

# Medical Response Surge Exercise (MRSE) After Action Report

February 5, 2022

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## Scope:

The 2022 Medical Response & Surge Exercise (MRSE) Functional Exercise (FE), will be a multi-agency, multi-site, exercise designed to assess the ability of the Catastrophic Medical Operations Center (CMOC) to coordinate an evacuation of our partner hospitals in TSA-H.

## Purpose:

The purpose of this exercise is to provide the CMOC with an opportunity to evacuate partner hospitals in our northernmost area in TSA-H. The exercise will focus on coordination, continuity of operations, and Medical Surge.

## Mission Areas:

- Response
- Recovery

## Capabilities Tested:

- Capability 2: Healthcare and Medical Response Coordination
- Capability 3: Continuity of Healthcare Service Delivery
- Capability 4: Medical Surge

## Objective:

Assess the ability of the CMOC to effectively coordinate the evacuation of the North Corridor Hospitals.

## Scenario:

A strong category 5 Hurricane made landfall in Galveston Bay Texas. Wind speed at land fall was 163 mph with gusts reaching 190 mph. After making landfall the center of circulation tracked over Channelview, Sheldon (west of Crosby), Atascocita, Porter then turned NNE following highway 59, with the storm still at a cat-3 over Lufkin and Nacogdoches, before turning more NE toward Shreveport, LA. Extensive property and infrastructure damage has been identified along the track and east of the storm.

• In the following table, please note whether each pre-identified, critical HCC member organization participated in the Medical Response & Surge Exercise (used to calculate Performance Measure 21), and whether an executive from each organization is participating in the AAR (used to calculate Performance Measure 20).

Member Organization Name	Core HCC Member?	Participated in the MRSE?	Executive Participated in AAR?
CHI St Luke's Mem Livingston	YES	YES	YES
CHI St Luke's Mem Lufkin	YES	YES	YES
CHI St Luke's Mem San Augustine	YES	YES	YES
Nacogdoches Medical Center	YES	YES	YES
Nacogdoches Memorial Hospital	YES	YES	YES
Sabine County Hospital	YES	YES	YES
Tyler County Hospital	YES	YES	YES
Woodland Heights Med Ctr	YES	YES	YES
Christus Jasper Mem Hospital	YES	YES	YES
Memorial Hermann Childrens	YES	YES	YES
Texas Childrens Medical Center	YES	YES	YES
Ben Taub General	YES	YES	YES
Memorial Hermann TMC	YES	YES	YES
LBJ General Hospital	YES	YES	YES
Memorial Hermann Greater Heights	YES	YES	YES
Memorial Hermann Southeast	YES	YES	YES
HCA Houston Healthcare Kingwood	YES	YES	YES
Memorial Hermann Cypress	YES	YES	YES
Memorial Hermann Katy	YES	YES	YES
Memorial Hermann Memorial City	YES	YES	YES
Matagorda Regional Medical Center	YES	YES	YES
Memorial Hermann Southwest	YES	YES	YES
HCA Houston Healthcare West	YES	YES	YES
Memorial Hermann Sugar Land	YES	YES	YES
United Memorial Medical Center	YES	YES	YES
Huntsville Memorial Hospital	YES	YES	YES
Houston Methodist Willowbrook	YES	YES	YES
Memorial Hermann Northeast	YES	YES	YES
Houston Methodist Baytown	YES	YES	YES
CHI Baylor St Luke's Med Ctr	YES	YES	YES
Houston Methodist Hospital TMC	YES	YES	YES
Altus Houston Hospital	YES	YES	YES
Memorial Hermann Rehab Katy	YES	YES	YES
Memorial Hermann Childrens Dialysis	YES	YES	YES
MD Anderson	YES	YES	YES
PAM Health Rehab Hospital Humble	YES	YES	YES
The Woodlands Specialty Hospital	YES	YES	YES
Memorial Hermann Orthopedic and Spine	YES	YES	YES
Texas Emergency Care Center Pearland	YES	YES	YES
Texas Emergency Care Center Atascocita	YES	YES	YES
HCA Houston Healthcare Clear Lake	YES	YES	YES
HCA Houston Healthcare Conroe	YES	YES	YES
Memorial Hermann The Woodlands	YES	YES	YES
St Joseph's Medical Center	YES	YES	YES
Encompass Health Rehab Sugar Land	YES	YES	YES
SETRAC	YES	YES	YES

Use the table below to summarize the outcomes of the exercise. These data will be used to support the calculation of Performance Measure 19.

