Hospital Surge Tabletop Exercise

## Player Handout

## December 8, 2021

This Player Handout provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance.

# Exercise Overview

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| **Exercise Name** | Hospital Surge Tabletop Exercise |
| **Exercise Dates** | December 8, 2021 |
| **Scope** | This exercise is a discussion-based exercise planned for up to two hours at Gallup Indian Medical Center. |
| **Focus Area(s)** | Response |
| **HPP Capabilities** | • HPP Capability 4: Medical Surge |
| **Objectives** | 1. Test the ability of [Gallup Indian Medical Center] to handle a surge of trauma patients (20% and up to 75% of your average daily census) and would strain your resources.  2. Discuss and review [Gallup Indian Medical Center] medical surge plans and procedures. |
| **Threat or Hazard** | Medical surge of trauma patients |
| **Scenario** | A car has plowed through a grandstand and multiple bystanders at the local community Holiday Parade in Downtown Gallup. GIMC is the closest hospital to the scene. Patients start to arrive via EMS and personal vehicles. Shortly after patients begin to arrive, staff in the Emergency Department determine that there will likely be a surge of trauma patients. |
| **Participating Jurisdictions/ Organizations** | Gallup Indian Medical Center Trauma Team, Emergency Department, Intensive Care Unit, Perioperative Services |
| **Point of Contact** | Chayanin Musikasinthorn, MD  Devon McCabe, RN |

# General Information

## Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team.

| **Exercise Objectives** | **Capability** |
| --- | --- |
| Test the ability of Gallup Indian Medical Center to handle a surge of trauma patients (20% and up to 75% of your average daily census) and would strain your resources. | HPP Capability 4: Medical Surge  Crisis Standards of Care - Red |
| Discuss and review [Gallup Indian Medical Center] medical surge plans and procedures. | HPP Capability 4: Medical Surge  Crisis Standards of Care - Red |

Table 1. Exercise Objectives and Associated Capabilities

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

* **Players:** Personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
* **Observers:** Do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
* **Facilitators:** Provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
* **Evaluators:** Are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

## Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following three modules:

* Module 1: Patients Begin to Present
* Module 2: Ongoing Response
* Module 3: Extended Response

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in discussions of response issues.

## Exercise Guidelines

* This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.
* Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
* Decisions are not precedent setting and may not reflect your jurisdiction’s/ organization’s final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
* Issue identification is not as valuable as suggestions and recommended actions that could improve response efforts. Problem-solving efforts should be the focus.
* The assumption is that the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise, and compile the After-Action Report (AAR)/Improvement Plan (IP)

# Module 1: Patients Begin to Present

## Scenario

## A car has plowed through a grandstand and multiple bystanders at the local community Holiday Parade in Downtown Gallup. GIMC is the closest hospital to the scene. Patients start to arrive via EMS and personal vehicles. Shortly after patients begin to arrive, staff in the Emergency Department determine that there will likely be a surge of trauma patients.

## Key Issues

* GIMC will be experiencing a surge of trauma patients over the next few hours.
* It is unknown at this time how many patients may present at GIMC.

Key Tasks

* Determine initial actions based on surge plans when facing a medical surge event.
* Determine who and how staff at in different departments are made aware of the surge event.

## Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

1. How would staff in the emergency department learn that there is going to be a surge of trauma patients once initial patients begin to present?
2. What immediate actions are taken in preparation for a surge event?
3. Who outside of the emergency department would be contacted?
   1. How are they contacted?
   2. Are any outside partners notified at this time?
4. Facing a medical surge of an unknown number of patients, what initial actions would be taken at your facility overall?
5. What are the triggers for activating your hospital’s command center (HCC) and medical surge plan?
   1. Would the scenario push you to activate the HCC or surge plan at this time?

# Module 2: Ongoing Response

## Scenario

At this point in time more patients have begun to arrive at the emergency department. Many of the patients arriving will need some type of emergency surgery. As emergency department staff begin to gather more information from patients and EMS it seems as though you could see as many as **50** patients arrive at your emergency department over the next several hours.

