

Community Reception Center Exercise Toolkit

Timing and Technology Supplement
Instructions for Use
June 2018

PREFACE

As part of their public health preparedness efforts many health department across the country are preparing for radiation emergencies and planning to conduct population monitoring activities. Population monitoring is the process of identifying, screening, and monitoring people for exposure to radiation or contamination with radioactive materials. To conduct population monitoring, jurisdictions often stand up sites known as community reception centers (CRCs). As part of population monitoring, jurisdictions collect a variety of individual-level data on each person that is processed at a CRC including contact and demographic information, radiation contamination information, and referral information. Jurisdictions may utilize paper-based and/or electronic systems to collect, manage, store, and utilize population monitoring data. From 2017-2018, both the CRC eTool and the RadResponder Population Monitoring Module were released to help jurisdictions with population monitoring data management.

This supplemental toolkit provides guidance and templates that any jurisdiction can adapt to exercise the full range of CRC operations including the use of electronic systems such as the CRC eTool and RadResponder. In addition, the drill toolkit provides additional information for the exercising jurisdiction to capture timing data as a means to estimate hourly CRC throughput. Jurisdictions choosing to capture CRC timing data should share that data with CDC as that data will be used to help build a model to estimate CRC throughput capacity based on CRC resources. Timing data can be sent to the Radiation Studies Section at CDC via email (rsbinfo@cdc.gov).

The drill was developed to be compatible with the U.S. Department of Homeland Security's Homeland Security Exercise and Evaluation Program. It also incorporates insights, issues, and lessons learned from real-world events. These *Instructions for Use* provide guidance on using the drill materials. Jurisdictions can either use the materials as presented, filling in drill-specific information where noted, or make more extensive changes to customize the materials to their needs.

This supplemental toolkit contains a portion of the documents that may be needed to execute a functional CRC exercise. Please note that many of the exercise documents were adapted from materials found in the CDC CRC Drill Toolkit which includes the full range of documents needed for a CRC exercise. The original CDC toolkit does not incorporate additional electronic population monitoring technologies nor timing components into the exercise. The toolkit materials section describes which materials are included as part of the Timing and Technology Supplemental Toolkit. For all documents not found in the Supplemental Toolkit, those documents can be found in CDC CRC Drill Toolkit which can be accessed electronically on the CDC website: <https://emergency.cdc.gov/radiation/crc/crctoolkit.asp>

Should you want to provide any feedback or comments, please contact NACCHO via email (preparedness@naccho.org)

Electronic copies of this toolkit can be downloaded from the NACCHO Toolbox: <http://toolbox.naccho.org/pages/index.html>

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TOOLKIT MATERIALS

The toolkit contains materials for exercise design and development, conduct, and evaluation. The table below denotes whether or not the resource described is contained within the CDC CRC Drill Toolkit or the Timing and Technology Supplement. Many documents in the Timing and Technology Supplement were updated to include information about time keeping and electronic data management. In cases where the documents are not included in the Timing and Technology Supplement, original versions contained in the CDC CRC Drill Toolkit are applicable for use in exercises with or without the use of time keeping and/or electronic data management resources.

Exercise Document	Description	CDC CRC Drill Toolkit	Timing and Technology Supplement
Instructions and Presentations for Planning Meetings	Presentation Templates and Instructions for the Concept and Objectives Meeting, Initial Planning Meeting, Midterm Planning Meeting, and Final Planning Meeting	Yes	Yes, updated presentations only
Objectives, Capabilities, and Tasks	Core capabilities and general targets for Community Reception Centers (CRCs) as part of the Response Mission Area; suggested objectives and associated capabilities and tasks for a CRC drill	Yes	No
CRC Drill Supply List and Suggested Staffing	List of supplies potentially needed for the drill and suggested number of participants in each role	Yes	Yes, updated version
Guidance for Venue Selection	Considerations when choosing a venue for the drill	Yes	Yes, updated version
Scenario Narrative	Suggested scenario to provide a framework for the drill	Yes	No
Master Scenario Events List Template	Suggested schedule for the drill and major events and injects	Yes	No
Symptomology Cards and Instructions	Pre-populated and blank Symptomology Cards (Actor Cards and Contamination Cards) and instructions for using them to drive drill play	Yes	Yes, updated versions
Symptomology Cards Characteristics Planning Document	Describes parameters that can be adjusted in symptomology cards. This document can be completed to help you select what types of scenarios and symptomology cards are used for the exercise.	No	Yes, new document
Participant Briefing Presentations	Presentation templates for the Actor, Controller/Evaluator, and Player Pre-Drill Briefings; the Participant Onsite Final Briefing; the Observer/Media Briefing; and the Controller/Evaluator Debriefing	Yes	Yes, updated versions
Participant Handbooks	Templates for the Exercise Plan (ExPlan), Player Handbook, Actor Instructions, and Controller/Evaluator Handbook	Yes	Yes, updated versions
Participant Job Aides	Provide a summary of listing of responsibilities for each type of participant that is involved in the CRC drill.	No	Yes, new documents