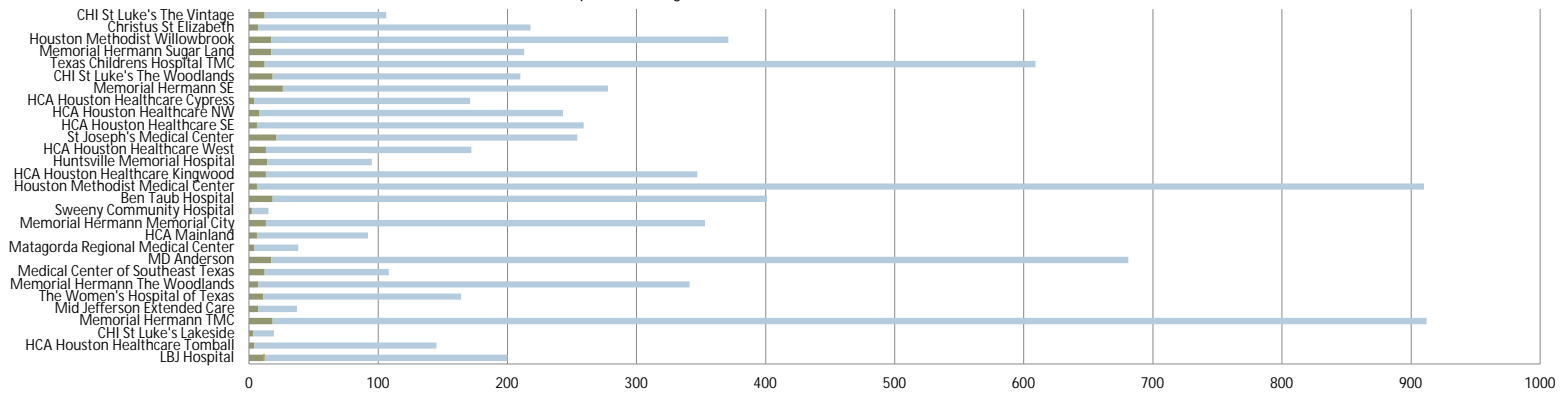
\*Please note that this information is prepopulated from the Exercise Operations Tab.\*

