



U.S. Department of Health & Human Services  
Administration for Strategic Preparedness & Response

# Medical Response & Surge Exercise (MRSE)

## Evaluation Plan

## Hospital Preparedness Program

March 2025

[aspr.hhs.gov](https://aspr.hhs.gov)

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# 1.0 INTRODUCTION

The U.S. Department of Health and Human Services (HHS) Administration for Strategic Preparedness and Response (ASPR) created the **Medical Response and Surge Exercise (MRSE)** to assist jurisdictions, HCCs, health care partners, and key response organizations with evaluating their current ability to effectively respond to an emergency or disaster with a significant patient surge. The exercise procedures and supporting materials described in the Exercise Guide are consistent with updated Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation (HSEEP) guidelines issued in 2020 (refer to Appendix C: Alignment of ASPR’s Medical Response and Surge Exercise (MRSE) Design with the Homeland Security Exercise and Evaluation Program (HSEEP) Principles in the MRSE Supplemental Guidance). The MRSE is a functional exercise, which HSEEP describes as “an operations-based exercise designed to test and evaluate capabilities and functions while in a realistic, real-time environment.”<sup>1</sup>

MRSE and this Evaluation Plan were produced with input, advice, and assistance from the MRSE Design Team (hereafter referred to as “Design Team”). This team included OHCR representatives as well as a number of emergency preparedness and response subject matter experts from federal, state, and private sector organizations.

This Evaluation Plan provides Exercise Evaluators the information needed to evaluate the ability of respective agencies/organizations to facilitate the care and transportation of patients due to surge, with a focus on the processes for requesting, coordinating, and employing resources at the local, state, and federal levels. The information in this document is current on the date of publication and is subject to change.

For more information about MRSE evaluation, please contact the Evaluation Branch of HHS/ASPR/Office of Strategy, Policy, and Requirements (SPR) at [SHARPER@hhs.gov](mailto:SHARPER@hhs.gov). Section 1.1 contains more information about the Hospital Preparedness Program (HPP) cooperative agreement MRSE requirements.

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<sup>1</sup> Homeland Security Exercise and Evaluation Program (HSEEP). [Homeland Security Exercise and Evaluation Program \(HSEEP\) \(fema.gov\). https://www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf](https://www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf). Accessed June 2023.

### 1.1 BACKGROUND

ASPR's Office of Health Care Readiness (OHCR) advances the ability of the nation's health care system to prepare for, respond to, and recover from disasters and emergencies through the administration of cooperative agreements, training and technical assistance, evidenced-based research and promising practices, and strategic partner engagement that engages health care partners nationally to empower private health care to share ownership in preparing the nation's health care delivery system for disasters or emergencies. The Hospital Preparedness Program (HPP) cooperative agreement is the primary source of federal funding for health care delivery system preparedness and response, by providing leadership and funding to states, territories, and eligible major metropolitan areas through its support for HCCs. HCCs serve an important communication and coordination role within their jurisdictions, given the many public and private entities that must come together to ensure health care delivery system readiness.

### 1.2 HPP COOPERATIVE AGREEMENT MRSE REQUIREMENTS

HPP is a whole-of-community endeavor that connects health care entities at the local, state, regional, and national levels to plan for and respond to emergencies and disasters. ASPR requires HPP recipients to invest in HCCs, providing a foundation for health care readiness.

In accordance with the FY 2024-2028 HPP Notice of Funding Opportunity (NOFO), recipients and HCCs must work together to exercise and improve the activities described in their plans. This includes conducting at least one operations-based functional or full-scale MRSE every budget period.

Per the exercise requirements provided in the NOFO, HPP recipients and their HCCs **must** work together to complete the following MRSE activities every budget period.

#### 1.2.1 RECIPIENT MRSE REQUIREMENTS

Each recipient **must** perform the following MRSE requirements annually:

- Support HCCs with the planning, execution, and evaluation of the MRSE, as needed and appropriate.

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- Provide the target number of surge patients to each HCC, based on the total number of state licensed general medical/surgical beds within the HCC's jurisdiction.
- Ensure the HCC's exercise scenario and plan aligns with the recipient's strategic priorities and goals.
- Verify that all questions about specific roles and participation in the exercise have been appropriately and completely addressed.
- Use the Recipient Review Guide (RRG) to conduct a thorough review of each HCC's Reporting Tool to ensure data accuracy and completeness.

### 1.2.2 HCC MRSE REQUIREMENTS

Each HCC **must** perform the following MRSE requirements annually:

- Plan, execute, evaluate, and report the findings and outcomes of a realistic medical surge exercise to improve the response readiness of health care partners in their jurisdiction.
- Document actions or activities to identify areas of improvement and develop meaningful corrective actions.
- Build new partnerships and strengthen existing ones with organizations across the health care, ESF-8, and emergency response communities to improve communication and coordination during future emergencies and disasters.

For HPP recipients and HCCs requesting more information about this exercise and requirements of the HPP cooperative agreement, please contact your regional HPP Field Project Officer.

### 1.3 RELATED DOCUMENTS AND TOOLS

This exercise requires the use of three documents:

- **Exercise Guide (this document)** – The core document provided to all participants in an exercise. It provides in-depth instructions for how to plan and conduct the MRSE.
- **Evaluation Plan** – Outlines the goals and purpose of exercise evaluation for an

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HCC and guides the Exercise Evaluator (refer to section 2.11 below) through assisting during the exercise, gathering information, and facilitating the After-Action Review. The Evaluation Plan helps the Exercise Evaluator turn information collected during the exercise into a meaningful After-Action Report and Improvement Plan (IP) in concert with exercise participants.

- **Reporting Tool** – The Excel-based tool is used primarily by the Exercise Evaluator to document decisions and results throughout the exercise, including the Phase I: Plan & Scope and Phase III: Review. The tool includes sequentially organized tabs that may be viewed by selecting each tab’s name at the bottom of the screen. All required exercise data collection – including data for HPP cooperative agreement performance measures – will be completed in the reporting tool.
- **Additional HSEEP Tools and Templates (optional)** – The US Department of Homeland Security developed the Preparedness Toolkit (PrepToolkit), a web-based application that supports the implementation of HSEEP and aids exercise planners in program management, design and development, conduct, evaluation, and improvement planning. ASPR encourages recipients and HCCs to use these additional resources throughout the exercise process. For more information on the PrepToolkit and HSEEP, refer to <https://preptoolkit.fema.gov/hseep-resources>.

## 2.0 EXERCISE OVERVIEW

### 2.1 PURPOSE AND SCOPE

The purpose of the MRSE is to provide recipients, HCCs, and their health care partners with an opportunity to validate their medical surge support plans, response plans, and other capabilities through a realistic emergency or disaster scenario. The scenario used in the MRSE is defined by the HCC based on their jurisdictional hazards, risks, threats, and priorities. Each exercise will test the recipient’s, HCC’s, and their health care partners’ capability and capacity to manage and support a surge of patients equal to at

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least 10% of their licensed general medical/surgical bed capacity<sup>2</sup>.

**Note:** If an HCC chooses to exercise a scenario based on a specific risk or priority that does not meet the 10% surge target, they must contact their OHCR FPO and the MRSE Support Team ([MRSE@hhs.gov](mailto:MRSE@hhs.gov)) for prior approval and to provide assurance that the remaining MRSE exercise requirements will be met.

## 2.2 EXERCISE OBJECTIVES

The exercise includes four required objectives. However, HCCs are encouraged to develop their own additional objectives, to meet the needs of their health care partners provided the standard actions in the exercise are followed in order to meet HPP cooperative agreement requirements. Due to the flexibility of the exercise scenario, HCCs may include additional exercise objectives which support their health care partners in meeting additional exercise requirements (e.g., Joint Commission, Centers for Medicare and Medicaid Services (CMS), Centers for Disease Control and Prevention Public Health Emergency Preparedness program (CDC/PHEP), state and local jurisdictional requirements, etc.) apart from HPP program requirements.

