



Summer Storm 2018

After-Action Report/Improvement Plan

05/16/2018

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	Summer Storm 2018
Exercise Dates	05/16/2018
Scope	This exercise is a tabletop exercise, planned for 1.5 hours at Bismarck-Burleigh Public Health. Exercise play is limited to participants and the West conference room.
Mission Area(s)	Response
Core Capabilities	Emergency Center Operation Management, Mass Care, Responder Safety and Health
Objectives	1-Local agencies will identify what a Department of Operations center is and how to utilizing the Incident Command Structure. 2-Local Agencies will discuss the options for sheltering in place verses evacuation 3-Local agencies will discuss what a communication plan is and how to utilize it.
Threat or Hazard	Summer Storm
Scenario	A summer storm approaches the community quickly building up without warning. High winds over 60 MPH tear apart the city and at least two tornados touching ground have been reported. Golf ball size hail has been reported in over half of the town causing major damage to buildings.
Sponsor	Bismarck-Burleigh Public Health SWC Regional Emergency Preparedness and Response
Participating Organizations	LTC, Hospitals, Home Health, Private Health agencies and LPHU please see Appendix B for a complete list
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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)
1-Local agencies will identify what a Department of Operations Center is and how to utilize the Incident Command Structure.	Emergency Center Operation Management		S		

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
2-Local Agencies will discuss the options for sheltering in place verses evacuation.	Mass Care		S		
3-Local agencies will discuss what a communication plan is and how to utilize it.	Responder Safety and Health		S		

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).

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.

Objective 1: Local agencies will identify what a Department of Operations Center is and how to utilize the Incident Command Structure.

Emergency Center Operation Management

Strengths

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

Strength 1:

When do you activate –

EOC activation, dialogue before the storm hits because the weather warnings received across facility via radio.

Use overhead announcement or computer-based messaging (text) to relay the information.

Most facilities have plans whether it be overhead, page or mass text

Activate the EOC after impact.

Evacuation would take place after the event

Strength 2:

Who fills the roles –

Rolls are filled by emergency management teams (ICS)

EOC is set up to work in shifts with the IC possibly changing as the event roles (some facilities have 3 names per role)

Strength 3:

Where to evacuate –

Immediate evacuation would be horizontally to the new building

Need to have a PLAN B for your building

Generators were discussed-how often tested, how long can you operate, vendors for gas and repairs.

Areas for Improvement

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

Area for Improvement 1: Having staff preassigned to ICS roles in the emergency plan. Having staff available three levels deep to fill the roles in the EOC if needed.

Area for Improvement 2: Having a second location for EOC if the current building is unstable.

Area for Improvement 3: Having backup generators in place that are in working condition and are checked monthly.

Reference: CMS emergency preparedness rules and guidelines and Homeland Security National Preparedness Goals

Analysis: This objective was fully met because facilities were able to identify what a Department of Operations Center is and how they would open and staff their DOC. Staff are trained in ICS and would utilize ICS both inside and outside of their facilities.

Objective 2: Local Agencies will discuss the options for sheltering in place versus evacuation.

Mass Care

Strengths

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

Strength 1:

When do you shelter in place –

No time to shelter but you are providing as much safety as possible inside the building: moving to first floor, away from windows, covering with blankets.

The major storm hit during am shift change allowing for extra staff to assist.

Strength 2:

Where and how do you shelter in place –

Would try to move as many residents as possible inward towards hallways or away from windows and then down to first floor or basement.

If this would happen during night time it would be challenging for staffing.

Set up temporary command center in a safe location.

Strength 3:

When and how do you evacuate –

Evacuation would come later it is not an option at this time and would happen after the storm.

With how rapid the storm is moving all we could do is shelter in place then assess damage, injuries.

Utilize NDDOH tracking system and contacting them for evacuation assistance and placement.

Facilities have a list of where to send patients and would send staff to go with patients to help assist in care.

