

# Drills and Simulations

## 3: Post-Drill / Simulation Conclusion Phase

### Recommendation

After an active shooter exercise/drill has been concluded, consideration should be made to (1) conduct a debrief of the drill, (2) offer support resources to staff as needed, (3) conduct a survey for the drill and (4) develop an after-action report.

### Rationale

Debriefing after a drill or simulation is a critical and valuable component of the preparedness and learning process for any organization. Debriefs provide an opportunity to reflect on the drill, identify gaps and challenges, as well as clarify roles, responsibilities, and communication procedures. Organizations committed to excellence and safety view debriefs as part of a continuous improvement process. Regularly conducting debriefs ensures that the organization adapts, evolves, and improves its response process.

Supporting evidence	Source(s)
<b>Debrief:</b> Hold a debrief after the drill / simulation, write up an after-action report to learn from the exercise. The report should identify strengths and areas for improvement. Assign actions and hold responsible parties accountable for follow-through.	Mayo Clinic. (2022). The Hows and Whys of active shooter exercises. Rochester: Mayo Clinic
Document lessons learned and successes achieved. Make sure recommendations are incorporated into the next drill / simulation.	The Joint Commission. (2021). Quick Safety 4: Preparing for active shooter situations. Oakbrook Terrace: The Joint Commission.
<b>Key items to address during a debrief:</b> <ol style="list-style-type: none"> <li>1. Did the drill/exercise meet objectives?</li> <li>2. What went well?</li> <li>3. What were the challenges?</li> <li>4. What improvements can be achieved?</li> <li>5. Are there gaps, changes, and/or additions requiring modifications to the plan(s)?</li> <li>6. For all action items, ensure that accountability is documented, and deadlines are identified.</li> <li>7. Significant changes should be communicated appropriately across the organization, staff should be trained/educated as applicable and best practice would be to follow up with a future drill / simulation to validate the changes implemented improved the identified issues.</li> </ol>	American Red Cross. (2023). Quick Drill - Active Shooter. Los Angeles: The American National Red Cross.
Debrief as a team after the emergency event or exercise and create an after-action report that evaluates results, identifies gaps or shortfalls, and documents lessons learned.	After-Action Reports: Capturing Lessons Learned and Identifying Areas of Improvement. North Bethesda: Readiness and Emergency Management for Schools Technical Assistance Center. (n.d.).

After-action reports support organizations in effectively executing an exercise as well as reviewing, revising, and maintaining the plan. Therefore, after-action reports should ideally be created after the plan is activated, either because of an emergency exercise or an actual incident. The report will help teams close the loop in the planning process and enhance their overall preparedness for an emergency.

**Key components of after-action reports are:**

- Overview
- Goals and objectives
- Analysis of the outcomes
- Analysis of the capacity to perform critical tasks
- Summary
- Recommendations

U.S. Department of Education. (2007). Lessons Learned from Schools Crisis and Emergencies. Washington, D.C.: U.S. Department of Education.

Alternative evidence	Source(s)
<i>The overwhelming consensus among experts supports the necessity of debriefing after a drill / simulation (as well as actual event).</i>	
<i>No evidence could be identified that refutes either option in this guideline.</i>	



To learn more, please contact  
Firstname Lastname at (000) 000-0000  
or [firstname.lastname@vizientinc.com](mailto:firstname.lastname@vizientinc.com).

**Vizient, Inc.** provides solutions and services that improve the delivery of high-value care by aligning cost, quality and market performance for more than half of the nation's healthcare providers. Vizient provides expertise, analytics, advisory services and a contract portfolio representing more than \$130 billion in annual member purchasing volume to improve patient outcomes and lower costs.  
**[www.vizientinc.com](http://www.vizientinc.com)**.