ASPR identified the following standard objectives for the MRSE functional exercise:

1. HCC(s) engage health care partners and their executives to participate in the exercise and the After-Action Review within the HPP budget period.
2. HCC(s) effectively notify HCC health care partners of an incident and facilitate ongoing information sharing during a community-wide emergency or disaster.
3. HCC(s) demonstrate their ability to assess and meet critical resource needs (personnel, supplies, equipment, etc.) to manage patient surge during a community-wide emergency or disaster by the end of the MRSE.
4. HCC(s) demonstrate their ability to reduce patient morbidity and mortality through appropriate patient placement during a large patient surge by assisting with the identification and coordination of available patient care resources by the end of the MRSE.

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<sup>2</sup> This includes general medical and surgical beds. HCCs have the option to include additional staffed bed types in the calculation based on the incident scenario defined by the HCC. The accompanying reporting tool will calculate the number of patients based on inputs from the HCC.

## 2.3 CROSSWALK OF EXERCISE OBJECTIVES AND PERFORMANCE MEASURES

The exercise objectives are aligned with the MRSE performance measures to ensure a streamlined approach to executing the exercise. The table below provides a crosswalk of the required exercise actions, objectives and performance measures.

Table 3: A Crosswalk of the MRSE Exercise Actions, Objectives and Performance Measures (PMs)

Exercise Action	MRSE Objective	MRSE Performance Measures
<b>Information Sharing and Communication</b>	HCC(s) effectively notify HCC health care partners of an incident and facilitate ongoing information sharing during a community-wide emergency or disaster	<b>PM 12:</b> Percent of contacted HCC members and health care readiness partners who responded to an information request using backup systems during the MRSE
		<b>PM 14:</b> Percent of contacted HCC members acknowledging initial emergency notification
		<b>PM 15:</b> Percent of contacted HCC members who responded to the initial information request
<b>Resource Allocation</b>	HCC(s) demonstrate their ability to assess and meet critical resource needs (personnel, supplies, equipment, etc.) to manage patient surge during a community-wide emergency or disaster by the end of the MRSE	<b>PM 16:</b> Percent of all pre-identified, critical required personnel types that were met by participating HCC members to manage patient surge
		<b>PM 17:</b> Percent of all pre-identified, critical resources that were met to manage patient surge
		<b>PM 18:</b> Percent of all pre-identified, critical EMS resources that were met to safely respond to triage and transportation needs

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Exercise Action	MRSE Objective	MRSE Performance Measures
<b>Patient Tracking and Movement</b>	HCC(s) demonstrate their ability to reduce patient morbidity and mortality through appropriate patient placement during a large patient surge by assisting with the identification and coordination of available patient care resources by the end of the MRSE	<b>PM 19:</b> Percent of patients requiring inpatient care who were placed at a receiving facility with an appropriate bed by the end of the exercise
<b>Exercise Participation</b>	HCC(s) engage health care partners and their executives to participate in the exercise and the After-Action Review within the HPP budget period	<b>PM 20:</b> Percent of pre-identified HCC health care partners with at least one executive participating in the Medical Response and Surge Exercise (MRSE) After-Action Review
		<b>PM 21:</b> Percent of all pre-identified HCC health care partners that participated in the MRSE

**2.4 EXERCISE OUTCOMES**

ASPR identified the following required outcomes for the MRSE functional exercise. However, as with the exercise objectives, HCCs are encouraged to include additional expected outcomes based on the needs of their health care partners.

1. Improved HCC health care partner and executive engagement in preparedness and response planning and the After-Action Review.
2. Strengthened coordination and collaboration with health care partners that represent and/or serve communities most impacted by disasters to address the specific health care needs of these communities.
3. Strengthened processes to coordinate and share information during a community-wide emergency or disaster through the use of both primary and secondary communications systems.

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4. Improved HCC capacity to assess the availability of and secure access to critical resources such as beds, personnel, medical supplies and equipment, and patient transport during a community-wide emergency or disaster.
5. Strengthened HCC preparedness to support appropriate patient placement during a large patient surge to reduce patient morbidity and mortality during a community-wide emergency or disaster.

## 2.5 SUCCESSFULLY EXECUTING THE MRSE

The MRSE is designed to mimic the extreme stress placed on the local health care system, and at the same time challenges HCCs to respond to a realistic scenario within their jurisdiction. It also allows HCCs and recipients to demonstrate and evaluate their current response capabilities safely within a controlled exercise environment. In order to successfully conduct the MRSE, HCCs and recipients must take the following steps into consideration:

1. Take the appropriate amount of time needed to plan, execute, evaluate, and report the findings and outcomes of a realistic medical surge exercise.
2. Thoroughly document actions or activities that did not go according to plan during the exercise to identify areas of improvement and develop meaningful corrective actions.
3. Build new partnerships and strengthen existing ones with organizations across the health care, ESF-8, and emergency response communities to improve communication and coordination during future emergencies and disasters.

**Success should be measured by the knowledge and experience gained from the exercise, and not simply the ability to execute a plan or match patients to beds.**

## 2.6 EXERCISE CORE FUNCTIONS

HCCs are encouraged to tailor their exercise activities to meet the needs of their communities and achieve the aforementioned exercise outcomes. To achieve this, HCCs **must** identify at least one of the following core functions as a key area of focus for the planning, execution, and evaluation of the exercise:

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1. **Assessment and risk mitigation.** Anticipate challenges and mitigate risks to support decision-making that meets community or jurisdiction health care needs during a disaster or emergency.
2. **Information sharing.** Collect and share near real-time information to provide multidirectional health care situational awareness during an emergency or disaster.
3. **Specialty care planning and coordination.** Incorporate necessary expertise to support health care readiness planning, disaster and incident management, including for specialty care delivery, and/or to address specific hazards or events.
4. **Respond.** Coordinate and support the implementation of plans, policies, and procedures among recipients, HCCs, HCC health care partners, and their partners to address patient care needs during an emergency or disaster.
5. **Health care workforce support.** Equip, protect, and support the healthcare workforce by providing access to health care readiness resources, training, and exercises.
6. **Resource management.** Facilitate resource management and planning among recipients, HCCs, HCC health care partners, and their partners to mitigate shortfalls, maintain operations, and sustain delivery of patient care services during an emergency or disaster.
7. **Training, exercise, and evaluation.** Conduct trainings, exercises, and evaluations that incorporate input from assessments, plans, policies, and previous trainings and exercises to evaluate, validate, and improve readiness and response processes.
8. **Continuity and recovery.** Support the improvement of processes and systems that promote continuity of health care operations and aid in recovery.
9. **Organizational development.** Create and carry out strategies to sustain and grow HCCs and their partnerships.

### 2.7 USING REAL-WORLD EVENTS TO COMPLETE THE MRSE

HPP cooperative agreement requirements allow for the use of some types of real-world events to satisfy exercise requirements. In the event that an HCC has a real-world incident which meets the performance requirements and objectives of the MRSE, the HCC may be eligible to use the data from the real-world response to complete the

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reporting tool. **At a minimum, the HCC must be able to successfully report on all nine performance measures.** HCCs who wish to use a real-world event in lieu of conducting the MRSE must seek prior approval from both their recipient and OHCR Field Project Officer (FPO) before completing the exercise reporting tool. It is recommended that HCCs submit a completed After-Action Report for the incident with their request. To learn more about using a real-world response in lieu of conducting the MRSE, please contact your assigned OHCR FPO or the MRSE Support Team ([MRSE@hhs.gov](mailto:MRSE@hhs.gov)).

