



EERHCC 2023 MRSE Functional Exercise

After Action Report and Improvement Plan (AAR-IP)

EXERCISE OVERVIEW

Exercise Name	ERHCC 2023 MRSE Functional Exercise
Exercise Date	February 15, 2023
Scope	EERHCC 2023 MRSE is a Functional exercise, planned for 4 hours virtually via the MS Teams platform. The exercise emphasizes the role of the regional health care coalitions in supporting local hospitals and agencies responding to an emergency.
Mission Area(s)	Response, Recovery
Core Capabilities	Healthcare & Medical Response Coordination, (C2) Continuity of Healthcare Service Delivery, (C3) Medical Surge, (C4)
Objectives	Objective 1: Coordinate Response Strategy, Resources, and Communications (C2). Objective 2: Plan for and Coordinate Health Care Evacuation and Relocation (C3). Objective 3: Plan for a Medical Surge (C4). Objective 4: Respond to a Medical Surge (C4)
Threat/Hazard	Medical Surge created by a hospital evacuation from a disaster area.
Scenario	A disaster impacted hospital must evacuate all of its patients immediately. There is no estimated repatriation date at this time so receiving facilities need to be prepared to keep the patients for several weeks, perhaps permanently through their recovery or treatment.
Sponsor(s)	Montana Regional Healthcare Coalitions, MTDPHHS, Montana Hospital Association (MHA)
Organization	Eastern Region Health Care Coalition (ERHCC)
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Analysis of Capabilities

Assessing response operations in the context of core capabilities provides a standard for evaluation to support reporting and trend analysis. Table 1 includes the core capabilities that defined local operations and performance ratings for each as assessed by the evaluation team.

Objective	Capability(s)	Performance Rating
1. Coordinate Response Strategy, Resources, and Communications (C2).	Healthcare & Medical Response Coordination	2 - Performed with Some Challenges
2. Plan for and Coordinate Health Care Evacuation and Relocation (C3).	Continuity of Healthcare Service Delivery	2 - Performed with Some Challenges
3. Plan for a Medical Surge (C4).	Medical Surge	2 - Performed with Some Challenges
4. Respond to a Medical Surge (C4).	Medical Surge	2 - Performed with Some Challenges
<p>Ratings Definitions:</p> <p>3 - Performed without Challenges: 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.</p> <p>2 - Performed with Some Challenges: 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.</p> <p>1 - 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.</p> <p>0 - 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).</p>		

Table 1. Summary of Core Capability Performance

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

APPENDIX A: EXERCISE PARTICIPANTS

Participating Organizations
Federal
Unites States Border Patrol - Scobey Station
State
Montana Department of Public Health and Human Services
MHA / Montana Regional Health Care Coalitions
County
Daniels County DES
Daniels County Health Department
Garfield County Health Center
McCone County Public Health Department
One Health Custer County Public Health
Richland County Health Department
Roosevelt County DES
Roosevelt County Health Department
Sheridan County Public Health Department
Wibaux County Nursing Home
City
Private/Non-Profit/Community Based Organizations
Daniels Memorial Healthcare Center
Holy Rosary Healthcare
Roosevelt Medical Center
Rosebud Health Care Center
Sheridan Memorial Rural Health Clinic
Sidney Health Center

APPENDIX B: IMPROVEMENT PLAN

This Improvement Plan has been developed specifically by the Eastern Montana Regional Health Care Coalition (ERHCC) Eastern Region Health Care Coalition (ERHCC) as a result of the *ERHCC 2023 MRSE Functional* exercise conducted on February 15, 2023.

