

# 2019 Illinois Region II Healthcare Coalition Surge Test

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After Action Report / Improvement Plan

Exercise Dates: April 30, 2019 – I-80 Region

May 2, 2019 – Bloomington

May 3, 2019 – Quad Cities

May 10, 2019 – Peoria

## EXERCISE OVERVIEW

Exercise Name	2019 Illinois Region II Coalition Surge Test (CST)								
Exercise Dates	April 30, 2019 – I-80 Region May 2, 2019 – Bloomington May 3, 2019 – Quad Cities May 10, 2019 – Peoria								
Scope	This exercise was a Table-top Exercise with Functional Elements, planned for 4 hours. The Exercise SimCell was held remotely with the Illinois Region II Regional Healthcare Coalition and exercise participants conducting the exercise at their designated organizations. Post-Exercise hotwash was conducted at individual facilities.								
Mission Area(s)	Response								
Core Capabilities	<table border="1"> <thead> <tr> <th>Core Capability (HSEEP)</th><th>HPP Capability</th></tr> </thead> <tbody> <tr> <td>Public Health &amp; Medical Services</td><td>Medical Surge</td></tr> <tr> <td>Operational Communication</td><td>Health Care and Medical Response Communication</td></tr> <tr> <td>Operational Coordination</td><td>Health Care and Medical Response Coordination</td></tr> </tbody> </table>	Core Capability (HSEEP)	HPP Capability	Public Health & Medical Services	Medical Surge	Operational Communication	Health Care and Medical Response Communication	Operational Coordination	Health Care and Medical Response Coordination
Core Capability (HSEEP)	HPP Capability								
Public Health & Medical Services	Medical Surge								
Operational Communication	Health Care and Medical Response Communication								
Operational Coordination	Health Care and Medical Response Coordination								
Objectives	<p><b>Exercise Objective 1:</b> Assess the ability of an evacuating facility and its coalition partners to rapidly shift into disaster mode and manage the event using the Incident Command System and the request for resource (RFR) platform for equipment requisition.</p> <p><b>Exercise Objective 2:</b> Evaluate the process for evacuating facilities to notify the region of an imminent evacuation using the established situational report (SitRep) resource on Google Docs. Notification will include utilizing two approved regional communication modalities.</p> <p><b>Exercise Objective 3:</b> Assess the coalition members' ability to communicate and coordinate quickly to determine available beds, transportation resources for evacuated patients, and the needs of the receiving facilities.</p> <p><b>Exercise Objective 4:</b> Test the coalition's ability to perform a simulated evacuation with existing on-site staff during a low/no-notice event.</p>								

Threat or Hazard	Major utility failure
Scenario	An acute care facility within Region 2 suffers a catastrophic failure of a major utility system, resulting in the urgent evacuation of the healthcare facility. Coalition partners are tasked with assisting the impacted facility in the appropriate placement of the evacuated patients and aiding in the acquisition of required resources.
Sponsor	Illinois Region 2 Healthcare Coalition with use of ASPR-HPP funding.
Participating Organizations	See Appendix B for full list of participants
Point of Contact	<p><b>Illinois Region 2:</b></p> <p>Troy Erbentraut OSF SFMC Disaster Preparedness Manager Region 2 MRT Director of Response Operations Region 2 RHCC / POD Coordinator 309.683.8365 Troy.w.erbentraut@osfhealthcare.org</p> <p><b>HSS:</b></p> <p>Christopher Sonne Director, Emergency Management EM Solutions-HSS, Inc. 900 South Broadway, Suite 100 Denver, CO 80209 855-477-2871 csonne@hss-us.com</p>

## 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 and manage the event using the Incident command System and the request for resource (RFR) platform for equipment requisition.	Operational Coordination	P			
Evaluate the process for evacuating facilities to notify the region of an imminent evacuation using the established situational report (SitRep) resource on Google Docs. Notification will also include utilizing two approved regional communications modalities.	Operational Communications		S		
Assess the coalition members' ability to communicate and coordinate quickly to determine available beds, transportation resources for evacuated patients, and the needs of receiving facilities.	Operational Communications		S		
Test the coalitions ability to perform a simulated evacuation with existing on-site staff during a low/no-notice event.	Public Health & Medical Services		S		
<b>Ratings Definitions:</b> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Performed with Major Challenges: 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.</li> <li>Unable to be Performed: The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).</li> </ul>					

**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.

## Operational Coordination

**Exercise Objective #1:** Assess the ability of an evacuating facility and its coalition partners to rapidly shift into disaster mode and manage the event using the Incident command System and the request for resource (RFR) platform for equipment requisition.

### Strengths

**Strength 1:** The Command Centers were activated and staffed in response to the event. Incident Management Teams effectively managed the event.

**Strength 2:** There were enough EMS assets available from outside the immediate area to handle the backfill. The hospital and long-term care resources in the region were able to handle the evacuees.

**Strength 3:** There was sufficient bed availability in the region to handle over 20% of the regional acute care beds.

**Strength 4:** All coalition partners were aware of the request for resource platform for equipment requisitions and were able to utilize it effectively.

### Areas for Improvement

None identified.

## Operational Communications

**Exercise Objective #2:** Evaluate the process for evacuating facilities to notify the region of an imminent evacuation using the established situational report (SitRep) resource on Google Docs. Notification will also include utilizing two approved regional communications modalities.

**Exercise Objective #3:** Assess the coalition members' ability to communicate and coordinate quickly to determine available beds, transportation resources for evacuated patients, and the needs of receiving facilities.

### Strengths

**Strength 1:** Participants used the Google Docs platform to request resources, in addition to utilizing the StarCom radio. Some facilities also called the Regional Healthcare Coalition Center (RHCC) to make requests.

