



2017 STATEWIDE MEDICAL AND HEALTH EXERCISE

AFTER ACTION REPORT

FUNCTIONAL EXERCISE



PREFACE

The 2017 California Statewide Medical and Health Exercise (SWMHE) is sponsored by the California Department of Public Health (CDPH) and the Emergency Medical Services Authority (EMSA). This After Action Report (AAR) was produced with input, advice, and assistance from the SWMHE Planning Workgroup, comprised of representatives from:

- California Association of Health Facilities (CAHF)
- California Department of Public Health (CDPH)
- California Emergency Medical Services Authority (EMSA)
- California Governor's Office of Emergency Services (Cal OES)
- California Hospital Association (CHA)
- California Primary Care Association (CPCA)
- El Dorado County Health & Human Services Agency
- Kaiser Permanente
- Los Angeles County Department of Public Health
- Nevada County Public Health Department
- Orange County Health Care Agency
- Providence Health & Services
- Regional Disaster Medical Health Coordinator/Specialist Program
- Riverside County Emergency Management Department
- San Joaquin County Emergency Medical Services (EMS) Agency
- San Mateo County EMS Agency
- Sharp HealthCare
- Sutter Medical Center Sacramento

This AAR follows guidelines set forth by the U.S. Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP). The AAR is a tool for use in evaluating the exercise and developing improvement plans. See Appendix D for a listing of agency/event acronyms. All exercise participants should use appropriate guidelines to ensure proper control of information within their areas of expertise and protect this material in accordance with current jurisdictional directives.



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EXERCISE OVERVIEW

Exercise Name	2017 California Statewide Medical and Health Exercise (SWMHE) – Functional Exercise (FE)
Exercise Date	November 16 th , 2017
Scope	This is a functional exercise planned for the County of San Luis Obispo to take place at 0800 on November 16 th , 2017 at the Public Health Department. The 2017 SWMHE Program is a progressive exercise program comprised of a series of training exercises tied to a set of common program priorities. This year's exercise is a multiphase program culminating in the Functional Exercise (FE) on November 16 th , 2017.
Mission Area(s)	Response
Capabilities	<ul style="list-style-type: none"> • Emergency Operations Coordination • Medical Surge
Objectives	<ul style="list-style-type: none"> • Provide and receive situational awareness with inter- and intra-jurisdictional stakeholders per local policies and procedures through the Medical and Health Operational Area Coordinator (MHOAC) program [PH] • Ensure the PIO and/or JIC are considering media for reaching vulnerable populations and those with other access and functional needs (AFN). Use appropriately translated materials when possible. Utilize nonprofit partners and community/faith-based organizations (CBOs/FBOs) with any internal and/or external messaging with these vulnerable populations. [PH] • Plan for the activation of mental and behavioral health services for all staff members as part of incident response and recovery planning [PH] • Activate the Incident Command System (ICS) per scenario or hazard-specific plan and/or local policies and procedures within 30 minutes of notification of incident information that may affect normal operations. [EMS] • Initiate coordination with the Medical and Health Operational Area Coordinator (MHOAC) Program for medical and health resource ordering within 30 minutes of identification of need. [EMS]
Threat or Hazard	Multi Casualty Incident
Scenario	Terrorist Incident/ Active Shooter
Sponsor	The 2017 SWMHE Exercise is sponsored by the California Department of Public Health and the California Emergency Medical Services Authority in collaboration with response partners representing local health departments, public safety and healthcare facilities across California.

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**Participating
Organizations**

- County of San Luis Obispo Health Agency Department
- Twin Cities Community Hospital
- Sierra Vista Regional Medical Center
- Arroyo Grande Community Hospital
- French Hospital Medical Center
- San Luis Ambulance
- United Blood Services
- Central Coast Home Health
- FBI

ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is the *California Statewide Medical and Health Exercise (SWMHE) Program After Action Report (AAR)*.
2. The information gathered in this AAR is designated as For Official Use Only (FOUO) and should be handled as sensitive information that is not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from the County of San Luis Obispo is prohibited. All exercise participants may view the AAR.
3. For more information about the exercise, please consult the following points of contact (POCs):

Denise Yi
Public Health Emergency Preparedness Specialist
County of San Luis Obispo
2180 Johnson Ave
San Luis Obispo, CA 93401
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(805) 788-2067

EXERCISE BACKGROUND

The California Department of Public Health (CDPH) and the Emergency Medical Services Authority (EMSA) lead California in the annual SWMHE. CDPH recognizes that being prepared for a threat to community health is of national concern in an era of possible bioterrorism, pandemic influenza, and emerging public health threats. As an integral part of local public health response, the County of San Luis Obispo led a multi-organization exercise as part of the larger SWMHE on November 17, 2017. To ensure an effective exercise, subject matter experts (SMEs) and local representatives from various agencies have taken part in the planning process. Members of the exercise planning team included:

