

**Buffalo Hospital & Wright County
Public Health**

Buffalo Hospital Closed POD

After-Action Report/Improvement Plan

November 21, 2013

EXERCISE OVERVIEW

| | |
|-------------------------|---|
| Exercise Name | Buffalo Closed POD |
| Exercise Dates | September 30, 2013 9:00 a.m. to 2:00 p.m. & October 1, 2013 11:30 a.m.-2:00 p.m. |
| Scope | This exercise is a functional exercise planned for October 1, 2013 at Buffalo Hospital. Exercise play is limited to Buffalo Hospital and Wright County Public Health. |
| Mission Area(s) | Response |
| Capabilities | Medical counter measure dispensing, medical materiel management and distribution, emergency operations coordination, information sharing, medical surge. |
| Objectives | <ol style="list-style-type: none">1. Test the process triggered by the HAN Alert (Health Alert Notification) email from WCPH to Buffalo Hospital 9am Monday, September 30th.2. Verify the transmittal of the appropriate Everbridge communication and Code Orange page from Security once the HAN Alert has been received.3. Evaluate the process of requesting, distributing, tracking and securing antibiotics and setting-up a Closed POD.4. Assess the referral process to Emergency Department with symptomatic patients.5. Evaluate the dispensing through-put of staff in a Closed POD.6. Critique the Command Center Staff's ability to get the Command Center operational and test communications with Wright County Public Health DOC.7. Identify opportunities and implement interventions where the work flow/process can be improved during the Closed POD drill. |
| Threat or Hazard | Anthrax release |
| Scenario | A lone airplane was seen flying extremely low overhead at Sturges Park OctoberFest as 4,000 people attend the concert. Eyewitness accounts report seeing a fine mist spray emitting from the plane in the darkness. Field samples that were gathered by 6:00 a.m. September 30 th indicate high levels |

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[Redacted]

of anthrax spores in the area.

Sponsor

Wright County Public Health, Buffalo Hospital HSPP, PHEP, CRI

**Participating
Organizations**

185 Hospital, Emergency Management and Public Health

Point of Contact

Wright County Public Health

Jon Young

1004 Commercial Drive

Buffalo, MN 55313

(763) 682-7507

Jon.youn@co.wright.mn.us

Buffalo Hospital

Hatti Edwards

303 Catlin Street

Buffalo, MN 55313

(763) 684-7146

Hatti.edwards@allina.com

EXERCISE/INCIDENT SUMMARY

Buffalo Hospital and Wright County Public Health have been planning on updating Closed POD agreements and plans. After plans were updated, both parties agreed that exercising the Closed POD would be very beneficial. Our goal was to dispense fake medications to at least 100 hospital employees in a Closed POD setting.

Scenario

The scenario for the drill is that terrorist used multiple crop dusting planes to spread aerosolized anthrax spores amongst a large gathering of individuals celebrating October Fest in Sturges Park, Buffalo. The Governor has declared a State of Emergency and emergency powers statutes are in affect. The MN Department of Health has requested medical supplies and antibiotics from the Strategic National Stockpile. The MN Department of Health is recommending that all individual who live or work with 20 miles of the City of Buffalo receive a 10 day supply of antibiotics. Wright County Public Health will open a site to dispense antibiotics for the general public. Buffalo Hospital will dispense antibiotics to employees and prepare for potential victims.

We are asking all employees to please consider taking about 15 minutes of your time between the hours of 11:30 a.m. and 3:30 p.m. and report to conference rooms A & B so that our response teams may practice dispensing antibiotics. Our goal is to dispense our fake medications to at least 100 staff. We are eager to test this response function as we continue to prepare our hospital for potential threats and we hope you take the time to learn about the process and please consider joining us on October 1.

Evaluation

Outside evaluations from Unity and Mercy hospitals assisted in evaluating the closed POD exercise. A participant hot wash was established after exercise play.