### 2.8 CONFIDENTIALITY

All exercise participants should use appropriate guidelines to ensure proper control of information to protect this material in accordance with current directives. Exercise participants should follow their existing policies and procedures with regard to information security and confidentiality. In accordance with the HIPAA 1974 Privacy Act, no individual patient information should be shared as a part of this exercise.<sup>3</sup> Information about surge patients provided in the MRSE materials is hypothetical in nature and will not reflect information related to any real patients.

Some exercise material is intended for the exclusive use of exercise planners and evaluators, but participants may view other materials that are deemed necessary to their performance. All exercise participants may view this Exercise Guide. Authority for public release of exercise materials to third parties resides with HHS ASPR.

ASPR will use the information submitted by HCCs and HPP recipients in the Cooperative Agreement Accountability and Management Platform (CAAMP) to evaluate and inform progress in completing exercise objectives; and accomplishments highlighting the impact and value of the HPP activities in their jurisdictions. Information provided by HCCs and HPP recipients from the MRSE may also be used to inform the future design of the national program. As such, HCCs and recipients are requested to ensure all data accurately reflect the HCC's experience during the exercise.

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<sup>3</sup> [The Privacy Act of 1974](https://www.hhs.gov/foia/privacy/index.html). <https://www.hhs.gov/foia/privacy/index.html>. Accessed August 2021.

### 3.0 EVALUATION OF THE MRSE

#### 3.1 PURPOSE OF MRSE EVALUATION

The goal of exercise evaluation is to validate strengths, identify areas for improvement, determine corrective actions, and highlight lessons learned for HCCs and their participating key response partners in a real or simulated response scenario to inform improvement planning. ASPR will use performance measures, After-Action Review discussion information, and Improvement Plan information collected through the MRSE reporting tool and reported annually by HCCs to inform Hospital Preparedness Program (HPP) cooperative agreement evaluation at regional and national levels. Each HCC conducting the MRSE will, through the exercise and subsequent After-Action Review, evaluate the performance of their individual HCC and identify specific strengths, challenges, and lessons learned that their HCC will use to conduct corrective actions through Improvement Plans to strengthen their response plans, policies and procedures, technical assistance requests, and other coordination efforts. To support these evaluation goals, each HCC will select an Exercise Evaluator to observe the exercise (including all three exercise phases), to ensure HCCs properly document exercise outcomes, and to document outputs of the After-Action Review and improvement planning. All crucial data to support evaluation will be recorded through the reporting tool.

A combination of quantitative and qualitative information is collected through the reporting tool to help your Exercise Evaluator and your HCC to evaluate responses and identify strengths, areas for improvement, and lessons learned. Throughout the exercise, most exercise actions will require the Exercise Evaluator to help exercise participants track specific quantitative data points in the reporting tool, some of which will be used to calculate exercise performance measures. Other qualitative data points and observations should be recorded in the reporting tool to support the HCC's ability to discuss and evaluate the results of the exercise, including through the processes of conducting the After-Action Review and creating an Improvement Plan.

#### 3.2 ASSIGNING AN EXERCISE EVALUATOR

The Exercise Evaluator may be personnel from the HCC, a key response partner, or a third-party. The Exercise Evaluator must be identified before the beginning of Phase I: Plan & Scope.

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Suggested criteria to use when assigning an Exercise Evaluator include:

- Well-versed in the HCC Response Plan
- Willingness and ability to attend the full exercise, including Phase: I Plan & Scope, Phase II: Exercise, and Phase III: Review
- General knowledge of medical surge
- Ability to objectively observe and document the actions of exercise participants
- Ability to interpret HCC and key response partner actions to respond to qualitative questions
- Proficiency in the basic functions of Microsoft Excel
- Ability to facilitate the After-Action Review with exercise participants
- Ability and willingness to participate in Improvement Plan development

The Exercise Evaluator must be provided with and must dedicate time in advance of the exercise to understanding the following documents:

- The HCC's Response Plan
- The MRSE Exercise Guide
- The MRSE Reporting Tool
- The MRSE Evaluation Plan (this document)

### 3.3 EXPECTED EVALUATION PRODUCTS

The MRSE Exercise Evaluator will participate for the entire duration of the exercise, including Phases I through III. The following required products are the responsibility of the Exercise Evaluator:

A completed reporting tool consisting of complete data in the following tabs:

- **Phase I: Plan & Scope**
  - Concepts & Objectives
  - Planning & Coordination
  - Resource Requirements
- **Phase II: Exercise**
  - Exercise Initial Actions

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- Exercise Operations
- **Phase III : Review**
  - After-Action Participation
  - Corrective Actions
  - Performance Measures
  - MRSE Exercise Feedback Form

Select data from this tool (highlighted in the self-calculating Performance Measures tab) will be submitted by the HCC to ASPR as part of end-of-year HCC reporting for the HPP cooperative agreement and will satisfy the HPP requirement for providing exercise-related performance measure data and After-Action Review and Improvement Plan documentation. Once HCCs and their HPP recipients upload these data into the HPP data collection system - Cooperative Agreement Accountability and Management Platform (CAAMP) - these data will be used for analysis to support program communications and decision-making.

### 3.4 EVALUATOR INSTRUCTIONS AND GUIDELINES

Exercise Evaluators observe exercise activities and help the HCC collect data, assess data, and analyze data to understand what happened during the exercise, and what strengths, challenges, and lessons learned emerged from the experience. During all phases of the exercise, the Exercise Evaluator will document the actions of the HCC and its members and will help exercise participants to accurately record information in the reporting tool. At the end of Phase II: Exercise, the Exercise Evaluator will analyze the collected information to understand the outcomes of the exercise, gather some initial ideas regarding strengths, challenges, and lessons learned, and prepare for the After-Action Review in Phase III: Review. In Phase III: Review, the Exercise Evaluator will facilitate the After-Action Review with all HCC members participating in the exercise and will help with HCC development of the official After-Action Report and Improvement Plan. Per the Homeland Security Exercise and Evaluation (HSEEP) guidelines, Exercise Evaluators will be involved in the full lifecycle of the exercise (refer to Appendix C: Alignment of ASPR's Medical Response and Surge Exercise (MRSE) Design with the Homeland Security Exercise and Evaluation Program (HSEEP) Principles in the MRSE Supplemental Guidance). The Exercise Evaluator must have full access to information during the exercise such as communication between the HCC and members related to

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resource availability. Exercise Evaluator responsibilities before, during, and after the exercise are outlined in the table below.

