

2019 BCHCC Coalition Surge Test

After-Action Report/Improvement Plan

May 14, 2019

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EXERCISE OVERVIEW

Exercise Name	TSA-D Coalition Surge Test													
Exercise Dates	May 14, 2019													
Scope	This exercise is a Tabletop Exercise with Functional Elements, planned for 4 hours. Exercise headquarters will be held at West Central Texas Council of Government and exercise participants will play at their designated organizations. Exercise play is limited to members and partners of the TSA-D Healthcare Coalition.													
Mission Area(s)	Response													
Core Capabilities	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #cccccc;">Core Capability (HSEEP)</th> <th style="background-color: #cccccc;">HPP Capability</th> <th style="background-color: #cccccc;"></th> </tr> </thead> <tbody> <tr> <td>Operational Coordination</td> <td>Health Care and Medical Response Coordination</td> <td></td> </tr> <tr> <td>Operational Communication</td> <td>Health Care and Medical Response Coordination</td> <td></td> </tr> <tr> <td>Public Health & Medical Services</td> <td>Medical Surge</td> <td></td> </tr> </tbody> </table>		Core Capability (HSEEP)	HPP Capability		Operational Coordination	Health Care and Medical Response Coordination		Operational Communication	Health Care and Medical Response Coordination		Public Health & Medical Services	Medical Surge	
Core Capability (HSEEP)	HPP Capability													
Operational Coordination	Health Care and Medical Response Coordination													
Operational Communication	Health Care and Medical Response Coordination													
Public Health & Medical Services	Medical Surge													
Objectives	<p>Exercise Objective 1: Assess the ability of an evacuating facility and its coalition partners to rapidly shift into disaster mode.</p> <p>Exercise Objective 2: Determine if an evacuating facility knows who to contact during an evacuation.</p> <p>Exercise Objective 3: Assess the coalition members' ability to communicate and coordinate quickly to determine available beds and transportation resources for evacuated patients.</p> <p>Exercise Objective 4: Test the coalition's ability to perform a simulated evacuation with existing on-site staff during a low/no-notice event.</p> <p>Exercise Objective 5: Test the coalition members' ability to utilize and log into EMResource to update available bed counts.</p>													
Threat or Hazard	Evacuation													
Scenario	Eastland Memorial Hospital has been impacted by severe weather that requires them to evacuate their patients.													

Exercise Name	TSA-D Coalition Surge Test
Sponsor	The TSA-D Healthcare Coalition is the sponsor of this Tabletop Exercise with use of ASPR-HPP funding.
Participating Organizations	See Appendix B for the full list of participating agencies.
Point of Contact	TSA-D Healthcare Coalition POC: Toby Harbuck Healthcare Coalition Program Coordinator TSA-D North Central Texas Trauma Regional Advisory Council 3702 Loop 322 Abilene, TX 79602 325-893-8415

ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Assess the ability of an evacuating facility and its coalition partners to rapidly shift into disaster mode.	Health Care and Medical Response Coordination		(S)		
Determine if an evacuating facility knows who to contact during an evacuation.	Health Care and Medical Response Coordination		(S)	2018	
Assess the coalition members' ability to communicate and coordinate quickly to determine available beds and transportation resources for evacuated patients.	Health Care and Medical Response Coordination		(S)		
Test the coalition's ability to perform a simulated evacuation with existing on-site staff during a low/no-notice event	Medical Surge		(S)		
Test the coalition members' ability to utilize and log into EMResource to update available bed counts.	Health Care and Medical Response Coordination		(S)		2018

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Objective 1: Assess the ability of an evacuating facility and its coalition partners to rapidly shift into disaster mode.

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Health Care and Medical Response Coordination

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Eastland Memorial, Brownwood Regional, Stephens Memorial and Cisco Nursing hospitals were able to quickly set up their EOC.

Strength 2: Eastland EOC quickly and efficiently assigned ICS roles and duties

Strength 3: Eastland EOC staff obtained situational awareness efficiently.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Eastland quickly identified that there were no hard copy records for the evacuating patients and no way to track their condition.

