

# SAN MATEO COUNTY HEALTHCARE COALITION SURGE TEST AFTER ACTION REPORT



**2019 FUNCTIONAL EXERCISE**  
Exercise Date: April 4, 2019



**SMCHC**  
SAN MATEO COUNTY HEALTHCARE COALITION

## PREFACE

The 2019 Coalition Surge Test was sponsored by San Mateo County Health. This After Action Report (AAR) was produced with input, advice, and assistance from the training participants.

The exercise participants include:

- Alliance Home Health and Hospice, LLC
- Atherton Endoscopy Center
- Atherton Regency
- Brookside Skilled Nursing
- Burlingame Long Term Care
- Carlmont Gardens Nursing Center
- Davita Foster City
- Davita Westborough
- Devonshire Oaks
- First Choice Home Healthcare and Hospice
- Home Health Bay Area, INC
- Hospice by the Bay
- Kaiser Permanente Redwood City
- Kaiser Permanente South San Francisco
- Menlo Park Surgical Hospital
- Millbrae Skilled Care
- Mills-Peninsula Medical Center
- Pacifica Nursing and Rehab Center
- Peninsula Post Acute
- Providence San Bruno
- Ravenswood Family Health Center
- San Mateo Medical Center
- Sequoia Hospital
- Seton Coastside Medical Center-Moss Beach
- Seton Medical Center/SNF-Daly City
- St. Francis Heights Convalescent Hospital
- Stanford Medical Center of Palo Alto
- The Sequoias
- Voralto at Menlo Park
- American Red Cross
- San Mateo County EMS Agency
- San Mateo County Office of Emergency Services

This AAR follows guidelines set forth by the United States Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP).



# TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>3</b>
<b>DATA COLLECTION FOR THIS AAR</b> .....	<b>4</b>
<b>IMPROVEMENT PLAN</b> .....	<b>5</b>
<b>APPENDIX: FEEDBACK FORM SUMMARY</b> .....	
<b>ASSESSMENT FACTORS CHART</b> .....	<b>8</b>

## DATA COLLECTION FOR THIS AAR

The data used to compile this After Action Report was based on the following:

- Participant Feedback Forms
  - San Mateo County Department Operations Center (SMC DOC) Hotwash
  - San Mateo County Healthcare Coalition Hotwash
  - San Mateo County After Action Report Meeting
  - Additional feedback collected via email and post-training
  - ReddiNet Survey Responses
-

# IMPROVEMENT PLAN

This IP has been developed specifically for the San Mateo County Health System as a result of the 2019 Coalition Surge Test Functional Exercise conducted on April 4, 2019.

Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>SMCHC</b>					
Facilities and individuals who were on the call sheet and were contacted didn't answer or know what was going on	The coalition contact roster will be updated more frequently to ensure the right people are on the roster who will respond in case of an emergency, whether it's demonstrated in an exercise or real life.	Coalition-All Facilities	Facility POC's		
Staff was unfamiliar with ReddiNet	There will be more opportunities to have in-person as well as webinar based ReddiNet trainings. There is the opportunity for drills once a month requiring immediate participation from facilities. Additionally, Emergency Management managers should have their own separate training to become experts at ReddiNet and therefore be responsible for their staffs ability to use it. EMS is also looking into putting together a step by step instruction as to how to use ReddiNet.	Coalition-All Facilities	Facility POC's		
Facilities reported their staff felt ReddiNet was too time consuming and hindered their ability to focus on patients	Perhaps there can be a three questions assessment instead of a "reply to message" option to save time. Encouraging facilities to use ReddiNet more frequently via weekly polls and drills will allow them to become more familiar with the tool and therefore save time. It may be beneficial to have each agency or represented group have a scribe responsible for entering information into ReddiNet to allow others to focus on caring for patients.	Coalition-All Facilities	Facility POC's		
Issues with testing bed evacuation	Increased training at evacuation sites to determine the flow of evacuating patients and what their needs were for transport will help smooth out this process. Additionally, it will allow all facilities and their staff to get a better understanding of the process and a way	SMC - HEP	Karishma		

Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
	to simplify the steps in doing so while in the event of a chaotic incident.				
<b>Facilities</b>					
<b>Brookside Skilled Nursing</b>					
Point of contacts to reach other facilities became an issue.	Having a book at the facility that contains all coalition facilities and their contacts will make it easier to find contacts and reach the appropriate people. Additionally, the main numbers for each facility can be located on ReddiNet which is helpful to reference when needed.	Brookside Skilled Nursing	Elain Zolfarelli		
Some staff did not know how to use ReddiNet	Increased ReddiNet staff training will ensure the right employees know what to do in such a situation	Brookside Skilled Nursing	Elain Zolfarelli		
Did not know what to do once the county resources were depleted	Having training and meetings that showcase the capabilities of each facility as well as the resources within the county other than facilities, will be informative in understanding what resources are available to the coalition	SMC-HEP	Karishma Patel		
<b>Kaiser South SF</b>					
Administrators on call we're overwhelmed and/or confused	It would be beneficial to have more trainings for the administrators on call so they can operate ReddiNet, know the procedures, and teach those who need to know as well.	Kaiser South SF	Michael Machado		
<b>San Mateo Medical Center</b>					
Became evident the night staff was not as prepared as the day staff	Increased and better training for the night staff would ensure that the entire staff at the facility are aware of what to do, who to contact, and how to access ReddiNet.	San Mateo Medical Center	Ava Carter		
<b>Sequoias Portola Valley</b>					
The exercise demonstrated gaps of policy/opinion as to how to best deal with	The facility should have a discussion to consider plans and policies that can best address how to transport and place patients. The facility should	Sequoias and SMC-HEP	Viji Natarajan		

Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
transportation, bed placement, and staff trained for ReddiNet.	reach out to Karishma to receive a ReddiNet training for the staff.				
<b>Seton</b>					
Experienced challenges with ReddiNet	Increased staff training as well as having staff frequently maneuver through ReddiNet to build conformability and allow multiple individuals to use.	SMC-HEP	Karishma Patel		
When trying to update information into ReddiNet via capabilities survey, past information was erased	For exercise purposes, SMC HEP will take the latest update from each facility. This will be used to evaluate a facility. Perhaps, another form can be built to record just the numbers.	SMC-HEP	Karishma Patel		
<b>EMS</b>					
DOC forms were prepopulated with past exercise names and participants	Documents and forms will be cleaned out and updated to reflect the objectives and abilities of the DOC. This will be included in the go box for EMS.	SMC - HEP	Karishma		
Planning team had challenges getting in touch with coalition members (confirming participation, points of contact, answering questions)	There will be more individual contact earlier on in the exercise planning process to establish a participant list. Obtaining points of contact will be a requirement early on with a clear deadline, if facilities do not submit this information they will not be participating in the exercise. To answer questions, the coalition lead will have a conference call for all facilities to join and voice their concerns or questions.	SMC - HEP	Karishma		
Issues with testing bed evacuation	Increased training at evacuation sites to determine the flow of evacuating patients and what their needs were for transport will help smooth out this process. Additionally, it will allow all facilities and their staff to get a better understanding of the process and a way to simplify the steps in doing so while in the event of a chaos incident.	SMC - HEP	Karishma		