*Table 1: Exercise Evaluator Responsibilities and Evaluation Products*

Exercise Phase	Responsibilities	Evaluation Products
<b>Before the Exercise</b>	<ul style="list-style-type: none"> <li>• Confirm your ability to attend the full MRSE exercise, including Phase I: Plan &amp; Scope, which will occur before Phases II and III</li> <li>• Review relevant exercise materials, with special emphasis on the goals and objectives of the exercise and the Exercise Evaluator’s role:               <ul style="list-style-type: none"> <li>▪ The MRSE Exercise Guide</li> <li>▪ The MRSE Reporting Tool</li> <li>▪ The MRSE Evaluation Plan (this document)</li> </ul> </li> <li>• Review materials relevant to HCC response (including HCC Response Plan; policies and procedures)</li> </ul>	N/A
<b>Phase I: Plan &amp; Scope</b>	<ul style="list-style-type: none"> <li>• Observe exercise participants as they define the surge scenario, calculate the scale of the surge, and identify required resources. While other exercise participants will make these decisions, help participants interpret and correctly define the scale of the surge and the required resources based upon exercise requirements anywhere there is misunderstanding</li> <li>• Certify that the Phase I: Plan &amp; Scope is completed and that information on the Phase I: Plan &amp; Scope tabs of the reporting tool are completely and accurately filled in</li> </ul>	Completed Phase I: Concepts & Objectives, Planning & Coordination, and Resource Requirements tabs in the MRSE Reporting Tool
<b>Phase II: Exercise</b>	<ul style="list-style-type: none"> <li>• Report to your respective exercise location no later than one hour before the beginning of your venue’s exercise play</li> <li>• Ensure that your cellphone and satellite phone (if</li> </ul>	Completed Phase II: Exercise Initial Actions

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Exercise Phase	Responsibilities	Evaluation Products
	<p>applicable) are with you and are fully charged so that you can communicate with other exercise staff. Bring your cellphone charger with you</p> <ul style="list-style-type: none"> <li>• Upon arrival at the start of shift, check in with the Readiness and Response Coordinator (RRC) and/or Exercise Facilitator at your location, and introduce yourself to participants</li> <li>• Throughout the exercise, do not prompt players with specific responses or interfere with player performance in any way. The only guidance the Exercise Evaluator should give participants is related to compliance with the exercise requirements themselves</li> <li>• As strengths, challenges, and lessons learned arise, do not discuss these with exercise players. However, Exercise Evaluators may talk to players to clarify events and gain insight into their decisions and actions. Record your own private notes on strengths, challenges, and lessons learned for use during facilitation of the After-Action Review</li> <li>• The reporting tool provides discussion questions in each phase and most actions of the exercise. The responses to these questions are documented in the reporting tool by the Exercise Evaluator in discussion with the RRC, the Exercise Facilitator, and other participants. The Exercise Evaluator can review the responses to these questions to stimulate discussion amongst the participants during the After-Action Review. Responses from earlier stages will pre-populate into the Phase III: After-Action Participation tab in the reporting tool.</li> <li>• Ensure the Phase II: Exercise Initial Actions and Phase II: Exercise Operations tabs are filled in fully and in</li> </ul>	<p>and Exercise Operations tabs in the MRSE Reporting Tool</p>

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Exercise Phase	Responsibilities	Evaluation Products
	accordance with the play of the HCC throughout the exercise	
<p><b>Phase III After-Action Participation</b></p>	<ul style="list-style-type: none"> <li>• Use the Phase III: After-Action Participation tab in the reporting tool as a guide to facilitate discussion during the After-Action Review</li> <li>• Collect information regarding which key response partners have at least one executive participating in the After-Action Review using the table in the reporting tool</li> <li>• The Phase III: After-Action Participation tab will populate with information regarding the exercise. Share this with After-Action Review participants so they are able to reflect on the outcome of the exercise</li> <li>• Walk participants through a discussion of strengths and of challenges during the exercise that identifies gaps, weaknesses, and areas for improvement. During the discussion, identify how you want participants to share insights (raising hands, speaking out, etc.). Create a comfortable environment for sharing and encourage everyone to provide their own observations and perspectives. Solicit all participant insights before offering your own.</li> <li>• As participants share feedback, take notes. After receiving feedback, summarize and enter it into the reporting tool. Review the contents with participants to ensure the summary reflects the main points of conversation</li> <li>• Document the most significant lessons learned regarding the HCC’s ability to respond to the surge event that point to areas for HCC improvement planning</li> <li>• Ensure the Phase III: After-Action Participation tab in</li> </ul>	<p>Completed Phase III After-Action Participation tab in the MRSE Reporting Tool</p>

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Exercise Phase	Responsibilities	Evaluation Products
	the reporting tool is filled out completely	
<b>Phase III Corrective Actions</b>	<ul style="list-style-type: none"> <li>Participate in HCC processes for improvement planning based upon strengths, challenges, and lessons learned documented in the Phase III: After-Action Participation tab</li> <li>Exercise Evaluators will support the HCC in using the outputs of the reporting tool Phase III: After-Action Participation tab to develop plans for HCC improvement, including action items, timelines, and associated owners. These plans will be documented in the Phase III: Corrective Actions tab of the reporting tool</li> <li>Ensure that the Phase III: Corrective Actions tab in the reporting tool is filled out completely</li> <li>Ensure that all tabs of the reporting tool are complete and provide the finalized reporting tool to the HCC for HCC documentation and submission of required annual HPP cooperative agreement data to ASPR</li> </ul>	<p>Completed Phase III Corrective Actions tab in the MRSE Reporting Tool</p> <p>Completed MRSE Reporting Tool</p>

**3.5 HOSPITAL PREPAREDNESS PROGRAM PERFORMANCE MEASURES**

As previously discussed, ASPR will use performance measures, After-Action Review information, and Improvement Plan information collected through the reporting tool and reported annually by HCCs to inform Hospital Preparedness Program (HPP) cooperative agreement evaluation.

The HPP cooperative agreement MRSE Performance Measures (whose results are calculated in the reporting tool on the Performance Measures tab) will be used by ASPR to assess national and regional performance across HCCs for evaluation of the HPP cooperative agreement.

*Table 2: HPP Cooperative Agreement MRSE Performance Measures*

**Note: Performance Measure numbers and language are subject to change based on**

updates for the new performance cycle.

Performance Measure	Description
PM 14	Percent of contacted HCC members acknowledging initial emergency notification
PM 12	Percent of contacted HCC members and health care readiness partners who responded to an information request using backup systems during the MRSE
PM14	Percent of contacted HCC members acknowledging initial emergency notification
PM 15	Percent of contacted HCC members who responded to the initial information request
PM 16	Percent of all pre-identified, critical required personnel types that were met by participating HCC members to manage patient surge
PM 17	Percent of all pre-identified, critical resources that were met to manage patient surge
PM 18	Percent of all pre-identified, critical EMS resources that were met to safely respond to triage and transportation needs
PM 19	Percent of patients requiring inpatient care who were placed at a receiving facility with an appropriate bed by the end of the exercise
PM 20	Percent of pre-identified HCC health care partners with at least one executive participating in the Medical Response and Surge Exercise (MRSE) After-Action Review
PM 21	Percent of all pre-identified HCC health care partners that participated in the MRSE

### 3.6 PERFORMANCE MEASURES IMPLEMENTATION GUIDANCE

Performance measures to be used by ASPR will be automatically calculated by the reporting tool. The descriptions under each performance measure below detail the operational intent of the performance measure, the data points in the reporting tool used to calculate the performance measure, and the calculation.

**HCCs using real-world events to complete the MRSE should consult the Exercise Guide for how to collect data correctly in the reporting tool for these performance measures.**

Performance Measure 12: Percent of contacted HCC members and health care readiness partners who responded to an information request using backup systems during the MRSE

**Operational Intent:** This measure provides insight into communication among HCC members during a simulated or real medical surge event.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

Table 3: PM12 Numerator and Denominator

Subject	Description
Numerator	Number of HCC members (including facilities and EMS) that acknowledged and responded to the information request that was sent using secondary or backup systems within the specified amount of time.
Denominator	Number of HCC members (including facilities and EMS) that were contacted with an information request using secondary or backup systems.

**Calculation:** Number of contacted HCC members (including facilities and EMS) that acknowledged and responded to the information request that was sent using secondary or backup systems within the time specified by the HCC / Total number of HCC members (including facilities and EMS) that were contacted with an information request using secondary or backup systems.