- Reanna Clayton, French Hospital Medical Center
- Eric Ruelas, French Hospital Medical Center
- Teri Reeder, Arroyo Grande Community Hospital
- Jennifer Sandoval, Arroyo Grande Community Hospital
- Beth Haberkern, Arroyo Grande Community Hospital
- Emma Lauriston, Sierra Vista Regional Medical Center
- Bridgette Bateman, Sierra Vista Regional Medical Center
- Carrie Vucasovich, Twin Cities Community Hospital
- Jody Ghione, Twin Cities Community Hospital
- Denise Yi, County of San Luis Obispo Public Health
- Elizabeth Merson, County of San Luis Obispo Public Health
- George Brown, County of San Luis Obispo Public Health
- Andy Scott, County of San Luis Obispo Public Health
- Fred Motlo, San Luis Ambulance
- Jason Crabtree, United Blood Services
- Dave Blanchard, FBI

ANALYSIS OF CAPABILITIES

Aligning exercise objectives and capabilities provides consistency for evaluation that transcends individual exercises to support preparedness reporting and trend analysis.

Objective 1

Provide and receive situational awareness with inter- and intra-jurisdictional stakeholders per local policies and procedures through the Medical and Health Operational Area Coordinator (MHOAC) program [PH]

A. Capability

Information Sharing

Expected Actions:

- Develop or assist in the development of the Situation Report for the Region and State within two hours of activation per the State Public Health and Medical Emergency Operations Manual (EOM)
- Distribute an intra-departmental situation report within 30 minutes of the start of an incident
- Request a Situation Report from Healthcare Coalition members and/or intra-jurisdictional stakeholders within 30 minutes per local policies and procedures
- Complete a preliminary assessment of the incident, and document medical resource needs and availability (e.g., personnel, facilities, logistics, and other healthcare resources) within 30 minutes.
- The MHOAC, in coordination with the EMS Section Chief, shall evaluate the current medical-health resources of the OA and ensure the integrity of the countywide medical health response system
- Continually re-assess on-scene medical resource needs every 30 minutes

Strengths

- The planning section developed the situation report and sent it out in a timely manner.
- Intra departmental situation reports were distributed within 30 minutes of the start of the incident.
- A preliminary assessment of each incident and documentation of medical resource needs and availability were prepared within 30 minutes.

Areas for Improvement

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

None

ANALYSIS OF CAPABILITIES

Objective 2

Ensure the PIO and/or JIC are considering media for reaching vulnerable populations and those with other access and functional needs (AFN). Use appropriately translated materials when possible. Utilize nonprofit partners and community/faith-based organizations (CBOs/FBOs) with any internal and/or external messaging with these vulnerable populations. [PH]

B. Capability

Information Sharing

Expected Actions:

- Identify vulnerable/special populations that may need customized messaging throughout incident response and recovery and the appropriate methods/media for reaching said populations
- Activate a document and/or resource-sharing repository (e.g., Homeland Security Information Network) in which to share translated materials to maximize response efficiency
- Include at least one objective each operational period related to serving AFN populations

Strengths

- Messages in Spanish were requested and provided in a timely manner
- Social Media and WebEOC were utilized for resource sharing and releasing translated materials

Areas for Improvement

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

- Train Public Health PIO staff on their role relative to PIOs in other organizations (Law Enforcement, Office of Emergency Services (OES) and hospitals)
- Crisis Emergency Response Communication (CERC) Plan CD (in binder located in CHADOC) is not accessible to newer laptops without CD drives. Need to convert to USB or provide external CD drives.
- Update CERC plan templates to new County letterhead and update provider notice and media release layouts to new layouts during the CERC plan revision
- Purchase additional laptop computers, printers, fax machines and install one additional monitor for news monitoring.

ANALYSIS OF CAPABILITIES

Objective 3

Plan for the activation of mental and behavioral health services for all staff members as part of incident response and recovery planning. *Health Care Preparedness and Response Capability 1: Foundation for Health Care and Medical Readiness*

C. Capability

Foundation for Health Care and Medical Readiness

Expected Actions:

- Coordinate with the MHOAC and local responding agencies to determine the need for additional behavioral and mental health services, partners, and volunteers to provide an appropriate level of care to staff, victims, and family members.
- Incorporate mental and behavioral health services and agencies in all situational awareness and/or information distributed to other agencies as part of incident response

Strengths

- There was excellent coordination of behavioral health resources.
- Behavioral health staff was present in CHADOC for all of the briefings.