Exercise Document	Description	CDC CRC Drill Toolkit	Timing and Technology Supplement
Electronic Resource Materials	Materials for the set-up and use of the CRC eTool and RadResponder Population Monitoring Module.	No	Yes, new documents
Name Badge Templates	Color-coded name badge templates for all drill participants	Yes	No
Timekeeping Materials	Documents that provide instructions for time keeping staff to document processing time data as persons move through the CRC	No	Yes, new documents
Exercise Evaluation Guides	Templates for noting evaluator observations for each of the five suggested drill objectives	Yes	Yes, updated versions
Participant Feedback Forms	Templates for feedback forms, one for actors and one for all other participants	Yes	Yes, updated versions
Technology Evaluation Forms	Template for capturing targeted evaluation data on the CRC eTool and/or the RadResponder Population Monitoring Module	No	Yes, new document
After Action Report	Template for documenting exercise observations, findings, and corrective actions	No	Yes, new document

INTRODUCTION

Background

A catastrophic radiation incident at a nuclear facility or a terrorist attack using an improvised nuclear device (IND) or a radiological dispersal device (RDD) could adversely affect many communities in our country. Whether intentional or unintentional, a radiation incident of such magnitude could result in displacement of hundreds of thousands to millions of people, and that would overwhelm public health, emergency response, and health care systems in communities far from the site of the incident.

In an effort to assist local communities better incorporate newly developed electronic resources into their population monitoring exercises, NACCHO, working with the Centers for Disease Control and Prevention (CDC), has developed the Timing and Technology Supplement to the Community Reception Center (CRC) Drill Toolkit. The supplement provides new versions of some of the CDC Drill Toolkit documents in order to incorporate some of the additional exercise roles and capabilities. In addition the Supplement provides new forms and resources to capture timing data and utilize electronic data collection and management technologies for population monitoring.

The exercise materials were developed according to Homeland Security Exercise and Evaluation Program (HSEEP) guidelines and has objectives that are aligned with both Department of Homeland Security (DHS) Core Capabilities and CDC Public Health Preparedness (PHEP) Capabilities.

Using the Toolkit Supplement

All documents in this toolkit are templated for modification according to your organization's individual needs and priorities. There is text that is highlighted in grey throughout many of the documents. This highlighting calls to attention text that should be adjusted based on your jurisdiction. Other text and information that is not highlighted in the template can also be modified and you are free to add, remove, or edit any of the text, images, or figures contained in toolkit materials. You may also find additional documents not contained in this supplement (but contained in the CDC CRC Drill Toolkit) useful for exercise design and planning. Refer to the Toolkit Materials Section to see what is contained in each toolkit.

This Instructions for Use document will provide additional information on using the materials contained in the toolkit. The document will be divided into three main sections:

- **Exercise Design and Development**
Documents and information in this section will help with completing the planning activities needed in advance of the exercise.
- **Exercise Conduct**
Documents and information in this section will be needed during the pre-exercise briefing and during the exercise itself.
- **Exercise Evaluation**
Documents and information in this section will be needed to evaluate exercise activities and document exercise findings.

EXERCISE DESIGN AND DEVELOPMENT

Exercise Planning Team

The exercise planning team will be composed of local, regional, and/or state representatives who will have a primary role in conducting CRC operations. This can include representatives from public health, emergency management, public safety, public works, fire, EMS, local hospitals, nuclear facilities, schools, and many others. Within each planning team, lead(s) and team members should be assigned.