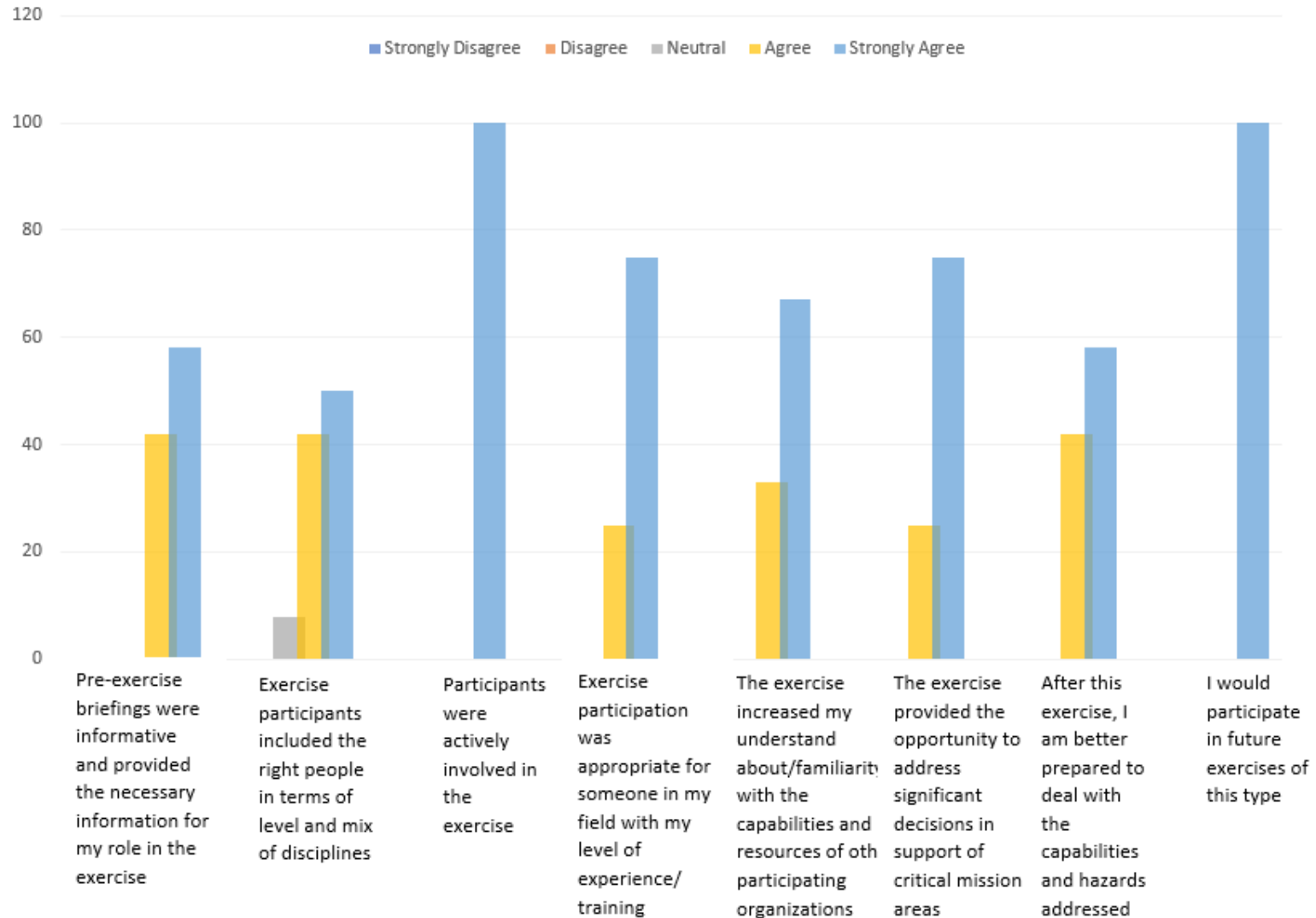
# APPENDIX A: FEEDBACK FORM SUMMARY

## Participant Feedback Ratings

Assessment Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-exercise briefings were informative and provided the necessary information for my role in the exercise	0%	0%	0%	42%	58%
Exercise participants included the right people in terms of level and mix of disciplines	0%	0%	8%	42%	50%
Participants were actively involved in the exercise	0%	0%	0%	0%	100%
Exercise participation was appropriate for someone in my field with my level of experience/training	0%	0%	0%	25%	75%
The exercise increased my understanding about and familiarity with the capabilities and recourses of other participating organizations	0%	0%	0%	33%	67%
The exercise provided the opportunity to address significant decisions in support of critical mission areas	0%	0%	0%	25%	75%
After this exercise, I am better prepared to deal with the capabilities and hazards addressed	0%	0%	0%	42%	58%
I would participate in future exercises of this type	0%	0%	0%	0%	100%



### Assessment Factors



## Observed Strengths

- Clear Communication
- Strong Collaboration
- Collaborative agency participation
- Guidance from those with experience to be able to help newer employees
- Great team work
- Each team member was very knowledgeable in their assigned area
- Good use of available resources
- Worked as a team with clear objectives presented by Incident Command

## Recommendations for future exercises

- Develop roles to include field supervisors in field functional exercise components
- Plan a nighttime exercise every other year
- Practice with EMS players again
- Better documentation
  - Would be beneficial to learn about the resources available within the county for all participants involved and to know about alternate care sites and the restrictions of sending patients across county lines