Areas for Improvement

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

- Train Behavioral Health staff on disaster response and critical stress

ANALYSIS OF CAPABILITIES

Objective 4

Activate the Incident Command System (ICS) per scenario or hazard-specific plan and/or local policies and procedures within 30 minutes of notification of incident information that may affect normal operations. [EMS]

D. Capability

Foundation for Health Care and Medical Readiness

Health Care and Medical Response and Recovery Coordination

Expected Actions:

- Work with jurisdictional officials to analyze data, assess emergency conditions, and determine Department Operations Center (DOC) activation levels based on the complexity of the event or incident within 30 minutes.
- Complete a preliminary assessment of the incident, and document medical resource needs and availability (e.g., personnel, facilities, logistics, and other healthcare resources) within 30 minutes.
- Conduct an initial incident briefing for all on-duty and recalled staff members, including communications and reporting procedures, within 30 minutes of incident notification
- Establish check-in procedure(s) for responding units and personnel

Strengths

- ReddiNet and WebEOC were utilized as well as frequent communications with the Sheriff's Watch Commander.
- A preliminary assessment of the incident was completed, and documentation of medical resource needs and availability was conducted within 30 minutes.
- An initial briefing was conducted within 30 minutes.
- All CHAODC staff checked in, donned position vests and obtained copies of their SOPs.

Areas for Improvement

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

- Update the layout for CHADOC to make it more optimal for interoperability

ANALYSIS OF CAPABILITIES

Objective 5

Initiate coordination with the Medical and Health Operational Area Coordinator (MHOAC) Program for medical and health resource ordering within 30 minutes of identification of need. [EMS]

E. Capability

Health Care Preparedness and Response Capability

Health Care and Medical Response and Recovery Coordination

Expected Actions:

- Receive and fill a resource request that addresses the need, amount, supply, source, delivery location, and staging location of the resource
- Include required logistical support (“wrap around services”) such as food, lodging, and fuel as part of any resource requests sent
- Forward resource requests that are not able to be filled within Operational Area to RDMHS

Strengths

- Resource requests were filled for additional Behavioral Health staff
- Additional County vehicles for Behavioral Health staff were obtained
- A resource request for a strike team of ambulances from outside the Operation Area was forwarded

Areas for Improvement

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

None



APPENDIX A: IMPROVEMENT PLAN

Capability	Observation	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
A. i. Information Sharing	Area for Improvement	Work with PH Public Information Officer to update Crisis Emergency Response Communication Plan	Planning	Public Health Emergency Preparedness PHEP	Denise Yi	January 1 st , 2018	June 30 th , 2018
ii. Information Sharing	Area for Improvement	Convert CERC Plan CD to USB for PIO use in CHADOC	Planning	Public Health Emergency Preparedness	Robin Hendry	January 1 st , 2018	June 30 th , 2018
iii. Information Sharing	Area for Improvement		Planning	Public Health Emergency Preparedness	Elizabeth Merson/ Robin Hendry	January 1 st , 2018	June 30 th , 2018
B. Foundation for Health Care and Medical Readiness	Area for Improvement	Invite BH staff to critical stress and disaster response training	Training	Public Health Emergency Preparedness	Elizabeth Merson	January 1 st , 2018	June 30 th , 2018
C. Foundation for Health Care and Medical Readiness Health Care and Medical Response and Recovery Coordination	Area for Improvement	Update the layout of County Health Agency Department Operations Center for optimal interoperability	Planning	Public Health Emergency Preparedness	Denise Yi/ Elizabeth Merson	January 1 st , 2018	June 30 th , 2018

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D.							
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APPENDIX B: EXERCISE PARTICIPANTS

Name	Phone Number	Role
County of San Luis Obispo		
Denise Yi	805-266-0987	Exercise Director
FBI		
Dave Blanchard	805-857-6372	Phone Participant
Central Coast Home Health		
Brandi Colombo	805-540-6020	Phone Participant
United Blood Services		
Jason Crabtree	805-549-0303	Phone Participant
County Health Agency Department Operations Center (CHADOC)		
RJ Hansen	805-619-7324	Evaluator
Scott Milner	805-260-0491	Evaluator
Claire Grantham	805-215-2812	Controller
Arroyo Grande Community Hospital		
Teri Reeder	805-901-3763	Facility POC
Colleen Avery	805-610-6320	Controller
Beth Haberkern	805 550-1110	Controller
Steve Reeder	805-903-3684	Evaluator
Fred Haberkern	805-440-3808	Evaluator
French Hospital Medical Center		
Reanna Clayton	805-748-8445	Facility POC
Dave Majors	805-503-0872	Controller
Cherie McKinley	805-542-6267	Evaluator
Sierra Vista Regional Medical Center		
Emma Lauriston	805-801-7421	Facility POC
Diane Stalker-Hood	805-546-5110	Controller
Jorge Rodriguez	805-704-0405	Evaluator
Twin Cities Community Hospital		
Carrie Vucasovich	805-434-4522	Facility POC
Eleze Armstrong	805-835-1053	Controller
Cindy Kellerman	805-434-4369	Evaluator
Marlene Aten	805-434-4363	Evaluator
Jan Tiffin	805-434-4303	Evaluator