Exercise lead(s) are responsible for the following activities:

- Identify planning team members
- Coordinate exercise planning meetings
- Develop exercise documents
- Compile planning team feedback
- Identify and coordinate needed logistics, resources, and staff
- Coordinate on behalf of your county/state and ensuring participation from appropriate representatives
- Track exercise RSVPs and attendance
- Make final decisions to move exercise planning and execution ahead

Planning team members are responsible for the following activities:

- Provide feedback on objectives, capabilities, and scenario information
- Assist with development of exercise documentation as needed
- Review documents
- Coordinate on behalf of your county/state and ensuring participation from appropriate representatives
- Provide logistical support as needed throughout the course of planning

Exercise Planning Meetings

To successfully plan an exercise, a series of planning meetings that inform the development of exercise materials and help to refine logistical needs should occur. The Master Task List Instructions (CDC CRC Drill Toolkit) can be used as a framework to determine when key planning meetings should occur. Meeting timing and the number of meetings needed can be adjusted depending on exercise complexity and anticipated pace of exercise planning. The four main exercise planning meetings and key activities associated with each meeting are:

- **Concepts and Objectives Meeting: 45-60 minutes**
 - Identify planning team members
 - Discuss exercise format
 - Discuss exercise objectives
 - Discuss exercise date and potential sites

- **Initial Planning Meeting: 60-90 minutes**
 - Provide high-level overview of population monitoring and the electronic systems
 - Gather input on the draft objectives
 - Gather information to produce an Exercise Plan (ExPlan) for the Midterm Planning Conference (MPC)
 - Identify participating entities
 - Finalize exercise date and exercise site
 - Discuss resource needs
 - Identify any roadblocks
- **Midterm Planning Meeting: 60-90 minutes**
 - Confirm and finalize the draft objectives
 - Discuss exercise agenda
 - Review the draft ExPlan
 - Discuss draft scenario
 - Discuss symptomology card characteristics
 - Finalize the exercise format and list of participants
 - Discuss exercise logistics including site selection, technology needs, staffing, and equipment
 - Discuss exercise staff training needs
 - Identify any roadblocks
- **Final Planning Meeting: 30-90 minutes**
 - Finalize exercise agenda
 - Finalize ExPlan
 - Discuss and finalize exercise layout
 - Provide feedback on other exercise documentation (e.g. EEGs, presentations, etc.)
 - Discuss pre-exercise trainings
 - Finalize exercise logistics
 - Schedule after action meeting

Applicable Toolkit Materials:

- **Planning Meeting Presentations**

Exercise Objectives and Capabilities

The exercise objectives will be the main elements that are evaluated to assess your jurisdictions plans, policies, procedures, and protocols for conducting CRC operations following a radiation emergency. There are five objectives that have been developed as part of exercise toolkit materials. Each objective is linked to relevant capabilities. Exercise objectives and capabilities can be found in the exercise plan and exercise planning presentations. Critical tasks within those capabilities have been pre-identified within EEGs. The exercise planning team can adjust any of these elements to best fit the needs of their jurisdiction(s).

Exercise Logistics

There are a number of logistical items that the exercise planning team needs to address throughout the course of exercise planning including:

- Exercise venue
- Participant assignments (i.e. Player, Evaluator, Controller, Time Keeper, Data Collector, Actor, Observer)
- Participant invites
- CRC layout
- Food and beverage
- Travel arrangements
- Presenters for trainings
- Technology needs (computers, mice, wi-fi, installation, networks, and accounts)
- Equipment needs (portal monitors, handheld monitors, other radiation equipment, timers)
- Decontamination supplies
- Audio visual requirements
- Symptomology cards
- Printing and signage needs

The Supply and Staffing List helps to define suggested resource and staffing needs for the exercise.

If using the CRC eTool, the [CRC eTool Deployment Guide](#) provides information for information technology staff to set-up and install the CRC eTool on the computers you will use during the drill. It is recommended that you begin set-up and installation of the CRC eTool at least three months prior to the exercise in the event that technical assistance is needed during installation and to allow time for training and on-site technology testing prior to the exercise.