Table B.1 *Improvement Plan Matrix*

Area for Improvement	Recommendation	Responsible Party	Start Date	Finish Date	Notes
1. Lack of Clear Command Structure	1. Consider building command capability within the coalition leadership. Provide coalition members with ICS trainings and exercises to increase their knowledge and capabilities.	Healthcare Coalitions	February 15, 2023	December 31, 2023	5/2/2023: Provide in-person ICS training with hands-on practice. Consider offering in-person FEMA ICS training to membership as budget allows.
2. Error! Reference source not found.	2. Error! Reference source not found.	Healthcare Coalitions; HCC Coordinators	February 15, 2023	December 31, 2023	5/2/2023: HCC Coordinator to promote use of EMResource platform and/or educate how to utilize it during facility/agency visits, executive committee and general membership meetings, trainings and exercises.
3. HCC Coordinator and Coalition Roles and Capabilities	3. Continue to explore the role of the Coalition Coordinators when a coalition is responding to an incident or disaster and come to a consensus as to what that role will be.	Healthcare Coalitions	February 15, 2023	December 31, 2023	5/2/2023: HCC Coordinator to educate executive committee and general membership regarding capabilities and limitations of the role of the HCC Coordinator during an actual emergency or disaster event. Education can be provided during facility/agency visits, executive committee and membership meetings, trainings and exercises
	4. Ensure that coalition members understand the HHC Coordinator and Coalition roles and capabilities and that members have realistic expectations of what assistance to expect from	Healthcare Coalitions	February 15, 2023	December 31, 2023	

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Area for Improvement	Recommendation	Responsible Party	Start Date	Finish Date	Notes
	the coordinators and the coalition.				
4. Error! Reference source not found.	5. Error! Reference source not found.	HCC Coordinator or DES	February 15, 2023	December 31, 2023	5/2/2023: Education can be provided during facility/agency visits, executive committee and membership meetings, trainings and exercises,
5. Error! Reference source not found.	6. Provide coalition members with reference materials to assist them in appropriately sharing patient information during an incident or disaster	Jason Mahoney, HCC Coordinators	February 15, 2023	December 31, 2023	5/2/2023: Consider developing reference materials and pocket guides to distribute to appropriate coalition membership
	7. Ensure that HIPAA, Standards of Care, and other patient and pertinent issues are specifically addressed in regional response plans.	HCC Coordinators	February 15, 2023	December 31, 2023	5/2/2023: Consider adding information regarding HIPAA, Standards of Care, etc., when updating the regional preparedness and response plan.
6. Requesting State Resources	8. Clarify the process necessary to request resources from the state and consider creating a flowchart or other document including contact information and a step-by-step explanation of how to complete requests.	HCC, HPP, PHEP, DES	February 15, 2023	December 31, 2023	5/2/2023: Consider developing reference materials and pocket guides to distribute to appropriate coalition membership
8. Error! Reference source not found.	9. Work with all ESF8 partners to understand each entity's capabilities.	Healthcare Coalitions; HCC Coordinator	February 15, 2023	December 31, 2023	5/2/2023: Gaps can be identified during future trainings and exercises. HCC Coordinator can address gaps during executive committee and membership meetings, via

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Area for Improvement	Recommendation	Responsible Party	Start Date	Finish Date	Notes
					the HCC newsletter, and in appropriate plans and annexes
9. Error! Reference source not found.	10. Error! Reference source not found.	HCC Coordinators	February 15, 2023	December 31, 2023	5/2/2023: Education can be provided during facility/agency visits, executive committee and membership meetings, trainings and exercises,
10. Juvare/eICS/EMResource	11. Continue to promote eICS as a coalition-funded resource that can help with coordination, communication, etc. – especially when encountering an incident or disaster that involves multiple jurisdictions	Healthcare Coalitions; HCC Coordinator	February 15, 2023	December 31, 2023	5/2/2023: Education can be provided during facility/agency visits, executive committee and membership meetings, trainings and exercises, and via the HCC newsletter.
	12. Consider having regular webinars on topics of interest, such as hospital evacuation and patient relocation, etc.	HCC Coordinators	2/15/2023	12/31/2023	5/2/2023: HCC Coordinators to develop a list of possible training topics, prioritize the list and consider the options for trainers for topics chosen.
	13. Have a designated Juvare specialist within the ERHCC. Encourage familiarization and utilization of eICS/EMResource and all Juvare platforms available to facilities and agencies in the region	HCC Coordinators	2/15/2023	12/31/2023	5/2/2023: HCC Coordinator can provide education during facility/agency visits, executive committee and membership meetings, trainings and exercises, and via the HCC newsletter.

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