## MRSE Evaluation Plan

Performance Measure 14: Percent of contacted HCC members acknowledging initial emergency notification

**Operational Intent:** This measure provides insight into communication among HCC members during a simulated or real medical surge event.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

*Table 4: PM14 Numerator and Denominator*

Subject	Description
Numerator	Number of HCC members that that acknowledged initial emergency notification within the time specified by the HCC.
Denominator	Total number of HCC members who were sent the initial emergency notification

**Calculation:** Number of listed HCC members that acknowledged initial emergency notification within the time specified by the HCC / Total number of HCC members who were sent the initial emergency notification.

Performance Measure 15: Percent of contacted HCC members who responded to the initial information request

**Operational Intent:** This measure provides insight into communication among HCC members during a simulated or real medical surge event.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

## MRSE Evaluation Plan

Table 5: PM15 Numerator and Denominator

Subject	Description
Numerator	Number of HCC members (including facilities and EMS) that acknowledged and responded to the initial information request within the specified amount of time.
Denominator	Number of HCC members (including facilities and EMS) that were contacted with an initial information request.

**Calculation:** Number of contacted HCC members (including facilities and EMS) that acknowledged and responded to the initial information request within the time specified by the HCC / Total number of HCC members (including facilities and EMS) that were contacted with an initial information request.

Performance Measure 16: Percent of all pre-identified, critical required personnel types that were met by participating HCC members to manage patient surge

**Operational Intent:** This measure provides insight into an HCC's ability to provide sufficient personnel support to appropriately respond to a simulated or real medical surge event.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

## MRSE Evaluation Plan

Table 6: PM16 Numerator and Denominator

Subject	Description
<p><b>Numerator</b></p>	<p>Number of pre-identified, critical required personnel types that were fully met by your HCC and its members to manage patient surge</p> <p>Mark each of the critical personnel types below as ‘fully met’ or ‘had shortages’. Responses are limited to those personnel types identified as critical to the incident by the HCC during Phase I: Plan &amp; Scope. Note facilities may be within or outside the HCC’s boundaries as needed by the HCC and the incident being exercised.</p> <p><b>Personnel Types</b></p> <ul style="list-style-type: none"> <li>• Critical Care Physicians</li> <li>• Critical Care Nurses</li> <li>• Advanced Practice Nurses</li> <li>• Physicians Assistants</li> <li>• Respiratory Therapists</li> <li>• Pharmacists</li> <li>• Dieticians, Physiotherapists, and Occupational Therapists</li> <li>• Mental Health Clinicians, Social Workers, Chaplaincy, and Clinical Ethicists</li> <li>• Trauma, Emergency Department, and Perioperative Services</li> <li>• Pediatrics, Neonatal, and Obstetric Services</li> <li>• Laboratory and Diagnostic Imaging Services</li> <li>• Environmental Services Staff</li> <li>• Clinical Supply Staff</li> <li>• Sterile Processing Technicians</li> <li>• Facilities and Information Technology</li> <li>• Security</li> <li>• Admin and Finance</li> <li>• Other (describe below)</li> </ul>

## MRSE Evaluation Plan

Subject	Description
<b>Denominator</b>	<p>Total number of required personnel types pre-identified as critical to manage patient surge for the incident during the Plan &amp; Scope Phase.</p> <p><b>Personnel Types</b></p> <ul style="list-style-type: none"> <li>• Critical Care Physicians</li> <li>• Critical Care Nurses</li> <li>• Advanced Practice Nurses</li> <li>• Physicians Assistants</li> <li>• Respiratory Therapists</li> <li>• Pharmacists</li> <li>• Dieticians, Physiotherapists, and Occupational Therapists</li> <li>• Mental Health Clinicians, Social Workers, Chaplaincy, and Clinical Ethicists</li> <li>• Trauma, Emergency Department, and Perioperative Services</li> <li>• Pediatrics, Neonatal, and Obstetric Services</li> <li>• Laboratory and Diagnostic Imaging Services</li> <li>• Environmental Services Staff</li> <li>• Clinical Supply Staff</li> <li>• Sterile Processing Technicians</li> <li>• Facilities and Information Technology</li> <li>• Security</li> <li>• Admin and Finance</li> <li>• Other (describe below)</li> </ul>

**Calculation:** Number of pre-identified personnel types fully met by HCC and its members / Total number of personnel types pre-identified as critical for managing patient surge.

Performance Measure 17: Percent of all pre-identified, critical resources that were met to manage patient surge

**Operational Intent:** This measure provides insight into an HCC’s ability to provide sufficient critical resources to appropriately respond to a simulated or real medical surge event.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

## MRSE Evaluation Plan

Table 7: PM17 Numerator and Denominator

Subject	Description
<b>Numerator</b>	<p>Number of required, pre-identified, critical resources (beds, pharmaceutical supplies, and equipment types) that were fully met by your HCC and its members to manage patient surge.</p> <p>Mark each of the pre-identified critical resource types (beds, pharmaceutical supplies, and equipment types) below as ‘fully met’ or ‘had shortages’. For beds and other resource types, responses are limited to those identified as critical to the incident during Phase I Plan &amp; Scope. Note facilities may be within or outside the HCC’s boundaries as needed by the HCC and the incident being exercised.</p> <p><b>Patient care bed types</b></p> <ul style="list-style-type: none"> <li>• Medical/Surgical</li> <li>• Critical care</li> <li>• Obstetric</li> <li>• Pediatric</li> <li>• Neonatal ICU</li> <li>• Psychiatric</li> <li>• Acute/SNF swing</li> <li>• Emergency department beds</li> <li>• General medical unit beds</li> <li>• ICU beds (SICU, MICU, CCU)</li> <li>• Post critical care (monitored/stepdown) beds</li> <li>• Surgical unit beds (pre-op, post-op, and procedural)</li> <li>• Labor and delivery unit beds</li> <li>• Psychiatric unit beds</li> <li>• General pediatric unit beds</li> <li>• Pediatric ICU beds</li> <li>• Neonatal ICU beds</li> <li>• Oncology unit beds</li> <li>• Long term care beds</li> <li>• Urgent care beds</li> <li>• Alternate care site beds</li> <li>• Other bed types (specify)</li> </ul> <p><b>Pharmaceutical Supplies</b></p> <ul style="list-style-type: none"> <li>• Analgesia and sedation</li> <li>• Anesthesia</li> <li>• Antibiotics and Antivirals</li> <li>• Tetanus vaccine</li> <li>• Pressor medications</li> </ul>

## MRSE Evaluation Plan

Subject	Description
	<ul style="list-style-type: none"> <li>• Antiemetics</li> <li>• Respiratory medications</li> <li>• Anticonvulsant drugs</li> <li>• Antidotes</li> <li>• Psychotropic medications</li> <li>• Other (specify)</li> </ul> <p><b>Non-pharmaceutical supplies and Equipment Types</b></p> <ul style="list-style-type: none"> <li>• Blood products</li> <li>• Intravenous Fluids   infusion pumps</li> <li>• Ventilators</li> <li>• Bedside monitors</li> <li>• Airway suction (peds/adults)</li> <li>• Surgical equipment and supplies</li> <li>• Other (specify)</li> </ul>
<b>Denominator</b>	<p>Total number of required critical resources pre-identified as critical to manage patient surge for the incident during the Plan &amp; Scope Phase.</p> <p><b>Patient care bed types</b></p> <ul style="list-style-type: none"> <li>• Medical/Surgical</li> <li>• Critical care</li> <li>• Obstetric</li> <li>• Pediatric</li> <li>• Neonatal ICU</li> <li>• Psychiatric</li> <li>• Acute/SNF swing</li> <li>• Emergency department beds</li> <li>• General medical unit beds</li> <li>• ICU beds (SICU, MICU, CCU)</li> <li>• Post critical care (monitored/stepdown) beds</li> <li>• Surgical unit beds (pre-op, post-op, and procedural)</li> <li>• Labor and delivery unit beds</li> <li>• Psychiatric unit beds</li> <li>• General pediatric unit beds</li> <li>• Pediatric ICU beds</li> <li>• Neonatal ICU beds</li> <li>• Oncology unit beds</li> <li>• Long term care beds</li> <li>• Urgent care beds</li> <li>• Alternate care site beds</li> <li>• Other bed types (specify)</li> </ul>