If using RadResponder, the planning team should ensure their jurisdiction has an account with RadResponder and the staff entering data for the exercise will also need access to a RadResponder account. There is a request process to obtain an account so exercise planners should begin securing access to RadResponder at least one month prior to the exercise.

Applicable Toolkit Materials:

- **Supply and Staffing List**
- **Guidance for Venue Selection**

Exercise Scenario and Exercise Assumptions

The scenario and exercise assumptions contained in the exercise materials help establish a framework for examining the exercise objectives. The scenario information and exercise assumptions are located in the exercise plan, controller and evaluator guide, and exercise planning presentations. Though the scenario can be adapted for a variety of events, the scenario in the toolkit involves an improvised nuclear device (IND).

For the scenario, the radiological event does not occur in the exercising jurisdiction(s) to keep the focus of the discussion on CRC operations rather than blast site response. Like other aspects of the toolkit, the scenario and assumptions can be adjusted to meet the needs of your jurisdiction.

There is no Master Scenario Events List (MSEL) that was developed for the supplement toolkit, however the CDC Drill Toolkit contains a brief MSEL that includes a suggested schedule for pre-drill activities as well as a few events that kick off play.

To drive actual drill play, the Drill Planning Team will need to develop other events, or “injects,” including cases and situations that participating actors will portray to players. Information for this purpose is contained in the Symptomology Cards. There are two types of Symptomology Cards: Actor Cards, which contain the demographic, situational, and behavioral characteristics that each Actor should portray; and Contamination Cards, which provide each individual’s radiological characteristics. Individuals going through the CRC have one of each card type, with the combination of the two cards indicating a person’s contamination status and his or her demographic characteristics and behaviors.

The supplement includes a set of Actor Cards and Contamination Cards that have been optimized for time keeping procedures and simplified from versions contained in the CRC Drill Toolkit. Drill planners should reference the detailed instructions for the use of the Symptomology Cards when determining which cards to choose for inclusion in the drill. Drill planners may also wish to add other events to trigger CRC staff players to take other actions not covered by the listed cards. This will be especially needed if additional objectives, capabilities, or tasks are selected. Planners may use the blank Actor and Contamination Cards included in the Toolkit (provided in Microsoft Word and PDF formats) to create other situations for actors to model. Drill planning should complete the Symptomology Cards Characteristics Planning Document to determine the desired constitution of actor characteristics and levels of contamination.

Applicable Toolkit Materials:

- **Exercise Plan**
- **Controller and Evaluator Guide**
- **Exercise Planning Presentations**
- **Symptomology Cards**
- **Symptomology Cards Characteristics Planning Document**

EXERCISE CONDUCT

This section contains a description of the events and materials that can be used to prepare for and manage exercise play. All materials discussed in this section can be modified based on planning meeting discussions and jurisdictions individual needs.

Participant Briefings / Site Set-Up

Briefings are held before the drill to inform participants about their roles and responsibilities during the exercise. Additionally the exercise planning team may consider doing a site visit in advance of the exercise to determine room layout, test electronic equipment, determine time keeper placement, assess staffing needs, and to work through some of the logistical planning elements. Briefings are held before the drill to inform participants about their roles and responsibilities. The supplement includes templates for presentations for the Actor, Controller/Evaluator, and Player Pre-Drill Briefings; and the Controller/Evaluator Debriefing. Pre-drill briefings can take place in the days before the drill or on the day of the drill. They are specific to particular roles and may also include training. For the CRC eTool and RadResponder, a [webinar](#) on use of the tools can be viewed by staff filling data collection roles prior to the drill. Additionally there is CRC eTool Just-in-Time Training available for on-site training on the day of the drill. Although it is included in this group of briefing templates, the Controller/Evaluator Debriefing is intended to take place shortly after the Hot Wash, described later in this section, to provide a forum for functional area controllers and evaluators to share their thoughts on the drill. The Drill Planning Team should modify these templates as needed based on decisions made during drill planning meetings. There are also other briefings available in the CDC CRC Drill toolkit for general participants and media/observers.

