE to staff and providing training in its use?

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

Who will provide the training?

49. Providing health advice to detainees and staff?

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

50. Ensure there is minimal disruption if transfers in and out of prison are limited?

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

51. Is there an understanding of the processes for managing deaths in custody during a pandemic?

- ☐ Yes
- ☐ No
- ☐ No evidence
- ☐ N/A

N/A

52. How can prisons and other local partners develop the way in which they work together during a pandemic?

THIS ASPECT WAS NOT EXERCISED IN NORTHERN IRELAND

The remaining questions are intended for SCG evaluators only.

EXCESS DEATHS PLANNING

53. If you have any comments of the use of the Excess Deaths plan please provide feedback

SITREPS

54. As part of Exercise DCLG trialled a new SitRep format for Social Care issues. How user friendly was this format.

Scale 1 – 5: From 1 “Easy to use and populate” to 5 “difficult to use and populate” or N/A 1

55. Did the SitRep contain the information you expected

- ☐ Yes, all the information I expected was contained or asked for in the SitRep
- ☐ Most of the information I expected was asked for/contained in the SitRep
- ☐ No, the information asked for was not relevant to the scenario
- ☐ N/A cannot answer this question or is not relevant to me

56. How would you develop the SitRep template