**MRSE Evaluation Plan**

Subject	Description
	<p><b>Pharmaceutical Supplies</b></p> <ul style="list-style-type: none"> <li>• Analgesia and sedation medications (oral and injectable)</li> <li>• Anesthesia medications</li> <li>• Antibiotics (oral and injectable)</li> <li>• Antivirals</li> <li>• Tetanus vaccine</li> <li>• Pressor medications</li> <li>• Antiemetics</li> <li>• Respiratory medications</li> <li>• Anticonvulsant drugs</li> <li>• Antidotes (e.g., atropine, hydroxocobalamin)</li> <li>• Psychotropic medications</li> </ul> <p><b>Non-pharmaceutical supplies and Equipment Types</b></p> <ul style="list-style-type: none"> <li>• Blood products</li> <li>• Intravenous fluids</li> <li>• Infusion pumps</li> <li>• Ventilators</li> <li>• Bedside monitors</li> <li>• Airway suction (adult and pediatric)</li> <li>• Surgical equipment and supplies</li> <li>• Supplies needed to administer pharmaceuticals, blood products, and intravenous fluids</li> <li>• Other (describe below)</li> </ul>

**Calculation:** Number of pre-identified, critical resources (beds, pharmaceutical supplies, and equipment type) met by the HCC and its members / Total number of critical resources (beds, pharmaceutical supplies, and equipment type) pre-identified by the HCC required to manage patient surge.

**Performance Measure 18:** Percent of all pre-identified, critical EMS resources that were met to safely respond to triage and transportation needs

**Operational Intent:** This measure provides insight into an HCC’s ability to provide sufficient EMS resources to appropriately respond to a simulated or real medical surge event.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

## MRSE Evaluation Plan

Table 8: PM18 Numerator and Denominator

Subject	Description
<b>Numerator</b>	<p>Number of pre-identified, critical EMS resource types (personnel, transport, supplies &amp; equipment) that were fully met by the HCC and its members to safely respond to triage and transportation needs.</p> <p>For each of the pre-identified, critical EMS resource types (personnel, transport, supplies &amp; equipment) below, mark if it was fully met. Responses are limited to those types identified as critical to the incident by the HCC during Phase I Plan &amp; Scope. Definitions of EMS resources can be found in the EMS National Incident Management System (NIMS). Note participating EMS agencies may be within or outside the HCC's boundaries as needed by the HCC and the incident being exercised.</p> <ul style="list-style-type: none"> <li>• Ground ambulance (BLS)</li> <li>• Ground ambulance (ALS)</li> <li>• Multi-patient medical transport vehicle</li> <li>• Air ambulance fixed-wing (critical care transport)</li> <li>• Air ambulance fixed-wing (non-critical care transport)</li> <li>• Air ambulance rotary-wing (critical care transport)</li> <li>• Air ambulance rotary-wing (non-critical care transport)</li> <li>• Incident management team (on scene)</li> <li>• Hazmat team</li> <li>• Decontamination Team</li> <li>• Search and Rescue Team</li> <li>• Mass Casualty Support Unit</li> <li>• Specialized Protective Equipment</li> <li>• Other (describe below)</li> </ul>

## MRSE Evaluation Plan

Subject	Description
<b>Denominator</b>	<p>Total number of required EMS resource types (personnel, transport, supplies &amp; equipment) pre-identified as critical to manage patient surge for the incident during Phase I Plan &amp; Scope.</p> <p>(Select all that apply)</p> <ul style="list-style-type: none"> <li>• Ground ambulance (BLS)</li> <li>• Ground ambulance (ALS)</li> <li>• Multi-patient medical transport vehicle</li> <li>• Air ambulance fixed-wing (critical care transport)</li> <li>• Air ambulance fixed-wing (non-critical care transport)</li> <li>• Air ambulance rotary-wing (critical care transport)</li> <li>• Air ambulance rotary-wing (non-critical care transport)</li> <li>• Incident management team (on scene)</li> <li>• Hazmat team</li> <li>• Decontamination team</li> <li>• Search and Rescue team</li> <li>• Mass Casualty Support Unit</li> <li>• Specialized Protective Equipment</li> <li>• Other (describe below)</li> </ul>

**Calculation:** Number of pre-identified, critical EMS resource types (personnel, transport, supplies & equipment) required to safely respond to patient triage and transportation needs which were fully met by the HCC’s EMS members / Total number of EMS resource types (personnel, transport, supplies & equipment) pre-identified by the HCC as critical for triage and transportation of patients.

**Performance Measure 19:** Percent of patients requiring inpatient care who were placed at a receiving facility with an appropriate bed by the end of the exercise

**Operational Intent:** This measure demonstrates the ability of an HCC to load share to meet initial patient care needs in a simulated or real medical surge event.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure. Note facilities may be within or outside the HCC’s boundaries as needed by the HCC and the incident being exercised.

## MRSE Evaluation Plan

Table 9: PM19 Numerator and Denominator

Subject	Description
Numerator	Number of surge patients and existing patients who required inpatient care and received or maintained an appropriate bed at the end of the exercise.
Denominator	Number of hospitals (including facilities) that participated in the exercise.

**Calculation:** Number of surge patients and existing patients who required inpatient care and received or maintained an appropriate bed at the end of the exercise. / Number of hospitals (including facilities) that participated in the exercise.

Performance Measure 20: Percent of pre-identified HCC health care partners with at least one executive participating in the Medical Response and Surge Exercise (MRSE) After-Action Review

**Operational Intent:** This measure provides insight into the extent to which key response partners' executives are engaged in the lessons learned event of the required surge exercise to enable systematic learning.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

Table 10: PM20 Numerator and Denominator

Subject	Description
Numerator	Number of HCC health care partners with at least one executive that participated in the exercise After-Action Review below: <ul style="list-style-type: none"><li>• Hospital</li><li>• EMS</li><li>• Public Health</li><li>• Emergency Management</li></ul>

## MRSE Evaluation Plan

Subject	Description
<b>Denominator</b>	<p>Total number of HCC health care partners that participated in the exercise After-Action Review. Note at least one key response partner from each category is required to participate in MRSE. However, if the HCC has an HPP-approved waiver for one or more member types, it may reduce or remove the number of required key response partner participants for the waived categories during Phase I: Plan &amp; Scope.</p> <ul style="list-style-type: none"><li>• Hospital</li><li>• EMS</li><li>• Public Health</li><li>• Emergency Management</li></ul>

**Calculation:** Number of HCC health care partners with at least one executive participating in the exercise After-Action Review/ Total number of HCC health care partners participating in the After-Action Review.

Performance Measure 21: Percent of all pre-identified HCC health care partners that participated in the MRSE

**Operational Intent:** Participation of HCC health care partners is crucial to truly test preparedness and response capabilities. Thus, this measure is intended to gauge the extent to which HCC health care partners are engaged in coalition exercises.

**Data Points in the MRSE Reporting Tool:** The responses to the data requests outlined below are used to calculate this performance measure.