Applicable Toolkit Materials:

- **Controller and Evaluator Briefing Slides**
- **Actor Briefing Slides**
- **Player Briefing Slides**
- **CRC eTool Just-in-Time Training**

Participant Handbooks and Job Aids

In addition to the instructions given orally during the participant briefings, drill participants should receive handbooks (ideally before the day of the drill) to provide written information on their roles, drill rules, and other topics targeted to their roles. The Toolkit includes templates for following documents listed in the table below. The Drill Planning Team should adapt these templates as needed based on decisions made during drill planning meetings.

Exercise Document	Description
Exercise Plan (ExPlan)	Intended for all participants. General information on drill objectives, participant roles and responsibilities, drill assumptions and artificialities, drill logistics and schedule, post-drill and evaluation activities, and other participant information and guidance
Player Handbook	Provides additional details for players on how the drill will be conducted and evaluated

Exercise Document	Description
Player Job Action Sheets	Provides a listing of responsibilities for each CRC staff role and actions for players to take before, during, and after the exercise.
Actor Instructions	While actors can review the ExPlan, the Actor Instructions are intended to be a guide to what volunteer actors can expect during the drill and how they should play their roles, including a detailed discussion of the Symptomology Cards.
Controller/Evaluator Handbook	For use only by controllers/evaluators. Includes more detail on the drill, including the scenario, MSEL, and Symptomology Cards, simulation, and evaluation process; also includes controller/evaluator assignments, the Exercise Evaluation Guides, and a template for the Events Log
Controller, Evaluator, and Time Keeper Job Action Sheets	Provides a condensed summary of roles and responsibilities for each different type of controller, evaluator, and time keeper role.
CRC eTool Job Action Sheet	Provides a summary of roles and responsibilities of data collectors that will utilize the CRC eTool during the exercise.
RadResponder Job Action Sheet	Provides a summary of roles and responsibilities of data collectors that will utilize the RadResponder during the exercise.

Resources for Electronic Data Collection and Management

There are a variety of resources that have been developed to assist CRC staff with the use of the CRC eTool and the RadResponder Population Monitoring Module during exercise play. The table below contains a listing of each document and its use for CRC exercise play:

Exercise Document	Description
CRC eTool User Guide	Provides a summary of CRC eTool uses, how to start the system, how to create and locate records, data entry instructions at each station, and visualization of data.
CRC eTool Questionnaire Bank	Provides a description of all data fields contained within the CRC eTool.
CRC eTool Data Entry Reference Document	Provides step-by-step instructions for data collectors on what information to input into each CRC eTool data entry field. This can be adjusted according to your jurisdiction's data collection needs.
RadResponder Quick Guide to Creating CRCs and Screened Population Records	Contains step-by-step instructions for using the RadResponder Population Monitoring Module.
RadResponder Population Monitoring Form	This form contains all fields that are able to be input into the RadResponder Population Monitoring Module. This form can be completed for reference prior to data entry in RadResponder or at the conclusion of each operational period.

Additional information on the electronic resources and the most current versions of each product and support documents can be found on their respective websites. In addition, NACCHO has developed a document to assist jurisdictions with incorporating these systems into their population monitoring planning and exercises.

- [CDC eTool Website](#)
- [RadResponder Website](#)
- [Incorporating Electronic Systems in Population Monitoring Planning](#)

Time Keeping Materials

Time keepers will receive training as part of the controller and evaluator training. Each time keeper should receive several copies of the CRC Timing Data Collection Form for each separate run of the exercise. There are two versions of the CRC Timing Data Collection Form, one specifically for the wash station and one for all other stations. The wash station data collection form contains additional time entry fields in the event an actor needs to go through the decontamination process more than once. Each timing data collection form contains instructions for time keepers on how to document timing data during the exercise. The timing data collection forms can be adapted as needed as long as the visitor ID, start time, and end time are captured for each individual. Time keepers should also be provided with timers that have functionality to display time in a 24-hour format and display time using hours, minutes, and seconds.

Applicable Toolkit Materials:

- **General CRC Timing Data Collection Form Template**
- **Wash CRC Timing Data Collection Form Template**

EXERCISE EVALUATION

This section contains a description of the materials that can be used to evaluate exercise player discussion. All materials discussed in this section can be modified based on planning meeting discussions and a jurisdiction's individual needs.