## Key Issues

* The anticipated 20% - 75% surge of patients will strain and potentially overwhelm GIMC Hospital

Key Tasks

* Determine what HICS positions would be filled in this event.
* Review / determine what your facility / hospital surge plan triggers are.
* Review / determine what each departments role is in a surge event.

## Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

1. Upon activating your HCC, what positions of the hospital incident command system (HICS) would be filled?
   1. Is this outlined in your hospital emergency operations plan?
2. What mechanism would the ED staff use to notify the HCC of the number of potential trauma patients?
3. How would the HCC communicate the situation update to the following departments?
   1. Intensive Care Unit (ICU) / Critical Care
   2. Medical / Surgical Units
   3. Perioperative Services
   4. Ambulatory Care
   5. Support/Ancillary Care Services

## Scenario Update

At this point in the scenario, you receive a notification from the scene that the grandstand has further collapsed causing 15 -25 more trauma victims ranging in acuity that will likely be transported to your hospital.

1. Now that the scope of the incident is better understood, what surge activities and actions will take place for the following departments?
   1. Intensive Care Unit (ICU)
   2. Medical / Surgical Units
   3. Perioperative Services
   4. Ambulatory Care/Clinics
   5. Support/Ancillary Care Services
2. Would the HICC be reaching out to any external partners?
   1. If so, who would you be reaching out to and what would the message be?
3. Would there be any type of triage unit set up outside / external to the ED?
   1. If so, who is in charge of setting this up?
4. What are your overall concerns moving into a potentially extended surge event on top of an existing pandemic surge, and what would be done to minimize the strain on your facility and staff?

# Module 3: Extended Response

## Scenario

The majority of victims have been transported from the scene of the incident to GIMC, although many are still waiting in the ED to be triaged and placed in a bed. As the surge event continues it becomes evident that staffing levels may become an issue. Also, there has been a cold front approaching the area with expected snow storm in the early afternoon and wind chill -14◦C into the evening/night.

## Key Issues

* Most victims have been transported to your GIMC.
* Many are waiting in the ED to be triaged and placed in a bed.
* There is concern with impending suspension of aeromedical evacuation due to severe incoming weather delays.

Key Tasks

* Review triage procedures in a surge event.
* Review internal patient tracking procedures and mechanisms.
* Develop example objectives for your response to the surge event.

## Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

1. What actions are taking place in each of the following departments to make bed space and support the overall effort to care for the surge of patients?
   1. Intensive Care Unit (ICU)
   2. Medical / Surgical Units
   3. Perioperative Services
   4. Ambulatory Care
   5. Support/Ancillary Care Services
2. How are patients tracked once they arrive at GIMC?
3. Does the triage process change during a surge event from normal day-to-day operations (conventional), contingency, or crisis standards of care?
4. How rapidly is GIMC able to decompress patients to open up bed space?
5. What is the trigger for requesting additional staff to report to work?
6. Discuss and develop 2-3 objectives for GIMC for the next 8 hours.
7. Discuss potential key steps to expand hospital capacity during COVID-19.

# Appendix A: Exercise Schedule

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| Date | [December 8, 2021] |
| [0730] | Welcome and Introductions (5-10 Minutes) |
| [0740] | Module 1: Patients Begin to Present (30 Minutes) |
| [0810] | Module 2: Ongoing Response (30 Minutes) |
| [0840] | Module 3: Extended Response (30 Minutes) |
| [0910] | Hotwash (15 Minutes) |
| [0925] | Closing Comments |

# Appendix B: Exercise Participants

| **Participating Department** | **Name** | **Job Title** |
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# Appendix C: Acronym List

| **Acronym** | **Term** |
| --- | --- |
| AAR/IP | After Action Report / Improvement Plan |
| ED | Emergency Department |
| EEG | Exercise Evaluation Guide |
| HCC | Hospital Command Center |
| HICS/HICC | Hospital Incident Command System/Center |
| HPP | Hospital Preparedness Program |
| ICU | Intensive Care Unit |
| POC | Point of Contact |
| SitMan | Situation Manual |
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