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

Table 1: Summary of Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated Public Health Preparedness Capability or Healthcare Preparedness Capability, highlighting strengths and areas for improvement.

| Objective | Capability | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
|---|--|----------------------------------|------------------------------------|-------------------------------------|----------------------------|
| Test the process triggered by the HAN Alert (Health Alert Notification) email from WCPH to BH 9am Monday, September 30 th . | Information Sharing | X | | | |
| Verify the transmittal of the appropriate Everbridge communication and Code Orange page from Security once the HAN Alert has been received. | Information Sharing | | X | | |
| Evaluate the process of requesting, distributing, tracking and securing antibiotics and setting-up a Closed POD. | Medical Materiel Management & Distribution | X | | | |

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| Objective | Capability | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
|---|-----------------------------------|---|---|--|-----------------------------------|
| Assess the referral process to Emergency Department with symptomatic employees | Medical Surge | X | | | |
| Evaluate the dispensing through-put of staff in a Closed POD | Medical Countermeasure Dispensing | X | | | |
| Critique the Command Center Staff's ability to get the Command Center operational and test communications with Wright County Public Health DOC. | Emergency Operations Coordination | | X | | |
| Identify opportunities and implement interventions where the work flow/process can be improved during the Closed POD drill. | Medical Countermeasure Dispensing | X | | | |

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| Objective | Capability | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
|-----------|------------|----------------------------------|------------------------------------|-------------------------------------|----------------------------|
|-----------|------------|----------------------------------|------------------------------------|-------------------------------------|----------------------------|

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).

Capability 1: Information Sharing

Objective 1: Test the process triggered by the HAN Alert (Health Alert Notification) email from WCPH to BH 9am Monday, September 30th.

Strengths

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

Strength 1: Unannounced HAN sent to five key 24/7 emergency contacts.

Strength 2: HAN sent at 9:00 a.m. and received confirmation within 15 minutes.

Strength 3: HAN from Wright County sent to administration after original five confirmed receipt.

Areas for Improvement

Ensure that identified staff at Buffalo Hospital sends HAN's to appropriate channels.

Observation Title:

Area for Improvement 1: Restructure Buffalo Hospital internal HAN procedures.

Reference: Procedure for HAN will be made.

Analysis: Delay in staff checking electronic device for message.

Recommendation(s):

1. Buffalo Hospital HAN recipients understand process and have back-ups.
2. Communication template developed for communication.

Capability 2: Information Sharing

Objective 2: Verify the transmittal of the appropriate Everbridge communication and Code Orange page from Security once the HAN Alert has been received.

Strengths

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

Strength 1: Buffalo Hospital security staff is able to send basic alerts.

Areas for Improvement

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

Internal communications within hospital.

Observation Title: Everbridge sent by security was sent by test only . Administration had to re-send to all channels.

Area for Improvement 1: Security needs more practice using Everbridge system.

Reference: Follow code orange procedures.

Analysis: Lack of experience using Everbridge and not following procedures.

Recommendation(s):

1. Follow procedures as written.
2. Conduct follow-up training for staff that uses Everbridge system.

Capability 3: Medical Materiel Management & Distribution

Objective 3: Evaluate the process of requesting, distributing, tracking and securing antibiotics and setting-up a Closed POD.

Strengths

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

Strength 1: Buffalo Hospital demonstrated great ability to request and send appropriate staff to pick-up and secure antibiotics.

Strength 2: Public Health staff demonstrated the ability to inventory and use proper chain-of-custody procedures when handling antibiotics.

Strength 3: Public Health Staff and Buffalo Hospital were able to set-up a Closed POD in a timely fashion using a clinic flow diagram from the plan.

Areas for Improvement

When all tasks are complete, have staff communicate to section chiefs and improve communications with command staff.

Observation Title: Need Closed POD Operations Chief.

Area for Improvement 1: Difficulty with communication within Closed POD and Command Center.

Reference: Closed POD Plan.

Analysis: Was not identified as a need until drill started.