**Strength 2:** Evacuating hospitals contacted other regional hospitals to quickly identify locations with available beds, including those for behavioral health patients as well as long-term care (LTC) patients.

**Strength 3:** Facilities were able to expeditiously assess available resources for evacuated patients, identify available beds in the region, as well as determine which patients needed to be evacuated versus discharged by utilizing appropriate communication modalities with their partners.

### Areas for Improvement

**Area for Improvement 1:** Maintaining regional situational awareness.

**Analysis:** During the Coalition Surge Test (CST), one of the evacuating hospitals fortunately had a number of in-network hospitals in the region, and were able to evacuate many, if not all of their patients to those healthcare facilities. Unfortunately, this siloed approach limited their interaction with the region. Regional partners noted that it was challenging to maintain situational awareness throughout the event due to the limited communications from the facility. Overall, limiting the amount of information the hospital shared with the region may be detrimental to the response. While it was beneficial that the hospital had available resources nearby, they would not have provided the rest of the coalition partners sufficient notice if there were beds or additional resources they required. Maintaining consistent communication and information sharing would allow all coalition partners to understand the facility's needs and ensure they could provide critical resources when necessary.

**Recommendation:** Review communication and information sharing procedures with regional partners to ensure all hospitals follow a consistent process.

**Area for Improvement 2:** Utilization of the StarCom radio.

**Analysis:** Several participating hospitals remarked that staff were not comfortable with utilizing the StarCom radios during the response. It was noted that additional personnel should be trained on the equipment, and use it more frequently to build familiarity.

**Recommendation:** Review current training and testing program to ensure StarCom radios are included. Perform regular training for personnel on all shifts to build redundancy within each facility.

**Area for Improvement 3:** Reunification of evacuated patient with their family.

**Analysis:** While not an overall objective of the exercise, many participants noted that communicating with families of the evacuated patients would prove challenging. It was observed that there is a significant time and resource investment to evacuate the patients, and the reunification process would add a layer of complexity.

**Recommendation:** Consider including patient reunification as an objective during a future exercise. This would allow personnel to test their plans for patient reunification to ensure that all elements are considered.

## Public Health & Medical Services

**Exercise Objective #4:** Test the coalition's ability to perform a simulated evacuation with existing on-site staff during a low/no-notice event.

### Strengths

**Strength 1:** Evacuating hospitals were able to identify patients for discharge quickly to better understand the number of patients that would need to be evacuated.

**Strength 2:** Initial internal and external notification was appropriately conducted, and stakeholders were properly informed of the emergency event.

**Strength 3:** Hospitals utilized local Emergency Management Agencies to request assistance for evacuation resources.

### Areas for Improvement

**Area for Improvement 1:** Evacuation of special consideration groups.

**Analysis:** A number of hospitals identified behavioral health or long-term care patients that needed to be evacuated from their facility. These populations proved challenging as there are limited resources available for them in the region, and it may be difficult to locate an appropriate, available bed for them. Behavioral health patients require additional security measures during transport, and in most instances require being moved to a locked unit. Additionally, long-term care facility patients required additional considerations for placement, as a traditional hospital setting wasn't appropriate for most of them.

**Recommendation:** Enhance planning activities with coalition partners to identify transportation needs and security concerns for specialized patient populations.

## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Illinois Region II Healthcare Coalition as a result of the Coalition Surge Test Exercise conducted on April 30, 2019, May 2, 2019, May 3, 2019, and May 10, 2019.

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Communication	Maintaining regional situational awareness.	Review communication and information sharing procedures with regional partners to ensure all hospitals follow a consistent process.	Illinois Region II Healthcare Coalition			
Operational Communication	Utilization of the StarCom radio.	Review current training and testing program to ensure StarCom radios are included. Perform regular training for personnel on all shifts to build redundancy within each facility.	Illinois Region II Healthcare Coalition			
Operational Communication	Reunification of evacuated patient with their family.	Consider including patient reunification as an objective during a future exercise. This would allow personnel to test their plans for patient reunification to ensure that all elements are considered.	Illinois Region II Healthcare Coalition			
Public Health & Medical Services	Evacuation of special consideration groups.	Enhance planning activities with coalition partners to identify transportation needs and security concerns for specialized patient populations.	Illinois Region II Healthcare Coalition			

## APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
<b>I-80 – April 30, 2019</b> <ul style="list-style-type: none"> <li>• Hammond Henry *</li> <li>• St. Margaret's</li> <li>• IVCH</li> <li>• Perry *</li> <li>• OSF St. Elizabeth</li> <li>• OSF St. Luke</li> <li>• OSF St. Paul</li> </ul>
<b>Bloomington – May 2, 2019</b> <ul style="list-style-type: none"> <li>• Advocate Health Eureka</li> <li>• Advocate Health BroMenn *</li> <li>• OSF St. James</li> <li>• OSF St. Joseph</li> </ul>
<b>Quad Cities – May 3, 2019</b> <ul style="list-style-type: none"> <li>• Genesis Health Aledo</li> <li>• Genesis Health Silvis</li> <li>• Unity Point Trinity Rock Island *</li> <li>• Unity Point Trinity Moline</li> <li>• McDonough District</li> <li>• Quorum Health Cottage</li> <li>• Quorum Health Holy Family</li> <li>• OSF St. Mary</li> </ul>
<b>Peoria – May 10, 2019</b> <ul style="list-style-type: none"> <li>• Unity Point Methodist *</li> <li>• Unity Point Proctor</li> <li>• Unity Point Pekin</li> <li>• Graham Hospital *</li> <li>• Hopedale</li> <li>• OSF St. Francis</li> </ul>
McLean Health Department
Mercer County Health Department
Mercer County Emergency Management Agency

\*Identified Evacuating Hospitals