

Terms of Reference (ToR) Revision of Pandemic Preparedness Exercise Training Package

Background

In 2008, WHO embarked upon developing a training package on pandemic preparedness exercise management. The training package was developed to assist Member States to **build capacity in developing and facilitating exercises to improve pandemic preparedness**. Specifically, it is intended that the training package will allow its targeted audience to perform the following:

The specific objectives of the training package are to:

- Explain different types and uses of exercises
- Provide framework in analysing pandemic preparedness plans
- Conduct needs and capacity assessment prior to planning an exercise
- Provide the steps for designing and planning a pandemic preparedness exercise
- Provide relevant facilitation skills necessary for exercise management
- Create the capacity to capture the results of pandemic preparedness exercises
- Enhance skills that help identify and implement recommendations arising from the evaluation of exercises to improve the plan tested.

The target audiences of the training package are:

- Staff from Member State governments responsible for pandemic influenza preparedness and response related topics,
- Partners (other agencies) at national and international level who provide support to ministries of health and other government agency staff who are charged with the preparation and operability of emergency and pandemic plans; and,
- WHO staff at regional and sub-regional level responsible for pandemic influenza preparedness and/or training on influenza related topics;
- WHO staff who provide technical assistance to member states in development of pandemic preparedness plans;

The training package combines both distance-learning methods and face-to-face training. The distance-learning portion focuses on exercise management in general using pandemic preparedness plans as example. The face-to-face sessions have as their focus to enable users to develop national preparedness and response plans by means of an example of an aspect of the plan to be exercised. The technical contents were translated to a learning material by instructional design consultant.

Initial work on the training package began before the 2009 pandemic started. The need for such a training tool has since been reinforced, and the main objectives of the training package remain valid today. **The document as it now has been heavily commented for both instructional design and technical content aspects.**

At the moment, there is an opportunity to reorient the structure and format of the training package to ensure that the learning objectives are adequately met using appropriate training method and format to enhance learning (discussion with new instructional design consultant ongoing). A brief background on the new framework for both distance learning and face to face components can be found in Annex 1.

Objectives of the consultancy:

This contract would like to engage the consultant to perform the following:

- a. Revise the distance learning and face to face component to ensure consistency by:
 - applying a standard lexicon of terms for complementarity and ease of use,

Note: there exists a standard lexicon from a CD compilation of exercise design and development which was not applied in the current training package

- applying similar illustrations, checklists
 - using similar nomenclature for types of exercises (HSEEP)
- b. Revise the distance learning and face to face components ensuring
- that learning objectives match with the contents
 - emphasis given on the important points
 - providing practical examples (best or good practices) as necessary
 - that exercises are introduced in increasing complexity
- c. As the technical contents will be packaged by the instructional designer as a training material, the consultant will be consulted in the initial stage of migration to ensure that technical contents are kept intact and correct.

Outcome of the consultancy

- A revised distance learning and face to face training package document in MS Word with the following attributes:
 - Objectives - content match/coherence
 - Standard lexicon, illustrations, checklists applied to both
 - Best practices and practical examples in exercises incorporated

Days and Milestone of Consultancy

The consultancy is 15 days. The consultant will communicate with the GIP focal point and later with the instructional design team to ensure contents in the training package are technically correct.

First: Standard lexicon finalized, illustrations and checklist have been applied to distance learning component

Second: Standard lexicon finalized, illustrations and checklist have been applied to face to face component

Third: Revised training package document containing all the above attributes.

Annex 1

1 Presentation of the training package

1.1 Context

Since the publication of the first pandemic preparedness guidelines in 1999, WHO has advocated that Member states develop preparedness and response plans to mitigate the effects of an influenza pandemic on their populations. To date, considerable effort and resources have been committed to developing such plans by the majority of WHO members States. Moreover this process is anticipated to involve a cycle of planning, development, education practice, testing, evaluation and periodic revision.

As countries develop and/or improve their pandemic preparedness and response plans, there is a growing interest to test these plans through exercises. Pandemic preparedness and response plans are complex and multi-sectoral in nature, validation of these plans is critical to ensure operability in a crisis. The process of validating and practicing a plan is an exercise program¹.

Exercises are a valuable tool in validating procedures, justifying resource allocation, enhancing understanding, highlighting strengths and defining opportunities for improvement. It has to be emphasized though that exercise is one among many options in validating plans.

This training package, despite having its focus on testing pandemic preparedness and response plans, can be used in testing other protocols or guidelines.