Recommendation(s):

1. Continue with HICS training for staff.
2. Identify equipment and supplies needed for closed POD.
3. Add Operations Chief to Closed POD Plan

Capability 4: Medical Surge

Objective 4: Assess the referral process to Emergency Department with symptomatic employees.

Strengths

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

Strength 1: MD was able to evaluate all symptomatic patients efficiently.

Strength 2: MD and ED staff had good ability to learn and go with the situations presented.

Strength 3: Registration, triage and patient processing went smoothly.

Areas for Improvement

Have a non ED staff person serve as a runner to facilitate symptomatic patients to ED.

Observation Title: Influx of symptomatic patients presenting at emergency room.

Area for Improvement 1: Maintain communications with POD manager and command staff.

Reference: Closed POD Plan

Analysis: Some roles were not discussed in plan.

Recommendation(s):

1. Follow process and flow of Closed POD Plan.
2. Assign Closed POD manager to oversee process.

Capability 5: Medical Countermeasure Dispensing

Objective 5: Evaluate the dispensing through-put of staff in a Closed POD

Strengths

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

Strength 1: Buffalo Hospital staff did a great job, as this was their first attempt in staffing a Closed POD.

Strength 2: Staffing levels of Closed POD were good to allow for an efficient flow through the POD.

Strength 3: The Buffalo Hospital Closed POD drill had a throughput average of 4 minutes/person.

Areas for Improvement

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

Observation Title: Identify a Closed POD branch chief to oversee operations and communicate with Command Staff.

Area for Improvement 1: Closed POD branch chief should not fill any other operational role.

Reference: Closed POD Plan

Analysis: Closed POD branch chief not identified before drill.

Recommendation(s):

1. Add Closed POD branch chief onto flow chart.
2. Cross-train staff.

3. Identify process for breaks.

Capability 6: Emergency Operations Coordination

Objective 6: Critique the Command Center Staff's ability to get the Command Center operational and test communications with Wright County Public Health DOC.

Strengths

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

Strength 1: Allina emergency management director helped facilitate command staff into their roles.

Strength 2: Participation of command staff was good and roles were filled.

Areas for Improvement

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

Observation Title: Command staff at Buffalo Hospital and Wright County Public Health.

Area for Improvement 1: Communication between command center (Buffalo Hospital) and Wright County Public Health was delayed. Mobile command center had technology issues.

Reference: Mobile command center had technology issues.

Analysis: Technology issues and phones not being utilized.

Recommendation(s):

1. Arrive early to command center before opening of Closed POD.
2. 800 Radio needs to be coordinated with Wright County talk groups.
3. Limited reception with 800 radios; need booster.
4. Wireless phones identified for command center.
5. Buffalo Hospital and Wright County Public Health need to periodically share 24/7 emergency contact information.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Wright County Public Health and Buffalo Hospital as a result of Closed POD Drill conducted on October 1, 2013.

| Capability | Observation Title | Recommendation | Capability Element ¹ | Corrective Action Description | Primary Responsible Organization | Organization POC | Start Date | Completion Date | | |
|------------------------|--|--|---------------------------------|---|----------------------------------|----------------------------------|------------------|----------------------------------|---------------|---------------|
| 1. Information Sharing | 1. Ensure that identified staff of Buffalo Hospital send HANS to appropriate channels. | 1.1 Ensure Buffalo Hospital recipients understand process and have back-ups. | Planning | 1.1 Identify key emergency contact staff and training on Health Alert distribution. | Buffalo Hospital | Val Enter & Hatti Edwards | November 2013 | February 2014 | | |
| | | 1.2 Wright County Public Health will update HAN contacts. | | 1.2 WCPH staff will maintain database of key contacts. | | | | Terri Burkhart | December 2013 | January 2014 |
| 2. Information Sharing | 1. Internal communications within hospital | 2.1 Follow code orange Everbridge paging procedures. | Planning | 2.1 Re-send procedure to staff. | Buffalo Hospital | Rachael Mendel and Hatti Edwards | November 2013 | February 2013 | | |
| | | 2.2 Follow-up with additional education | | 2.2 Meet with staff and discuss. | | | Buffalo Hospital | Rachael Mendel and Hatti Edwards | November 2013 | February 2013 |
| | | 2.3 Conduct practice drills. | | 2.3 Quarterly Everbridge paging drills | | | | | | |