APPENDIX C: SCHEDULE

TIME	PERSONNEL	ACTIVITY	LOCATION
Thursday, Nov. 16th 2017			
745	Assigned Personnel	<ul style="list-style-type: none"> Report to assigned site for exercise set up 	Assigned Site
800	All Players	<ul style="list-style-type: none"> Player, Controller, Evaluator Check In 	Assigned Site
815	All Controllers/Evaluators	<ul style="list-style-type: none"> C/E Briefing and Communications Check 	Assigned Site
820	All Players	<ul style="list-style-type: none"> Initial Conditions Briefing 	Assigned Site
825	All Players	<ul style="list-style-type: none"> C/Es and Players in position and ready to play 	Assigned location
830	All	<ul style="list-style-type: none"> Start EX 	Assigned Location
1230	All	<ul style="list-style-type: none"> End EX 	Assigned Location
Immediately Following Exercise	All	<ul style="list-style-type: none"> Facility Hot Washes Participant Feedback Forms 	Assigned Location

APPENDIX D: ACRONYMS

AAM	After Action Meeting
AAR	After Action Report
AAR/IP	After Action Report / Improvement Plan
AFN	Access and Functional Needs
C/E	Controller/Evaluator
CAHAN	California Health Alert Network
CAHF	California Association of Health Facilities
Cal OES	California Governor's Office of Emergency Services
Cal OSHA	California Division of Occupational Safety and Health
CBO	Community Based Organizations
CCLHO	California Conference of Local Health Officers
CDPH	California Department of Public Health
CERT	Community Emergency Response Team
CHA	California Hospital Association
C/ME	Coroner/Medical Examiner
CPCA	California Primary Care Association
CHHS	California Health and Human Services Agency
DHS	Department of Homeland Security
DOC	Department Operations Center
ED	Emergency Department
EEG	Exercise Evaluation Guide
EHD	Environmental Health Department
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Authority
EMSAAC	Emergency Medical Services Administrators Association of California
EOC	Emergency Operation Center
EOM	California Public Health and Medical Emergency Operations Manual
EOP	Emergency Operations Plan
EPO	California Department of Public Health Emergency Preparedness Office
ETA	Estimated Time of Arrival
ExPlan	Exercise Plan
FAC/FIC	Family Assistance Center / Family Information Center
FBI	Federal Bureau of Investigation
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FSE	Full Scale Exercise
HAZMAT	Hazardous Materials
HCC	Hospital Command Center
HICS	Hospital Incident Command System
HIPAA	Health Insurance Portability and Accountability Act
HPP	Hospital Preparedness Program
HSEEP	Homeland Security Exercise and Evaluation Program

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IAP	Incident Action Plan
ICS	Incident Command System
IP	Improvement Plan
JIC	Joint Information Center
JIS	Joint Information System
JRIC	Joint Regional Intelligence Center
JTTF	Joint Terrorism Task Force
LEMSA	Local Emergency Medical Services Authority
LHD	Local Health Department
MCI	Mass Casualty Incident
MHCC	Medical and Health Coordination Center
MHOAC	Medical/Health Operational Area Coordinator Program
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
MSEL	Master Scenario Events List
NGO	Non-governmental organization
NHICS	Nursing Home Incident Command System
NIMS	National Incident Management System
OA	Operational Area
OEM	Office of Emergency Management
OES	California Governor's Office of Emergency Services
PHEP	Public Health Emergency Preparedness
POC	Point of Contact
PPE	Personal Protective Equipment
RDMHC	Regional Disaster Medical Health Coordinator
RDMHS	Regional Disaster Medical Health Specialist
REOC	Regional Emergency Operation Center
SEMS	Standardized Emergency Management System
SimCell	Simulation Cell
SitMan	Situation Manual
SME	Subject Matter Expert
SOC	State Operations Center
SWAT	Special Weapons and Tactics Team
SWMHE	Statewide Medical and Health Exercise
TLO	Terrorism Liaison Officer
TTX	Tabletop Exercise
UC	Unified Command
VIP	Very Important Person