PATIENT TRACKING SUMMARY TABLE										
Name of Facility	Located Within HCC Jurisdiction?	Patients at Beginning of Exercise	# Patients Safely Discharged	# Patients Requiring Admission	# Patients Not Admitted	# Patients Requiring Admission (After Discharge)	# Patients Requiring Admission Needing Transfer	# of Patients Admitted at Facility	# Patients with Bed and Transport	# Patients with No Bed and/or Transport
LBJ Hospital	Y	177	0	11	1	187	0	188	0	0
HCA Houston Healthcare Tomball	Y	137	0	4	0	141	0	141	0	0
CHI St Luke's Lakeside	Y	13	0	3	0	16	0	16	0	0
Memorial Hermann TMC	Y	876	0	18	0	894	0	894	0	0
Mid Jefferson Extended Care	Y	23	0	7	0	30	0	30	0	0
The Women's Hospital of Texas	Y	142	0	11	0	153	0	153	0	0
Memorial Hermann The Woodlands	Y	327	0	7	0	334	0	334	0	0
Medical Center of Southeast Texas	Y	84	0	12	0	96	0	96	0	0
MD Anderson	Y	647	0	17	0	664	0	664	0	0
Matagorda Regional Medical Center	Y	30	0	4	0	34	0	34	0	0
HCA Mainland	Y	80	0	6	0	86	0	86	0	0
Memorial Hermann Memorial City	Y	327	0	13	0	340	0	340	0	0
Sweeny Community Hospital	Y	11	0	2	0	13	0	13	0	0
Ben Taub Hospital	Y	365	0	18	0	383	0	383	0	0
Houston Methodist Medical Center	Y	898	0	6	0	904	0	904	0	0
HCA Houston Healthcare Kingwood	Y	321	0	13	0	334	0	334	0	0
Huntsville Memorial Hospital	Y	67	0	14	0	81	0	81	0	0
HCA Houston Healthcare West	Y	146	0	13	0	159	0	159	0	0
St Joseph's Medical Center	Y	212	0	21	0	233	0	233	0	0
HCA Houston Healthcare SE	Y	247	0	6	0	253	0	253	0	0
HCA Houston Healthcare NW	Y	227	0	8	0	235	0	235	0	0
HCA Houston Healthcare Cypress	Y	163	0	4	0	167	0	167	0	0
Memorial Hermann SE	Y	226	0	26	0	252	0	252	0	0
CHI St Luke's The Woodlands	Y	174	0	18	0	192	0	192	0	0
Texas Childrens Hospital TMC	Y	585	0	12	0	597	0	597	0	0
Memorial Hermann Sugar Land	Y	179	0	17	0	196	0	196	0	0
Houston Methodist Willowbrook	Y	337	0	17	0	354	0	354	0	0
Christus St Elizabeth	Y	204	0	7	0	211	0	211	0	0
CHI St Luke's The Vintage	Y	82	0	12	0	94	0	94	0	0
<b>TOTALS</b>	NA	7307	0	327	1	7633	0	7634	0	0

**Discussion of Strengths:**

- Cooperation from Healthcare partners to promptly provide a manifest for evacuating facilities.
- Ability of the CMOC to run a bed report and immediately identify open beds throughout the region and assigning transportation resources to the created mission task.
- Coordination within the CMOC on responsibilities and communicating the information to other sections as required to expedite the placement process.

### Medical Response & Surge Exercise Overview



	LBJ Hospital	HCA Houston Healthcare Tomball	CHI St Luke's Lakeside	Memorial Hermann TMC	Mid Jefferson Extended Care	The Women's Hospital of Texas	Memorial Hermann The Woodlands	Medical Center of Southeast Texas	MD Anderson	Matagorda Regional Medical Center	HCA Mainland	Memorial Hermann Memorial City	Sweeny Community Hospital	Ben Taub Hospital	Houston Methodist Medical Center	HCA Houston Healthcare Kingwood	Huntsville Memorial Hospital	HCA Houston Healthcare West	St Joseph's Medical Center	HCA Houston Healthcare SE	HCA Houston Healthcare NW	HCA Houston Healthcare Cypress	Memorial Hermann SE	CHI St Luke's The Woodlands	Texas Childrens Hospital TMC	Memorial Hermann Sugar Land	Houston Methodist Willowbrook	Christus St Elizabeth	CHI St Luke's The Vintage
# Patients Requiring Admission	11	4	3	18	7	11	7	12	17	4	6	13	2	18	6	13	14	13	21	6	8	4	26	18	12	17	17	7	12
# Patients Not Admitted	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# Patients Requiring Admission Needing Transfer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# of Patients with Bed and Transport	188	141	16	894	30	153	334	96	664	34	86	340	13	383	904	334	81	159	233	253	235	167	252	192	597	196	354	211	94
# Patients with No Bed and/or Transport	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Discussion of Gaps/Weaknesses and Areas for Improvement:**

- Mission Tasks - Error in the WebEOC system for the View and Edit Fields. Currently you can not edit through the "edit" function, it is swapped with the "view" function.
- The inability to upload information in the Mission Tasking, the document is not being displayed and only shows a link that can not be identified.