Areas for Improvement

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

Area for Improvement 1: Receiving timely notification of the emergency and when to start internal sheltering in place.

Area for Improvement 2: Not having enough time to shelter in place and during off hours would be low on staff.

Area for Improvement 3: Assisting in the sheltering process –finding locations and caring for residents once evacuation has started.

Reference: CMS emergency preparedness rules and guidelines and Homeland Security National Preparedness Goals.

Analysis: This objective was fully meet because agencies were able to identify how their facility would shelter in place and or evacuate. They were able to identify the correct steps and how to keep resident safe even when unable to initial evacuate.

Objective 3: Local agencies will discuss what a communication plan is and how to utilize it.

Responder Health and Safety

Strengths

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

Strength 1:

When, who, and how do you call?

At 6 am would start to alert/notify current staff of severe weather and to prepare the facility.

At 9am activate Incident Command Team by using the calling tree

At 9:20 put out a regroup to call to bring in more staff to help with evacuation and calling city emergency management team – state radio, and the health department.

Set up phone line to field calls coming in and out for assistance.

Use walkie-talkies to communicate within the building and emails and texting outside.

Utilize white board to make assignments.

If communications are down with landlines and computers then would assign a liaison to drive/walk to reach help.

Strength 2:

What contact information would be important to have?

Staff information and information of families that will need to be contacted.

Will need a list of who is in the building

Vendors – gas for generators

Emergency Management –State Health Department in case of needing to evacuate

Strength 3:

Communication Plan form 205 or 205a

-Naming one individual to be writing this information down as things are occurring – completions on a white board as it could be constantly changing – then complete form afterwards.

Areas for Improvement

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

Area for Improvement 1: Development of a communication plan that will guide the calling process.

Area for Improvement 2: Include in the communication plan all necessary contacts both internal and external.

Area for Improvement 3: Using the ICS 205 or 205a during an emergency.

Reference: CMS emergency preparedness rules and guidelines and Homeland Security National Preparedness Goals

Analysis: The objective was fully meet because facilities were able to identify a communication plan and alternate ways to communicate. ICS form 205 was discussed.



APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Bismarck Burleigh Public Health/EPR Program/ABC Healthcare as a result of the Summer Storm Tabletop Exercise conducted on May 16 2018.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability: Emergency Center Operation Management	Having staff preassigned to ICS roles in the emergency plan. Having staff available three levels deep to fill the roles in the EOC if needed.	Pre-assigning roles for ICS in Emergency Plans. Having staff trained and able to fill ICS roles.	Prevention	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	
Core Capability: Emergency Center Operation Management	Having a second location for EOC if the current building is unstable.	Identify an additional site that could be used for the EOC.	Protection	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	
Core Capability: Emergency Center Operation Management	Having backup generators in place that are in working condition and are checked monthly.	Install backup generators and schedule routine maintenance checks.	Prevention/Protection	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	

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

Core Capability: Mass Care	Receiving timely notification of the emergency and when to start internal sheltering in place.	Train staff on what to do during each phase of an emergency situation and have plans/guides in place.	Prevention/ Response	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	
Core Capability: Mass Care	Not having enough time to shelter in place and during off hours would be low on staff.	Having a call system in place to get additional staff in during an emergency.	Response	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	
Core Capability: Mass Care	Assisting in the sheltering process –finding locations and caring for residents once evacuation has started.	Develop relationships with City/County emergency response personal.	Response/ Prevention	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	
Core Capability: Responder Health and Safety	Development of a communication plan that will guide the calling process.	Develop a communication plan that includes several viable ways to communicate.	Prevention	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	
Core Capability: Responder Health and Safety	Include in the communication plan all necessary contacts both internal and external.	Create a communication contact list and include local agencies outside of facility.	Prevention/ Response	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	

Core Capability: Responder Health and Safety	Using the ICS 205 or 205a during an emergency.	Use ICS Forms for documentation during an emergency.	Prevention/ Response	BBPH/ABC Healthcare	Crystalynn Kuntz	5/17/18	
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APPENDIX B: EXERCISE PARTICIPANTS