## MRSE Evaluation Plan

Table 11: PM21 Numerator and Denominator

Subject	Description
<b>Numerator</b>	<p>Number of pre-identified, health care partners of each type who participated in the exercise by member type. Participation is defined as having joined the exercise for at least one of Phase I or Phase II while participating fully in Phase III. For example, if a member joins Phase II and Phase III, the member has participated. A member cannot be considered as having participated by joining only Phase I and Phase II.</p> <ul style="list-style-type: none"> <li>• Hospital</li> <li>• Public Health</li> <li>• EMS</li> <li>• Emergency Management</li> <li>• Laboratory</li> <li>• Pharmacy</li> <li>• Long Term Care Facility</li> <li>• Nursing Home</li> <li>• Other (specify)</li> </ul>
<b>Denominator</b>	<p>Number of pre-identified, health care partners of each type to manage patient surge:</p> <ul style="list-style-type: none"> <li>• Hospital</li> <li>• Public Health</li> <li>• EMS</li> <li>• Emergency Management</li> <li>• Laboratory</li> <li>• Pharmacy</li> <li>• Long Term Care Facility</li> <li>• Nursing Home</li> <li>• Other (specify)</li> </ul>

**Calculation:** Number of pre-identified, HCC health care partners that participated / Total number of pre-identified, HCC health care partners invited to participate in the exercise.

## Appendix A: After-Action Review Discussion Questions

The reporting tool provides discussion questions during each exercise phase. Below is a consolidated list of questions the Exercise Evaluator will ask during the different phases of the exercise. Participants can use these questions to guide After-Action Review and Improvement Plan discussions. The responses to these questions are documented in the reporting tool during the After-Action Review by the Exercise Evaluator in discussion with the RRC, the Exercise Facilitator, and other participants.

Exercise Phase/Action	Discussion Questions
<p><b>Concepts &amp; Objectives</b></p>	<ol style="list-style-type: none"> <li>1. Which communities most impacted by disaster will the HCC include in this scenario?</li> <li>2. What partnerships does the HCC have to meet the needs of communities most impacted by disaster in this scenario?</li> <li>3. What actions will the HCC take to meet the needs of communities most impacted by disaster in this scenario?</li> <li>4. Will the HCC use emPOWER data to identify communities most impacted by disaster during the planning for this exercise scenario?</li> <li>5. What specific roles have been assigned to public health agencies in this response?</li> <li>6. Will public health agencies partner with any additional HCC response partners for this response (outside of acute care hospitals, EMS, and Emergency Management)? If yes, please list the types of additional HCC response partners and the roles that they will be assigned in this response. <i>--- Refer to Appendix B in the MRSE Supplemental Guidance for examples of types of additional HCC response partners.</i></li> <li>7. What specific roles have been assigned to emergency management agencies in this response?</li> <li>8. Will emergency management partner with any additional HCC response partners for this response (outside of acute care hospitals, EMS, and public health)? If yes, please list the types of additional HCC response partners and the roles that they will be assigned in this response. <i>--- Refer to Appendix B in the MRSE Supplemental Guidance for examples of types of additional HCC response partners.</i></li> </ol>

Exercise Phase/Action	Discussion Questions
<b>Planning &amp; Coordination</b>	<ol style="list-style-type: none"> <li>1. Will HCC members be using the exercise to meet other requirements (e.g., Joint Commission, CMS, etc.), or will the exercise be combined with a larger exercise? If yes, please identify the requirements and/or exercise.</li> <li>2. If yes, how will the exercise be modified to meet the requirement(s), and/or be used in combination with a larger exercise?</li> </ol>
<b>Incident Recognition</b>	<ol style="list-style-type: none"> <li>1. How was the HCC notified of the incident?</li> <li>2. What were the responding units?</li> <li>3. Describe the reported injuries (approximate number/description).</li> <li>4. How will these, and any other factors, impact operating conditions and patient care?</li> </ol>
<b>Notification</b>	<ol style="list-style-type: none"> <li>1. What are the primary and/or secondary systems used to notify and activate an HCC response?</li> <li>2. What is the process used to notify and mobilize your support team?</li> <li>3. What is the primary and secondary system used to alert HCC members?</li> </ol>
<b>Mobilization</b>	<ol style="list-style-type: none"> <li>1. If applicable, what positions are part of your HCC's incident management team during the exercise?</li> <li>2. If applicable, what positions were activated for this response?</li> <li>3. How long did it take you to activate your support team?</li> <li>4. Any barriers/issues with notification/activation/mobilization?</li> </ol>
<b>Incident Operations</b>	<ol style="list-style-type: none"> <li>1. Were all planned/expected members of your support team able to participate in the exercise?</li> <li>2. Were there any barriers faced that hindered participation?</li> </ol>

Exercise Phase/Action	Discussion Questions
<p><b>Information Sharing</b></p>	<ol style="list-style-type: none"> <li>1. What incident reporting system(s) / sharing platform(s) were used by the HCC to collect and share information during the exercise?</li> <li>2. Was the use of alternate systems /platforms required? Please describe.</li> <li>3. Who maintains the incident reporting system(s) / sharing platform(s)?</li> <li>4. Who from the HCC has access to the incident reporting system(s) / sharing platform(s)?</li> <li>5. What process do you use to manage ongoing requests for information from HCC members and other partners?</li> </ol>
<p><b>Resource Coordination</b></p>	<ol style="list-style-type: none"> <li>1. Describe the process used to manage and coordinate resources (staff, supplies, equipment, etc.)</li> <li>2. What process do you use to manage requests for resources from HCC members and other partners?</li> <li>3. What process do you use to facilitate the management and distribution of resources across HCC members?</li> <li>4. 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?</li> <li>5. If you had to go outside of your HCC, what beds did you have to look for?</li> <li>6. Were there any types of beds you were completely unable to secure?</li> <li>7. Did you collect baseline capacity data from coalition facilities in a timely fashion?</li> <li>8. Were you able to reach and communicate effectively with the appropriate persons at each receiving facility?</li> <li>9. Were you able to reach and communicate effectively with the appropriate persons in EMS?</li> </ol>

Exercise Phase/Action	Discussion Questions
<b>Patient Tracking</b>	<ol style="list-style-type: none"> <li>1. Who from the HCC has access to the incident reporting system(s) / sharing platform(s)?</li> <li>2. Did your HCC use a Medical Operations Coordination Cell (MOCC)?</li> <li>3. Did your HCC use your medical area command? If yes, please provide some detail on how this was used.</li> <li>4. How many hospitals or facilities received patients? Why?</li> <li>5. How many beds were available on first notification/call?</li> <li>6. How many surge patients needed a bed?</li> <li>7. How many patients received a bed in the recommended amount of time?</li> <li>8. What system(s) does your HCC use for patient tracking?</li> <li>9. How many patients were transferred or received outside of your coalition jurisdiction?</li> <li>10. What factors led to your HCC's decision to transfer these patients outside of your coalition jurisdiction?</li> <li>11. How many of these transferred patients were able to receive a bed?</li> <li>12. How many patients did not receive a bed, and what are the factors that led to them not receiving a bed?</li> <li>13. Did you use other surge plans for the exercise (e.g., specialty care annex, etc.)? If yes, please provide some detail on how this was used.</li> <li>14. Based on your experience, how can your HCC improve patient care capacity?</li> <li>15. Please share what else your HCC would need to improve the patient care capacity process.</li> <li>16. Was mutual aid required?</li> <li>17. If yes, were there any issues or concerns with obtaining mutual aid?</li> <li>18. What additional resources did EMS require (staff, equipment, etc.) to care for and transport patients?</li> <li>19. Based on the chosen scenario what is the estimated EMS response time?</li> <li>20. What is the process for EMS to provide updates to hospitals?</li> <li>21. Who is responsible for determining patient transport locations?</li> <li>22. Based on the chosen scenario what is the estimated time that it takes EMS to triage and transport all patients to a receiving facility?</li> <li>23. Was there effective communication between the transferring and receiving facilities?</li> </ol>