## Additional Discussion Questions for Reference During the AAR

\*Please note that all information included in the following section is prepopulated from questions that were answered during the other phases of the exercise (e.g., plan and scope, initial actions, exercise operations)

Discussion Questions: Plan & Scope	
Did all contacted members confirm their availability to participate in the exercise?	Yes
Will HCC members be utilizing the exercise to meet other requirements? If so, which?	Regulatory Community Based Exercise Requirements
Discussion Questions: Incident Recognition	
How was the HCC notified of the incident?	Exercise inject
What was the incident?	Major hurricane
When did the incident occur?	Feb 3-5
Where did the incident occur?	Southeast Texas
What were the responding units?	SETRAC HCC
Describe the reported injuries (approximate number/description).	506
What are the weather conditions at the time of the incident?	inclement weather, raining & windy
What are the traffic conditions at the time of the incident?	Moderate flow and disruption of throughways
How will these, and any other factors, impact operating conditions and patient care?	Continuity of care will be affected by transport delays between facilities
Discussion Questions: Notification	
What is the primary and secondary system utilized to notify and activate an HCC response?	landlines, mobile phones
What is the process used to notify and mobilize your support team?	landlines, mobile phones
What is the primary and secondary system utilized to alert HCC members?	landlines, mobile phones
Discussion Questions: Mobilization	
If applicable, what positions are part of your HCC's incident management team during the exercise?	CMOC; Chief, deputy chief, transportation, logistics, operations, EMTF, corridor coordinators (5)
If applicable, what positions were activated for this response?	CMOC; Chief, deputy chief, transportation, logistics, operations, EMTF, corridor coordinators (5)
How long did it take you to activate your support team?	60 minutes
Any barriers/issues with notification/activation/mobilization?	None
Discussion Questions: Incident Operations	
Were all planned/expected members of your incident management team able to participate in the exercise?	Yes
Were there barriers faced that would hinder participation?	No

Discussion Questions: Information Sharing	
Which incident reporting system/sharing platform is utilized by the HCC to collect and share information?	EMResource, EMTrack, WebEOC
Describe if other:	NA
Who maintains this system?	SETRAC/Juware
Who from the HCC has access to the system?	All members
What process do you use to manage ongoing requests for information from HCC members and other stakeholders?	WebEOC
Discussion Questions: Resource Coordination	
Describe the process utilized to manage and coordinate resources?	EMResource is used to identify facilities that can accept patients, CMOC then contacts and coordinates with facilities for patient movement
What process do you use to manage requests for resources from HCC members and other stakeholders?	WebEOC (STAR)
What process do you use to facilitate the management and distribution of resources across HCC members?	EMResource and WebEOC
Based on bed availability within your HCC, did you have sufficient bed resources for your patients or were you required to go outside of your HCC?	HCC had sufficient bed availability for evacuated patients.
If you had to go outside your HCC, what beds did you have to look for?	N/A
Were there any types of beds you were completely unable to secure?	No
Did you collect baseline capacity data from coalition facilities in a timely fashion?	Yes
Were you able to reach and communicate effectively with the appropriate persons at other facilities?	Yes
Were you able to reach and communicate effectively with the appropriate persons at EMS?	Yes
Discussion Questions: Patient Tracking	
Was mutual aid required? Any issues or concerns?	Yes, no concerns
What additional resources does EMS require (staff, equipment, etc.) to care and transport patients?	Staffing and vehicles
Based on chosen scenario what is the estimated EMS response time?	45-60 minutes
What is the process for EMS to provide updates to hospitals?	Mobile phones and radios
Who is responsible for determining patient transport locations?	CMOC
Based on the chosen scenario what is the estimated time that it takes EMS to triage and transport all patients to a receiving facility?	12 hours
Was there effective communication between the evacuating and receiving facilities?	Yes
Was a unified response plan effectively coordinated and updated as the incident evolved?	Yes
Was the acuity level of patients in choosing between BLS, ALS, or other forms of transportation considered?	Yes
Was a system maintained for tracking patients while in transit?	Yes
Did you consider potential issues of transferring medical records and credentialing of personnel?	Yes