Sign in sheet from Exercise	
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Overview of Exercise:

HPAC conducted a Tabletop Exercise focused on a summer storm scenario. We worked on three main objectives: 1-Local agencies will identify what a Department of Operations center is and how to utilizing the Incident Command Structure. 2-Local Agencies will discuss the options for sheltering in place verses evacuation 3-Local agencies will discuss what a communication plan is and how to utilize it. We split into three groups with each group working on an exercise objective. All participating agencies shared during group discussion and best practices were discussed. All agencies were able to share identified outcomes for each objective. Thanks everyone of making this a great exercise.

Life Safety: Triage employees, visitors, patients

Incident Stability: Horizontal relocate – evacuate building

Preservation of Property: Structure-engineering



PARTICIPANTS FEEDBACK

Summer Storm Tabletop Exercise May 16, 2018

1. **Did you find this exercise to enhance your knowledge? Please list key points.**
 - Yes. Facility communication: internet based, overhead text
 - Yes – making new contacts with names and faces.
 - Yes. I was unaware of HAM club; good idea to use a white board to write the 205. Keep EOP hard copy @ the evacuation zone.
 - Yes – it was beneficial to have a list of the ICS forms. Assistance of state health to help with the evacuation. Nice to practice so we are better prepared for possible events. New regulation to discuss emergency planning with new residents.
 - Very much → small groups
 - Yes – particularly splitting into groups to see how others plan ahead.
 - Addressing alternative EOS location. Addressing relief of ICS roles after prolonged periods of time. Generator duration of power.
 - Very helpful 3 main objectives.
 - Yes – interactive always nice to hear other sites concerns and challenges.
 - Yes – great to hear others points of views and ideas on handling a situation like this.
 - Yes. Assign staff to address patients, utilities, etc. State health tracking system.
 - Yes. Did not have fixes for the phones being overwhelmed. May need HAM radio operators and have scribes for communication to keep a time line.
 - IC, good group discussion – liked the 3 sections.
 - Yes. Resources available to use facilities.
 - Yes. Knowing my generators testing/switching information.
 - Yes. Liked that we had to think about patients as well as staff children. 1. Good discussion about how staff would react knowing their children were in the mix. 2. Have good plans for patient's evacuations with respect to medical equipment, drugs and personal belongings. 3. Assessing during the event and respond assessment.
2. **What gaps did you identify that you can incorporate into your own facility plans?**

- Generator testing and load times. Alternate locations.
- Communication methods/ideas when landlines and cell tower are down.
- Need of HAM radios
- Good to review all plans
- Tracking system. Agreements with local agencies in town.
- Not gaps, but as we look to building a new multi-level facility, hearing how others operate was beneficial.
- Alternate EOS location and relief of EOS rules
- More preparation and communication
- Generator follow up. FEMA modules
- Communication plan if cell phones don't work. Med sled if needed.
- Listed above (overwhelmed phones, HAM radios, scribes)
- IC forms. Check on elevator – if generators
- Policies and procedures we need to work on
- Need to be some staff trained on evacuation
- Timely shelter in place plans. Moving patients without elevators.

3. What don't you like about the exercise?

- Breaking into groups away from work groups.
- Very educational experience. No concerns or issues with the exercise.
- I feel that this was a good scenario. We should probably run a scenario where the facility is in a more rural setting. You could get a better time assessment.

4. Additional comments

- Good participation!
- I think this was beneficial to meet and do face-to-face exercises.
- Great practice
- As a LPHU it helped to see how various facilities implement actions/plans.
- I need to look @ the ICS forms!
- Good exercise to hear other thoughts from people from different groups – Hospital, SNG, Basic care, etc.
- Great group interaction
- This was a good working table top and should be done more often. Getting different perspectives is very helpful. Others think of things that you don't or they reaffirm your plans.