1.2 Objectives and target of the training package

1.2.1 General objective

The general objective of this training package is to assist Member States build capacity in the design and conduct of exercises. This will then enable the utilization of exercises to improve Member State pandemic preparedness.

Specific objectives

The specific objectives of the training package are to:

- Explain different types and uses of exercises
- Provide framework in analysing pandemic preparedness plans
- Conduct needs and capacity assessment prior to planning an exercise
- Provide the steps for designing and planning a pandemic preparedness exercise
- Provide relevant facilitation skills necessary for exercise management
- Create the capacity to capture the results of pandemic preparedness exercises
- Enhance skills that help identify and implement recommendations arising from the evaluation of exercises to improve the plan tested.

The training package is composed of distance learning and face to face components.

¹ Consideration on exercises to validate pandemic preparedness plans.

<http://www.who.int/csr/disease/influenza/ExerciseConsiderations.pdf> accessed August 24, 2010.

1.2.2 Target Audiences

This training package is provided by WHO in English and French. The distance learning component will be publicly accessible (online and CD-ROM). Depending on the plan to be exercised, the face to face component can be organized at the regional, subregional, national and sub national levels. It is expected that those who will take part in the face to face training component, should have completed the distance learning session.

In general, the target audiences for the face to face component are as follows

- Staff from Member State governments responsible for pandemic influenza preparedness and response related topics
- Partners (other agencies) at national and international level who provide support to ministries of health and other government agency staff who are charged with the preparation and operability of emergency and pandemic plans; and,
- WHO staff at regional and sub-regional level responsible for pandemic influenza preparedness and/or on influenza related topics;
- WHO staff who provide technical assistance to member states in development of pandemic preparedness plans;

1.3 Training methodology

1.3.1 Global description: blended training

The training package contains both distance learning and face to face components. The distance learning component specifically focuses on exercises in general, providing relevant knowledge and tools in the whole exercise process. The face to face component brings into context the plans or part of the plan to be exercised, building from the knowledge gained from the distance learning and applying it to a particular context e.g., hospital preparedness.

1.3.2 Training Methodology

The distance learning component will have the following features:

- a. A participant profile
- b. Modular training with self-assessment after each module
- c. Self-assessment results linked to the participant profile.

The figure below provides a visual representation of the process and features in distance learning session.

Creating participant profile which will be entered in a database to see the users of distance learning package. For CD Rom, we can provide an automatic email information sent to influenzatraining@who.int

Explaining what the distance learning is about (introduction to the distance learning)

