



FLOIDA **HEALTH CARE** COALITIONS

Radiation Surge Annex Tabletop Exercise After-Action Report/Improvement Plan May 17, 2023

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

EXERCISE OVERVIEW

Exercise Name	Statewide Radiation Surge Annex Tabletop Exercise
Exercise Dates	May 17, 2023
Scope	This is a discussion-based tabletop exercise, planned for 9 am to 1 pm on May 17, 2023. This is a statewide virtual exercise with regional breakouts (some of which were held face-to-face and some of which were virtual)
Focus Area(s)	Preparedness and Response
Capabilities	<p>Capability 2: Healthcare and Medical Response Coordination</p> <ul style="list-style-type: none"> ▶ Objective 1: Develop and coordination healthcare organizations and healthcare coalition response plans ▶ Objective 3: Coordinate response strategy, resources and communications <p>Capability 3: Continuity of Healthcare Service Delivery</p> <ul style="list-style-type: none"> ▶ Objective 3: Maintain access to non-personnel resources during emergency ▶ Objective 5: Protect responders’ safety and health ▶ Objective 6: Plan for and coordinate healthcare evacuation and relocation <p>Capability 4: Medical Surge</p> <ul style="list-style-type: none"> ▶ Objective 1: Plan for a medical surge ▶ Objective 2: Respond to a medical surge
Objectives	<ul style="list-style-type: none"> ▶ Review existing radiation emergency care assets and identify gaps that may occur during a radiological MCI ▶ Review agency/facility roles during a radiological MCI ▶ Validate assumptions in the FL HCC Radiation Surge Annex ▶ Identify strengths/gaps/opportunities in the annex
Threat or Hazard	Radiological Incident
Scenario	The exercise scenario simulates a large explosion occurring in a downtown building (simulated across all regions). The location is populated by office workers, residents, and tourists. Local EMS were transferring wounded to all nearby medical facilities for a variety of major/minor traumas including smoke inhalation and burns. After many patients have arrived at hospitals, the radiation detectors at the explosion site indicated higher than normal levels of gamma radiation. Twelve people were dead at the scene, about 60 required hospitalizations, and about 100 were being evaluated for minor injuries. It was also verified that the explosion was caused by a Radiological Dispersal Device (RDD) (i.e., a “dirty bomb”). Investigators confirmed the device contained cesium-137.

Exercise Name	Statewide Radiation Surge Annex Tabletop Exercise
Sponsor	Florida Healthcare Coalitions
Participating Organizations	Participating organizations included hospitals, emergency management, EMS, public health, and other partner organizations. See Appendix B for a full list of participating organizations
Point of Contact	Lynne Drawdy 407/928-1288 info@centralfladisaster.org

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.

Objectives	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Review existing radiation emergency care assets and identify gaps that may occur during a radiological MCI Review agency/facility roles during a radiological MCI Validate assumptions in the FL HCC Radiation Surge Annex Identify strengths/gaps/opportunities in the annex	Capability 2: Healthcare and Medical Response Coordination <ul style="list-style-type: none"> ▶ Objective 1: Develop and coordination healthcare organizations and healthcare coalition response plans ▶ Objective 3: Coordinate response strategy, resources and communications 			X	
	Capability 3: Continuity of Healthcare Service Delivery <ul style="list-style-type: none"> ▶ Objective 3: Maintain access to non-personnel resources during emergency ▶ Objective 5: Protect responders’ safety and health ▶ Objective 6: Plan for and coordinate healthcare evacuation and relocation 			X	
	Capability 4: Medical Surge <ul style="list-style-type: none"> ▶ Objective 1: Plan for a medical surge ▶ Objective 2: Respond to a medical surge 			X	

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.

Capability 2: Healthcare and Medical Response Coordination

Strengths

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

Strength 1: Jurisdictions at the local and regional levels have built relationships that foster collaboration and coordination.

Strength 2: Radiation response plans have previously been developed.

Strength 3: There is access to radiation subject matter experts (e.g. hospital trained SMEs, FDOH Bureau of Radiation Control, Civil Support Teams, REACTS)

Areas for Improvement

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

Area for Improvement 1: The regional, county, hospital and EMS plans are out of date.

Reference: Regional Radiation Surge Annex, county plans, hospital and EMS SOPs and policies.

Analysis: Many of the county and facility plans in place have not been updated or exercised in years. The regional Radiation Surge Annex is new and still has gaps.

Area for Improvement 2: Radiation detection devices are inadequate in some areas and in many areas are out of date.

Reference: Regional Radiation Surge Annex, county plans, hospital and EMS SOPs and policies.

Analysis: Although most jurisdictions have radiation detection devices, many are out of date or have not been calibrated, and some rural areas do not have this equipment.

Area for Improvement 3: Plans for public messaging are not in place for this type of event.

Reference: Regional Radiation Surge Annex, county plans, hospital and EMS SOPs and policies.