Draft After Action Report submitted by: Name Jon Young Date November 12, 2013

AAR/IP approved by designated agency representative: Name Hatti Edwards Date November 12, 2013

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

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IP has been developed specifically for Wright County Public Health and Buffalo Hospital as a result of Closed POD Drill conducted on October 1, 2013.

| Capability | Observation Title | Recommendation | Capability Element ² | Corrective Action Description | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
|---|---|---|---------------------------------|---|----------------------------------|---|------------------|-------------------|
| 3. Medical materiel management and distribution | 1. Need for Closed POD | 3.1 Update Closed POD Plan | Response | 3.1 Public Health will send Buffalo Hospital go-kit ideas | Wright County Public Health | Hatti Edwards, Jon Young | December 2, 2013 | December 30, 2013 |
| | | 3.2 Identify supplies and equipment | | 3.2 Position specific training through Allina | Allina | Dallas with Allina Emergency Management | December 2013 | February 2014 |
| | 3.3 Continue with HICS training | | December 2013 | | | | February 2014 | |
| | 2. Operations Chief | | | | | | | |
| 4. Medical Surge | 1. Maintain communications with POD manager and command staff | 4.1 Assign overall POD manager to oversee process | Response | 4.1 Identify POD manager and revise Closed POD Plan | Emergency Management | Hatti Edwards and Emergency Dept. Staff | December 2013 | February 2014 |
| | | 4.2 Maintain communications with command staff | | | | | | |

Draft After Action Report submitted by: Name Jon Young Date November 12, 2013

AAR/IP approved by designated agency representative: Name Hatti Edwards Date November 12, 2013

² Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

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| Capability | Observation Title | Recommendation | Capability Element ³ | Corrective Action Description | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
|--------------------------------------|--|---|---------------------------------|--|---|------------------------------|------------------|-----------------|
| 5. Medical Countermeasure Dispensing | 1. Identify a Closed POD | 5.1 Add Closed POD chief to plan | Planning | 5.1 Make new updates to Closed POD plan | Buffalo Hospital | Hatti Edwards | December 2013 | February 2013 |
| | | 5.2 Cross train staff | | | | | | |
| | | 5.3 Establish a system for staff breaks | | | | | | |
| | 2. Branch Chief | | | | | | | |
| 6. Emergency Operation Coordination | 1. Communication between Buffalo Hospital and Wright County Public Health DOC was delayed. | 6.1 Wright County Public Health & Buffalo Hospital need to share 24/7 contacts | Planning | 6.1 Share quarterly lists | Buffalo Hospital & Wright County Public Health | Jon Young and Hatti Edwards | December 1, 2013 | Ongoing |
| | | 6.2 Coordinate 2. Coordinate 800 radio with county talk groups and get booster for building | | 6.2 Get approval for county 800 talk group and booster | Buffalo Hospital & Wright County Public Health | Jon Young and Hatti Edwards | January 2014 | April 2014 |
| | | 3. Access wireless phones for Command Center | | 6.3 Find feasible command center equipment | Wright County Sheriff's office and Buffalo Hospital | Steve Berg and Hatti Edwards | January 2014 | April 2014 |

Draft After Action Report submitted by: Name Jon Young Date November 12, 2013

AAR/IP approved by designated agency representative: Name Hatti Edwards Date November 12,

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

APPENDIX B: EXERCISE PARTICIPANTS

| Participating Organizations | |
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| Federal | |
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| Regional | |
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| Local | |
| Wright County Public Health | |
| Buffalo Hospital | |
| Wright County Emergency Management | |
| Allina Health | |
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