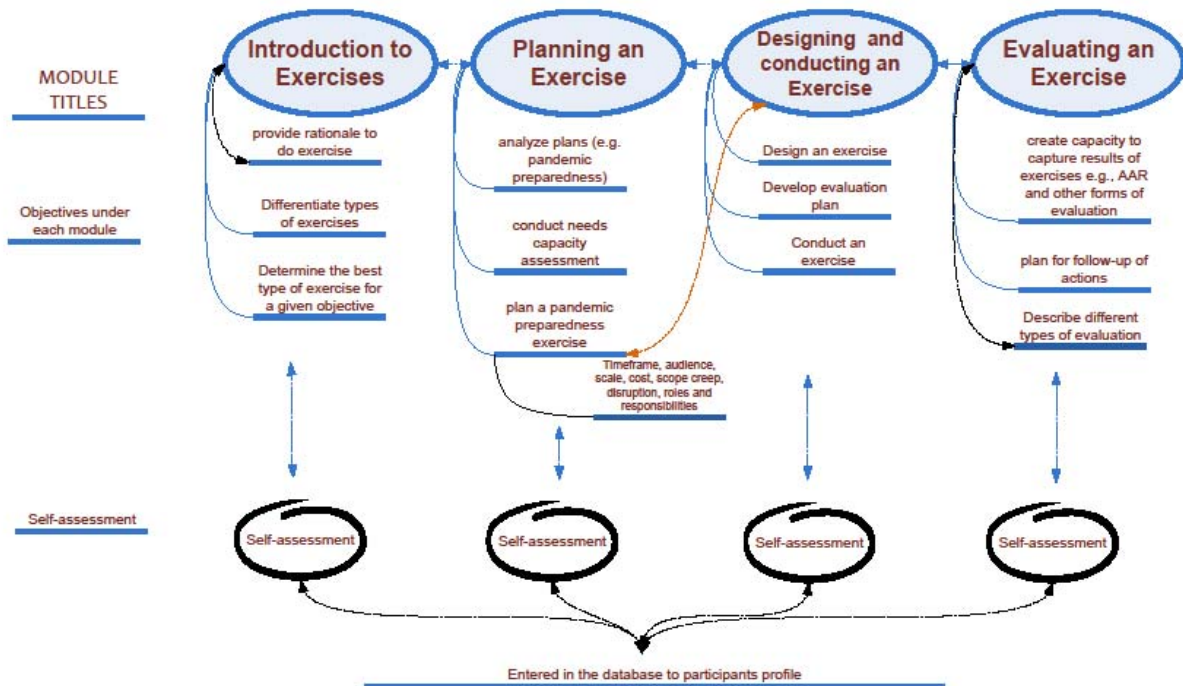


Figure 1. Processes and features of the distance learning component of the pandemic preparedness exercise training.

The database of those who took part in the distance learning will form basis for the selection of participants for the face to face session. They can be grouped by region or topic. Nevertheless, the distance learning component may be considered a stand-alone component for its focus on exercise and exercise management in general. The face to face component will be the focus of this document.

2 Introduction to the face to face training

Participants of the face to face session will be selected from the cohort of those who took part in the distance learning session. Distance learning completion is a pre requisite for the face to face training. The face to face session allows for the application of the knowledge acquired in the distance learning session. This particular module focuses on conducting exercises at the healthcare facility level².

² It is important to note that despite the focus of this module on exercises for healthcare facility preparedness, the principle in exercises are similar in many situations.

2.1 Objectives

2.1.1 Operational objectives	2.1.2 Learning objectives
Plan an exercise	<p>At the end of the training, participants will be able to</p> <ul style="list-style-type: none"> • Explain strategies for getting policy level support to undertake preparedness exercises • Identify the scoping documents and reference materials needed and plans/protocols to be exercised • Define the purpose and objectives of the exercise • Determine the scope of exercises according to healthcare facilities' needs • Describe exercise planning team and functions • Identify exercise participants including observers and other actors • Identify necessary meetings and preparations for conducting the exercise
Design an exercise	<ul style="list-style-type: none"> • Determine the type of exercise based on objectives identified • Identify necessary logistics required for the exercise • Develop the outline exercise scenario (some pointers on how to develop good scenario) • Develop evaluation plan including evaluation indicators • Identify potential problems and issues to be encountered during exercise and propose solutions (risk matrix)
Conduct an exercise	<ul style="list-style-type: none"> • Demonstrate methods in conducting exercises (start to finish) • Recognize and utilize the importance of injects and other information to enhance the learning arising from the exercise • Describe briefing and debriefing activities
Evaluate an exercise	<ul style="list-style-type: none"> • Describe different methods to evaluate exercise • Determine the best ways to report outcomes of an exercise and recommended actions to the different stakeholders • Devise plan for follow up of recommendations after completion of the exercise

2.2 Learning methods

The training methodology is highly participatory and allows constant interaction between the facilitators and participants. Participants will be required to gain some background knowledge. Instructional and performance objectives are clearly stated at the beginning of each lesson.

Learning techniques are the following:

- ⇒ Case-study
- ⇒ Role play
- ⇒ Experience sharing
- ⇒ Synthesis

2.3 Training content

The Exercise management training workshop will be conducted over three (3) working days with four main training modules.

2.3.1 Module 1: Planning an exercise

This module presents an overview of the many aspects in planning exercises using the example of a preparedness exercise in a healthcare facility. In particular, this module will deal with getting policy level support, identifying relevant reference documents to develop objectives and identify scope, identifying planning team and participants.

2.3.2 Module 2: Designing an exercise

This module presents an overview designing exercise, choosing the type of exercise, identifying logistics required, scenario development. This module will also provide input in developing evaluation plan including indicators. Finally, potential problems based on previous exercise sessions will be shared and possible solutions indicated.

2.3.3 Module 3: Conducting an exercise

This module will engage the participants to demonstrate different methods in conducting exercises, facilitating the session and providing injects and other information. This module will also provide samples of briefing activities.

2.3.4 Module 4: Evaluating an exercise and follow-up actions

The draft evaluation plan and identified indicators prepared during the exercise design will be used during this module. The participants will be introduced to different methods in evaluating exercises as well as different focus/levels in evaluating exercise. The participants will also be provided some templates in writing after action report and improvement plan. Finally, the participant will be assisted in developing activities to follow-up recommendations from after action report.