Analysis: Public information and messaging would be critical and establishment of a JIS/JIC would be an immediate need.

Capability 3: Continuity of Healthcare Service Delivery

Strengths

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

Strength 1: EMS and Hospitals policies have appropriate PPE.

Strength 2: Hospitals have resources for clean-up of facilities following the incident.

Areas for Improvement

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

Area for Improvement 1: There is no system for patient tracking and inadequate plans for family reunification.

Reference: Local jurisdiction/facility reunification plans

Analysis: Patient tracking remains a gap and hospitals would be overwhelmed and unable to manage family reunification.

Capability 4: Medical Surge

Strengths

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

Strength 1: EMS and hospital policies include decontamination screening whenever there is an explosion. Hospital personnel train and exercise on decontamination and there are Hazmat Teams in most jurisdictions.

Strength 2: Many hospitals have clinicians knowledgeable in treating radiation injuries. Florida has hospitals that are part of the Radiation Injury Treatment Network.

Strength 3: There are disaster behavioral health response plans and response teams to assist in managing the behavioral health consequences of the event.

Areas for Improvement

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

Area for Improvement 1: There are inadequate decontamination teams for this type of event (both at hospitals and Hazmat teams).

Reference: Local jurisdiction/facility decontamination SOPs

Analysis: EMS and hospitals acknowledged that in this scenario, contaminated patients could have been transported and entered emergency departments without screening/decontamination and that hospitals would need support in decontaminating large numbers of patients.

Area for Improvement 2: There are no plans for setting up a community reception center, including location, staffing, equipment and operation.

Reference: Regional Radiation Surge Annex, county plans

Analysis: There would be an immediate need for a community reception center to screen those exposed to determine who needs treatment and to screen and provide education to the worried well.

Area for Improvement 3: The Radiation Surge Annex has gaps.

Reference: Regional Radiation Surge Annex

Analysis: The tabletop identified gaps in the Radiation Surge Annex which will need to be addressed, such as resources, subject matter experts, etc. There is a need to provide training on the annex to all partners, and to continue to exercise the annex.

Appendix A: IMPROVEMENT PLAN

Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 2: Healthcare and Medical Response Coordination	1. Regional, county, hospital and EMS plans are out of date.	Regional, county and facility plans need to be reviewed and updated Resources need to be identified and listed with gaps identified.	P	HCC		7/1/23	6/30/24
	2. Radiation detection devices are inadequate in some areas and in many areas are out of date.	RDDs should be inventoried, calibrated, updated and replaced as needed.	E	HCC		7/1/23	6/30/24
	3. Plans for public messaging are not in place for this type of event.	JIC/JIS plans should be updated to include radiation event with pre-scripted messaging.	P	HCC		7/1/23	6/30/24

Capability 3: Continuity of Healthcare Service	4. There is no system for patient tracking and inadequate plans for family reunification.	Develop a patient tracking system Develop plans for family reunification	P	HCC		7/1/23	6/30/24
Capability 4: Medical Surge	5. There are inadequate decontamination teams for this type of event (both at hospitals and Hazmat teams).	Develop plans to recruit, train and exercise decontamination teams for radiation events	P	HCC		7/1/23	6/30/24
	6. There are no plans for setting up a community reception center, including location, staffing, equipment and operation.	Develop plans for how community reception centers will be opened, equipped, staffed and managed	P	HCC		7/1/23	6/30/24

This IP is developed specifically for the Florida Healthcare Coalitions as a result of the Statewide Radiation Surge Annex Tabletop Exercise conducted on May 17, 2023.

	7. The Radiation Surge Annex has gaps.	<p>Expand radiation surge annex to include all resources, subject matter experts.</p> <p>Provide training on the annex to healthcare and response partner</p> <p>Exercise the annex</p>	P, T, E	HCC		7/1/23	6/30/24
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APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
48th WMD Civil Support Team
AdventHealth Central Division
AdventHealth Fish Memorial
AdventHealth New Smyrna Beach
All Children's Hospital
Andrews Institute Ambulatory Surgery Center
APD-Sunland Center
ARC Dialysis
Avow Hospice
Baptist Health Jacksonville
Baptist Health Mariner's and Fishermen's Hospitals
Baptist Health South Florida
Baptist Medical Center Beaches
Bay County Dept. Of Emergency Services / RDSTF Hazmat 1B
Big Bend Healthcare Coalition
Broward County Healthcare Coalition
Calhoun County EM
Calhoun Liberty Hospital
Caring Professional Services
Central Florida Disaster Medical Coalition
Centurion Surgery Center
City of Altamonte Springs Emergency Management
Cleveland Clinic Martin Health
Cleveland Clinic Indian River