Reference: N/A

Analysis: There are systems in place within the region that allow facilities to track patient conditions outside of hard copy medical records. The coalition will work to ensure Eastland has access to the same systems.

Objective 2: Determine if an evacuating facility knows who to contact during an evacuation.

Health Care and Medical Response Coordination

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Eastland EOC had appropriate contact numbers readily available.

Strength 2: Eastland had adequate communications equipment available in the EOC.

Strength 3: Eastland had secondary numbers to call for reference.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Eastland was delayed in placing patients due to receiving facilities designated phones for patient transfer not being monitored and rolling over to voicemail.

Reference: Patient transfer policies.

Analysis: The phone numbers provided to area hospitals for patient transfers was not monitored. It is unknown whether this is a need of improving policy or practice.

Objective 3: Ability to communicate and coordinate quickly to determine available beds and transportation resources for evacuated patients.

Health Care and Medical Response Coordination

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Patient transportation assets were quickly identified and arranged. Eastland was able to make contact with seven transportation services. Utilized three of them with four on standby.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Real time availability of transportation assets was an issue. Some being 35-45 minutes away.

Reference: Hospital Evacuation Policy.

Analysis: Clearly identify and establish backup transportation methods in the evacuation plan that are within reasonable distance.

Objective 4: Perform a simulated evacuation

Medical Surge

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Eastland EOC was able to quickly get a patient census and coordinate discharges with the available on site staff.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: There were concerns with evacuating patients who had surgeries due to the fact that not every hospital in the area having surgical facilities.

Reference: Hospital Evacuation Policy.

Analysis: Identify and document hospitals in the area that do have surgical facilities and make it part of the evacuation plan.

Objective 5: Ability to log into and utilize EMResource

Health Care and Medical Response Coordination

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Eastland was able to quickly identify total patients needing evacuation and reflected that in EMResource.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Only 8 of 18 facilities within the region updated their bed availability.

Reference: Hospital Evacuation Policy.

Analysis: Ensure that facilities are receiving proper notification through EMResource and are updating their bed counts.

Appendix A: IMPROVEMENT PLAN

This IP has been developed specifically for TSA-D Healthcare Coalition as a result of Coalition Surge Test conducted on May 14, 2019.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Health Care and Medical Response Coordination	1. No patient records for the evacuating patients	1. Align Eastland with regional assets to track patient status during an evacuation	Planning	TSA-D Healthcare Coalition	Toby Harbuck	July 1, 2019	March 1, 2020
	2. Phones at receiving facilities were not answered.	1. Ensure Correct Information is shared with regional healthcare facilities and in the Regional Response Plan 2. Conduct Drills and Exercises to maintain functionality.	Planning Training	TSA-D Healthcare Coalition	Toby Harbuck	September 1, 2019	October 1, 2019
	3. Real time availability of transportation assets was an issue. Some being 35-45 minutes away	1. Clearly identify and establish backup transportation methods in the evacuation plan that are within reasonable distance.	Training	TSA-D Healthcare Coalition	Toby Harbuck	June 17, 2019	August 30, 2019

	4. EMResource operations.	1. Conduct EMResource training.	Training	TSA-D Healthcare Coalition	Toby Harbuck	June 17, 2019	August 30, 2019
Core Capability 4: Medical Surge	1. Moving surgical patients	1. Identify and document hospitals in the area that have surgical facilities and make it part of the evacuation plan.	Planning	TSA-D Healthcare Coalition	Toby Harbuck	July 1, 2019	August 1, 2019

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations	Number of Attendees
Anson General Hospital	1
Brownwood Regional Medical Center	1
Coleman County Medical Center	1
Comanche County Medical Center	1
Eastland Memorial Hospital	10
Fisher County Hospital	1
Hamlin Memorial Hospital	1
Hendrick Medical Center	1
Knox County Hospital District	1
Mitchell County Hospital	1
NCTTRAC	1
Rolling Plains Memorial Hospital	1
Stephens Memorial Hospital	1
Stonewall Memorial Hospital	1
Sweetwater Fire Department and EMS	1
Throckmorton County Memorial Hospital	1
Oceans Abilene Behavioral Health	1
HealthSouth	1
Total	27