Exercise Evaluation Guides

Exercise Evaluation Guides (EEGs) assist evaluators in collecting relevant drill observations. EEGs document drill objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs are used to evaluate the drill and compile the After-Action Report.

The included EEGs are tailored to the objectives, capabilities, and tasks suggested in the Toolkit. The Drill Planning Team should modify or add to the EEGs as needed to match those objectives, capabilities, and tasks chosen by the team. The EEGs also contain placeholders for the Drill Planning Team to add information on local plans, procedures, and other references against which the evaluators will measure performance. Evaluators will complete and return the EEGs after the Hot Wash, described below.

Technology Evaluation Form

Evaluators will use the Technology Evaluation Form to document specific information according to questions and criteria. For the CRC eTool, an evaluator should float between all stations where the CRC eTool is being utilized to capture information over the course of the exercise. For the RadResponder Tool, the evaluator should be present when the CRC staff person sets-up and enters data into RadResponder.

Participant Feedback

After the drill, participants will discuss their views and insights about the drill and their own experience during a Hot Wash, which may begin in individual CRC stations before participants join together in a drill-wide Hot Wash. Participants will discuss the strengths they observed and areas for improvement, as well as anything observed that was unexpected. Actors will have their own opportunity to share their impressions and insights during an actor debriefing. Following the Hot Wash, controllers and evaluators will hold a separate debriefing to discuss their observations, provide an overview of their observed functional areas, and further discuss strengths and areas for inclusion in the After-Action Report.

Evaluators will document their findings on the EEGs, as discussed above, but all participants will have the opportunity to provide their observations in writing on a participant feedback form. The Toolkit includes templates for two forms, one intended only for actors and one intended for players, controllers/evaluators, and other drill staff. The form for actors solicits feedback on drill design and play from an actor's perspective, including their assessment of the performance of the players in handling the members of the public the actors were asked to portray. The form for other participants also solicits feedback on drill design and play, as well as feedback on training

or changes to plans and procedures that might be helpful. Both forms collect information in both quantitative and qualitative formats, asking respondents to rate their assessments on a scale of 1 to 5 and to also provide short written summaries of strengths and areas for improvement by station, as well as recommendations for future exercises.

Information from these forms will also be used in developing the After-Action Report. The findings will be used to improve CRC plans, procedures, and training, as well as future exercises.

Applicable Toolkit Materials:

- **Exercise Evaluation Guides**
- **Technology Evaluation Form**
- **Participant Feedback Form**
- **Actor Feedback Form**
- **After Action Report**

APPENDIX A: ADDITIONAL RESOURCES

Topic	Resources
Population Monitoring Guidance	<ul style="list-style-type: none"> • Population Monitoring in Radiation Emergencies: A Guide for State and Local Public Health Planners, Second Edition, April 2014 [document]
Electronic Data Management Resources	<ul style="list-style-type: none"> • CDC eTool [website] • RadResponder [website] • Incorporating Electronic Systems in Population Monitoring Planning [document] • Data Management Systems for Radiation Population Monitoring [document]
HSEEP Guidance	<ul style="list-style-type: none"> • National Exercise Program [website] • Homeland Security Exercise and Evaluation Program (HSEEP), April 2013 (DHS) [document] • Preparedness Toolkit [website with HSEEP templates] • National Preparedness Goal, Second Edition, September 2015 [document]
Radiation Basics	<ul style="list-style-type: none"> • Radiation Basics Made Simple [online training]
Other Radiation Preparedness Resources	<ul style="list-style-type: none"> • A Guide to Operating Public Shelters in a Radiation Emergency, First Edition, February 2015 [document] • Community Reception Center Overview [video] • Virtual Community Reception Center (vCRC) [training tool] • RealOpt CRC [website, video, and model] • CRC Simulation Tool for Evaluation and Planning (CRC-STEP) [website] • CRC Drill Toolkit [exercise toolkit] • Screening People for External Contamination: How to Use Hand-held Radiation Survey Equipment [video] • Psychological First Aid in Radiation Disasters [training] • Cutaneous Radiation Injury [webpage] • Use of Radiation Detection, Measuring, and Imaging Instruments to Assess Internal Contamination from Intakes of Radionuclides [webpage]