Collier County Emergency Management
Coral Gables Fire Rescue
Coral Gables Nursing and Rehab
DaVita Home Options of Pensacola
Davita Kidney Care
DaVita Lynn Haven Dialysis
Davita Pensacola
Davita West Beach Dialysis
De Luna Health and Rehabilitation Center
DOH Collier
DOH-Region 1 RERA
DOH-Region 5 RERA
DOH-Region 6 RERA
DOH-Bay
DOH-Brevard
DOH-Calhoun
DOH-Clay
DOH-Collier
DOH-Franklin
DOH-Franklin-Gulf
DOH-Glades
DOH-Highlands
DOH-Holmes
DOH-Indian River
DOH-Jackson County

DOH-Lafayette
DOH-Lee
DOH-Leon
DOH-Levy/Gilchrist/Dixie
DOH-Liberty
DOH-Miami-Dade
DOH-Monroe
DOH-Okaloosa
DOH-Orange
DOH-Palm Beach
DOH-Region 4
DOH-Region 6
DOH-Santa Rosa
DOH-Seminole
DOH-Suwanee
DOH-Volusia
DOH-Washington
Emerald Coast Healthcare Coalition
Emory University
Encompass Health Rehabilitation Hospital of Panama City
FDEM Region 5
FDLE
FDOH Bureau of Preparedness and Response
FDOH Bureau of Radiation Control
FDOH HAI Prevention Program

DOH-Hendry & Glades
Florida Poison Control-Tampa
Florida Poison Information Center Miami
Fountain Manor Health and Rehab Center
Fresenius Medical Care
Fresenius Medical Care - Lake City Home
Georgia Poison Center
Gilchrist County Emergency Management
Golisano Children’s Hospital
Golisano Emergency Department
Halifax Health
HCA Adventura
HCA FL Putnam Hospital
HCA Florida Aventura Hospital
HCA Florida Cap
HCA Florida Gulf Coast Hospital
HCA Florida Highlands Hospital
HCA Florida Lake Monroe Hospital
HCA Florida Mercy Hospital
HCA Florida North Florida Hospital
HCA Florida Ocala Hospital
HCA Florida Osceola
HCA Florida Putnam Hospital
HCA Fort Walton-Destin
HCA Lawnwood

HCA North Florida Hospital
HCA Poinciana Hospital
Health First
Hendry - Glades County Emergency Management
Hendry EM/Clewiston FD
Highlands EM
Hillsborough County Fire Rescue
Jackson Co EOC
Jackson County EM
Jackson County OCC
Jackson EMA
Jackson Health System
Jackson Hospital
JCEM
Jefferson County Emergency Management
JHACH
Jogan EM
Kendall Hospital
Keys AHEC
Keys Health Ready Coalition, Inc.
Lee County Medical Association
Lee Health
Leon County Emergency Management
Leon County EMS
Liberty County Emergency Management

Lower Keys Medical Center
Mactown, Inc.
Manasota MRC
Marianna Fire Rescue
Martin County Fire Rescue
Maxim Healthcare Services
Melbourne Regional Medical Center
Miami Beach Fire Department
Miami Dade County Healthcare Preparedness Coalition
Miami Dade Emergency Management
Miami-Dade Fire Rescue
Moffitt Cancer Center
Monanna Fire Rescue
Monroe County Emergency Management
Monroe County Fire and Rescue (Key West)
Monroe County Fire and Rescue/Trauma Star
Monroe County Fire Rescue
Mount Sinai Medical Center
New Horizons of NW Florida
Nicklaus Children's Hospital
North Collier Fire Rescue
Northstar Grp Svc
Nurses & More
Orange County Emergency Management
Orange County EMS

Orlando Fire Rescue
Orlando Health
Orlando VA Medical Center
Palm Beach County Division of Emergency Management
Palm Beach County Medical Society
Palm Beach HERC
Panama City Dialysis Center
Panhandle Outpatient Surgery Center LLC
Pinellas County EM
ProMedica Senior Care
Region 3 Healthcare Coalition Alliance
Santa Rosa County Emergency Management
Santa Rosa Davita Dialysis
Santa Rosa Dialysis
Santa Rosa EM
Sarasota Memorial Health Care System
Sebastian River Medical Center
Seminole Emergency Management
ShorePoint Health Punta Gorda
Solaris Healthcare Pensacola Fl.
Southern Regional Disaster Response System (SRDRS)
Southwest Florida Healthcare Coalition
SR Center for Rehab and Healing
St Augustine Dialysis
St. Pete Fire Rescue

St. Petersburg Office of Emergency Management
Sunland Center - Agency for Persons with Disabilities
Sunstar EMS
Tampa Bay Health and Medical Preparedness Coalition
Tampa General Hospital
TBRIC/FDLE
UF Health Central Florida
UF Health Leesburg
University of Miami
VHA Office of Emergency Management
Village Health
Volusia EM
Wakulla County Fire Rescue
Wakulla County Sheriff's Office Emergency Management
Wakulla EM
Washington EM
Wellington Regional-Dir Risk
West Beach Dialysis