

Medical Response and Surge Exercise (MRSE)

After-Action Report/Improvement Plan (AAR/IP) Thursday, November 21, 2024

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives and preparedness doctrine 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.

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EXERCISE OVERVIEW

Exercise Name	Medical Response and Surge Exercise (MRSE)
Exercise Date	Thursday, November 21, 2024
Scope	<p>The MRSE is an operations-based exercise for Hospital Preparedness Program fund recipients and Healthcare Coalition (HCC) members.</p> <p>The exercise will test burn surge plans, communication processes, patient decompression coordination to support surge efforts, shelter-in-place, and evacuation plans.</p> <p>Command center activation is encouraged. There will be no actual movement of patients. Play will take place in the live ReddiNet system.</p> <p>The exercise will begin at 8:00 am and end at 12:00 pm. Participating facilities who chose to end sooner than 12:00 pm may do so if all objectives and associated tasks are achieved. There will be no request for mandatory County wide polls or resource requests after 11:00 am to provide participants the opportunity to end sooner if able.</p>
ASPR Core Capabilities	<p>Capability 1. Foundation for Health Care and Medical Readiness</p> <p>Capability 2. Health Care and Medical Response Coordination</p> <p>Capability 3. Continuity of Health Care Service Delivery</p> <p>Capability 4. Medical Surge</p>
FEMA Mission Areas	FEMA National Preparedness Goal: Five Mission Areas (Prevention, Protection, Mitigation, Response, and Recovery)
FEMA Core Capabilities	<ul style="list-style-type: none"> • Planning • Operational Coordination • Operational Communication • Public Health, Healthcare, and Emergency Medical Services
PHEP Capabilities	<p>Capability 3: Emergency Operations Coordination</p> <ul style="list-style-type: none"> • Function 1: Conduct preliminary assessment to determine the need for activation of public health emergency operations • Function 2: Activate public health emergency operations • Function 3: Develop and maintain an incident response strategy • Function 4: Manage and sustain the public health response • Function 5: Demobilize and evaluate public health emergency operations

Goals and Objectives	The MRSE is designed to examine and evaluate the ability of HCCs and other stakeholders to support medical surge. In addition, the exercise will test the Los Angeles County Burn Surge Plan, communication processes, patient destination coordination to support surge efforts, shelter-in-place plans, and evacuation plans.
Threat/Hazard	Burn
Scenario	<i>A freight train carrying hazardous material derailed at a location near your facility. Several railcars were damaged and released a gaseous substance into the air. A subsequent explosion occurred with a brief fireball that had a horizontal expansion (approximately two blocks in one direction) that resulted in multiple persons attending a mass gathering event with burn injuries. The estimated number of persons with burns and other injuries is approximately 1,700. Approximately 800 plus persons sustained burns and minor injuries. Several railcars are fully engulfed and a smoke plume, presumed toxic, is traveling in a North-East direction. Evacuation and Shelter-in-Place advisories are currently in effect.</i>
Sponsor	Los Angeles County Emergency Medical Services (EMS) Agency, Hospital Preparedness Program
Participating Organizations	<ul style="list-style-type: none"> • Amateur Radio Emergency Services • Ambulatory Surgery Centers • Clinics • Dialysis Centers • Home Health and Hospice • Hospitals • Long Term Care Facilities • Los Angeles County Department of Mental Health • Los Angeles County Emergency Medical Services Agency • Los Angeles County Fire Department • Los Angeles County Office of Emergency Management • Provider Agencies (Private) • Public Health (Long Beach, Pasadena, Los Angeles County) • Urgent Care Centers
Point of Contact	<p>[Name] [Title] [Hospital] [Address] [Address]</p>

ANALYSIS OF CAPABILITIES

Aligning exercise objectives and 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 capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
• [Objective 1]	• [Capability]	•	•	•	•
• [Objective 2]	• [Capability]	•	•	•	•
• [Objective 3]	• [Capability]	•	•	•	•
• [Objective 4]	• [Capability]	•	•	•	•

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the 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 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 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 capability were not performed in a manner that achieved the objective(s).

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

[Objective 1]

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

[Capability 1]

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

Areas for Improvement

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

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations, or laws.]

Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]

Area for Improvement 2: [Observation statement]

Reference: [List any relevant plans, policies, procedures, regulations, or laws.]

Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]

[Capability 2]

Strengths

The [full or partial] capability level can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

Areas for Improvement

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

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations, or laws.]

Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]

APPENDIX A: IMPROVEMENT PLAN

This IP is developed specifically for [Organization or Jurisdiction] because as Medical Response and Surge Exercise conducted on November 21, 2024.

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
• Capability 1: [Capability Name]	• 1. [Area for Improvement]	• [Corrective Action 1]	•	•	•	•	•
• Capability 1: [Capability Name]	• 1. [Area for Improvement]	• [Corrective Action 2]	•	•	•	•	•
• Capability 1: [Capability Name]	• 2. [Area for Improvement]	• [Corrective Action 1]	•	•	•	•	•
• Capability 1: [Capability Name]	• 2. [Area for Improvement]	• [Corrective Action 2]	•	•	•	•	•
• Capability 2: [Capability Name]	• 1. [Area for Improvement]	• [Corrective Action 1]	•	•	•	•	•
• Capability 2: [Capability Name]	• 1. [Area for Improvement]	• [Corrective Action 2]	•	•	•	•	•
• Capability 2: [Capability Name]	• 2. [Area for Improvement]	• [Corrective Action 1]	•	•	•	•	•
• Capability 2: [Capability Name]	• 2. [Area for Improvement]	• [Corrective Action 2]	•	•	•	•	•

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
County
[County Participant]
[County Participant]
[County Participant]
City
[City Participant]
[City Participant]
[City Participant]
[Jurisdiction A]
[Jurisdiction A Participant]
[Jurisdiction A Participant]
[Jurisdiction A Participant]
[Jurisdiction B]
[Jurisdiction B Participant]
[Jurisdiction B Participant]
[Jurisdiction B Participant]