

Coalition Surge Test

After-Action Report/Improvement Plan

Exercise Date: March 13, 2019

AAR/IP Date: March 15, 2019

EXERCISE OVERVIEW

Exercise Name	Coalition Surge Test
Exercise Dates	March 13, 2019
Scope	This exercise was a low/no-notice tabletop exercise with functional elements planned for approximately three hours at Adventist Health Sonora. Exercise play was limited to the objectives and activities outlined in the exercise plan.
Mission Area(s)	Response
Core Capabilities	Emergency Operations Coordination, Information Sharing, Medical Surge
Objectives	<ul style="list-style-type: none"> • Adventist Health Sonora and other Tuolumne-Calaveras Health Care & Safety Coalition members will rapidly shift into disaster mode • Adventist Health Sonora will know who to contact upon learning of the need to evacuate, and will be able to reach them at a moment's notice • Adventist Health Sonora will quickly be able to take a current patient count • Tuolumne-Calaveras Health Care & Safety Coalition members will communicate and coordinate quickly to find and match available beds and transportation resources with those needing to be evacuated within 90 minutes • Tuolumne-Calaveras Health Care & Safety Coalition will perform these tasks with existing on-site staff without excessive guidance or prompting from leadership
Scenario	At 0900, Adventist Health Sonora command staff are informed that the hospital needs to be evacuated. They are instructed to take a current patient count and to work to find appropriate destinations and transportation for each patient. The goal is to place all patients within 90 minutes (by 1030).
Sponsor	U.S. Dept. of Health and Human Services Hospital Preparedness Program Tuolumne County Public Health Calaveras County Public Health

**Participating
Organizations**

Members of the Tuolumne-Calaveras Health Care & Safety Coalition
Regional partners contacted by Adventist Health Sonora during the
exercise

**Point of
Contact**

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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)
Adventist Health Sonora and other Tuolumne-Calaveras Health Care & Safety Coalition members will rapidly shift into disaster mode	Emergency Operations Coordination, Information Sharing	P			
Adventist Health Sonora will know who to contact upon learning of the need to evacuate, and will be able to reach them at a moment's notice	Emergency Operations Coordination, Information Sharing		S		
Adventist Health Sonora will quickly be able to take a current patient count	Emergency Operations Coordination, Medical Surge	P			
Tuolumne-Calaveras Health Care & Safety Coalition members will communicate and coordinate quickly to find and match available beds and transportation resources with those needing to be evacuated within 90 minutes	Emergency Operations Coordination, Medical Surge, Information Sharing		S		
Tuolumne-Calaveras Health Care & Safety Coalition will perform these tasks with existing on-site staff without excessive guidance or prompting from leadership	Emergency Operations Coordination, Information Sharing	P			

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.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<ul style="list-style-type: none"> 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). 					

Table 1. Summary of Core Capability Performance

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

SUMMARY OF EVACUATION EXERCISE

	Patients					Transportation	
	# patients at start	# patients discharged	# patients placed	% patients evacuated	# receiving facilities	Total # ALS & BLS vehicles	# transport orgs
Adventist Health Sonora	68	32	36	100%	2	3	2

Objective 1: Adventist Health Sonora and other Tuolumne-Calaveras Health Care & Safety Coalition members will rapidly shift into disaster mode.

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

Strengths

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

Strength 1: Staff reported to the Hospital Command Center in a quick manner.

Strength 2: A patient count had already been taken for the day which allowed the command team to immediately begin planning their response.

Strength 3: Responding staff members worked collaboratively.

Areas for Improvement

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

None

Objective 2: Adventist Health Sonora will know who to contact upon learning of the need to evacuate, and will be able to reach them at a moment's notice.

Strengths

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

Strength 1: Command staff were able to reach partner agencies.

Areas for Improvement

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

Area for Improvement 1: The majority of the command team was unaware of the binder with resources and phone numbers that is kept in the command center, which delayed essential phone calls.

Area for Improvement 2: The Medical Health Operational Area Coordinator (MHOAC) was never contacted.

Area for Improvement 3: No EMResource HAvBED poll occurred.

Objective 3: Adventist Health Sonora will quickly be able to take a current patient count.

Strengths

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

Strength 1: The command team already had a patient count when the exercise began.

Areas for Improvement

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

None

Objective 4: Tuolumne Calaveras Health Care & Safety Coalition members will communicate and coordinate quickly to find and match available beds and transportation resources with those needing to be evacuated within 90 minutes.

Strengths

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

Strength 1: Adventist Health Sonora was able to find and match available beds and transportation resources with those needing to be evacuated within 30 minutes.

Strength 2: Tuolumne County Transit and Tuolumne County Ambulance, both coalition partners, were contacted by Adventist Health Sonora during the exercise and were able to assist with transportation resources.

Areas for Improvement

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

Area for Improvement 1: The MHOAC was not contacted so the coalition as not officially activated.

Objective 5: Tuolumne-Calaveras Health Care & Safety Coalition will perform these tasks with existing on-site staff without excessive guidance or prompting from leadership

Strengths

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

Strength 1: While responding staff did not fully implement HICS, staff were familiar with HICS and identified an Incident Commander and several other command positions.

Strength 2: Responding staff were able to find placements and transportation for all patients requiring evacuation without excessive guidance or prompting.

Areas for Improvement

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

None

Select Participant Feedback Not Included Above:

- “It would be good to have a realistic scenario.”
- “It would be good to have more participation with other agencies.”
- “Yes, more people need to be aware of our processes.”
- “I need to understand where my resources are – training for incident command.”
- “It resembled a disaster that happened in 2018 at a sister facility. Showed forethought for like event.”
- “More staff (AHSR) involvement.” (Response to question: What needs to be changed for future exercises?)
- “Good collaboration. Realistic.”

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Tuolumne-Calaveras Health Care & Safety Coalition as a result of the Coalition Surge Test conducted on March 13, 2019.

Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
The majority of the command team was unaware of the binder with resources and phone numbers that is kept in the command center, which delayed essential phone calls.	Provide HICS and Hospital Command Center training, including a review of available Command Center resources, to all AHSR staff who may be on the Command Team during a response (and their backups).	Training	Adventist Health Sonora	Emergency Manager	April 2019	December 2019
The Medical Health Operational Area Coordinator (MHOAC) was never contacted.	Provide training to AHSR staff on the Tuolumne County MHOAC Program.	Training	Tuolumne County Public Health	HPP Coordinator	April 2019	November 2019
No EMResource HAvBED poll occurred.	Provide training to AHSR staff on EMResource, including HAvBED.	Training	Tuolumne County Public Health	HPP Coordinator	April 2019	November 2019
The MHOAC was not contacted so the coalition as not officially activated.	Provide training to AHSR staff on the Tuolumne County MHOAC Program.	Training	Tuolumne County Public Health	HPP Coordinator	April 2019	November 2019

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

APPENDIX B: EXERCISE PARTICIPANTS

Participant	Organization
Evan Kalas	JLL/Adventist Health Sonora
Rebecca Morgenstern	Tuolumne County Public Health
Cherlyn Haugh	Adventist Health Sonora
Jackie Fullerton	Adventist Health Sonora
Marti Carter	Adventist Health Sonora
Valerie Shuemake	Adventist Health Sonora
Diana Haley	Calaveras County Public Health
Chris Edgerly	Calaveras County Public Health
Marc Stevenson	Adventist Health Sonora
Gretchen Walters	Adventist Health Sonora
Ed Sullins	Adventist Health Sonora
Jerry Kurtz	Adventist Health Sonora
Jen Boneman	Adventist Health Sonora
Thea Horsthuis	Adventist Health Sonora
Jeri Aubert	Adventist Health Sonora
Christine Utterback	Adventist Health Sonora
Kristine Nash	Adventist Health Sonora
Merliza Diaz	Adventist Health Sonora
Shannon Anderson	Adventist Health Sonora
Ashley Gentis	Adventist Health Sonora
Jim Pratt	Adventist Health Sonora