## MRSE Evaluation Plan

Exercise Phase/Action	Discussion Questions
	<ol style="list-style-type: none"><li>24. Was a unified response plan effectively coordinated and updated as the incident evolved?</li><li>25. Was the acuity level of patients considered in choosing between BLS, ALS, or other forms of transportation?</li><li>26. Was a system maintained for tracking patients while in transit?</li><li>27. How did you plan for potential issues of transferring medical records and credentialing of personnel?</li></ol>
<b>Ending the Exercise</b>	<ol style="list-style-type: none"><li>1. Were all planned/expected members of your support team able to participate in the exercise?</li><li>2. Were there any barriers faced that hindered participation?</li></ol>

## Appendix B: Glossary

Term	Definition
<b>After-Action Report (AAR)</b>	A document intended to capture observations of an exercise and make recommendations for post-exercise improvements. The final AAR and Improvement Plan (IP) are printed and distributed jointly as a single AAR/IP following an exercise. Refer to Improvement Plan.
<b>After-Action Review</b>	An After-Action Review is a facilitated discussion to identify strengths, challenges, gaps, and weaknesses, and lessons learned. Information from the After-Action Review should be used for improvement planning.
<b>Improvement Plan</b>	The Improvement Plan identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.
<b>Community</b>	A political entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county; however, each State defines its own political subdivisions and forms of government.
<b>Communities most impacted by disaster</b>	<ul style="list-style-type: none"> <li>• Individuals that are impacted due to their geographic location, such as those in rural, frontier, or otherwise isolated areas.</li> <li>• Children, pregnant individuals, older adults, immunocompromised individuals, and those with chronic physical or behavioral health conditions.</li> <li>• Individuals and groups who are impacted by the specific risk profile of a disaster or emergency.</li> </ul> <p><b>Note:</b> Definition obtained from the Hospital Preparedness Program (HPP) cooperative agreement, EP-U3R-24-001.</p>

Term	Definition
<b>Community-wide</b>	A means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.
<b>Disaster</b>	A hazard impact causing adverse physical, social, psychological, economic or political effects that challenges the ability to respond rapidly and effectively. Despite a stepped-up capacity and capability (call-back procedures, mutual aid, etc.) and change from routine management methods to an incident command/management process, the outcome is lower than expected compared with a smaller scale or lower magnitude impact (see “emergency” for important contrast between the two terms).
<b>ESF-8</b>	<p>ESF-8 provides the mechanism for coordinated federal assistance to supplement state, tribal, and local resources in response to the following:</p> <ul style="list-style-type: none"> <li>• Public health and medical care needs</li> <li>• Veterinary and/or animal health issues in coordination with the U.S. Department of Agriculture (USDA)</li> <li>• Potential or actual incidents of national significance</li> <li>• A developing potential health and medical situation</li> </ul> <p>Reference “Emergency Support Functions.” <a href="http://www.phe.gov/Preparedness/support/esf8/Pages/default.aspx#8">Public Health Emergency</a>. <a href="http://www.phe.gov/Preparedness/support/esf8/Pages/default.aspx#8">http://www.phe.gov/Preparedness/support/esf8/Pages/default.aspx#8</a>. Accessed 6 Aug. 2020.</p>
<b>Emergency</b>	A hazard impact causing adverse physical, social, psychological, economic or political effects that challenges the ability to respond rapidly and effectively. It requires a stepped-up capacity and capability (call-back procedures, mutual aid, etc.) to meet the expected outcome, and commonly requires change from routine management methods to an incident command process to achieve the expected outcome (see “disaster” for important contrast between the two terms).
<b>Emergency Management</b>	Includes Federal, State, territorial, tribal, substate regional, and local governments, nongovernmental organizations (NGOs), private sector organizations; critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role.

Term	Definition
<b>Emergency Medical Services (EMS)</b>	Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). EMS specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.
<b>Evacuation</b>	The organized, phased, and supervised withdrawal, dispersal, or removal of patients, personnel, and visitors from dangerous or potentially dangerous areas.
<b>Exercise</b>	An instrument to train for, assess, practice, and improve performance in <i>prevention, protection, response, and recovery capabilities</i> in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement
<b>Functional Exercise</b>	A single- or multi-agency operations-based exercise designed to evaluate capabilities and multiple functions using a simulated response. Characteristics of a functional exercise include simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment.
<b>Hazard</b>	Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.
<b>Health care coalition (HCC)</b>	A group of individual health care and response organizations (e.g., hospitals, EMS, emergency management organizations, public health agencies) in a defined geographic location. HCCs play a critical role in developing health care delivery system preparedness and response capabilities. HCCs serve as multi-agency coordinating groups that support and integrate with ESF-8 activities in the context of incident command system (ICS) responsibilities.

Term	Definition
<b>Health care coalition (HCC) member</b>	An HCC member is defined as an entity within the HCC's defined boundaries that actively contributes to HCC strategic planning, operational planning and response, information sharing, and resource coordination and management. Membership is evidenced by memoranda of understanding (MOU), letters of agreement, and/or attendance at an HCC meeting in the past fiscal year. Representation can be achieved through an authorized representative from the member organization or an authorized representative of a group or network of member organizations (e.g., an integrated health care delivery system or corporate network). In instances where there are multiple entities of an HCC member type, there may be a subcommittee structure that establishes a lead entity to communicate common interests to the HCC (e.g., multiple dialysis centers forming a subcommittee). For example, if a subcommittee lead participates in an HCC meeting, the members engaged in that subcommittee (through MOU, letters of agreement, and/or attendance at a subcommittee meeting in the past budget year) are also considered represented.
<b>Health care executive</b>	An executive is a decision-maker for his/her respective organization and should have decision-making power that includes, but is not limited to, allocating or reallocating resources, changing staffing roles and responsibilities, and modifying business processes in his/her organization. Typical titles of executives with decision-making power include: Chief Executive Officer, Chief Operating Officer, Chief Medical Officer, Chief Clinical Officer, Chief Nursing Officer, State and/or Local Director of Public Health, Director of Emergency Management, Administrator on Duty, or Chief of EMS, among others.
<b>Health care facility</b>	Any asset where point-of-service medical care is regularly provided or provided during an incident. It includes hospitals, integrated health care systems, private physician offices, outpatient clinics, nursing homes, and other medical care configurations. During an emergency response, alternative medical care facilities and sites where definitive medical care is provided by emergency medical services (EMS) and other field personnel would be included in this definition.

Term	Definition
<b>Homeland Security Exercise and Evaluation Program (HSEEP)</b>	Doctrine and policy provided by the U.S. Department of Homeland Security for design, development, conduct, and evaluation of preparedness exercises. The terminology and descriptions related to exercises in this document is a Homeland Security industry application of emergency management concepts and principles.
<b>Incident</b>	An occurrence, natural or human-caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
<b>Incident command system (ICS)</b>	The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operation
<b>Jurisdiction</b>	A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health, school).
<b>Medical Surge</b>	The ability to evaluate and care for a markedly increased volume of patients that exceeds normal operating capacity.
<b>Member</b>	HCC members that represent a type of facility or organization (e.g., all nursing facilities, all hospitals, or all EMS agencies within one HCC).
<b>Participants</b>	A key response partner or executive is considered to be participating if they are physically or remotely connected to the exercise and After-Action Review in real time.

Term	Definition
<b>Partners</b>	Includes—hospitals, emergency medical services (EMS), emergency management organizations, and public health agencies—additional HCC members, and the Emergency Support Function-8 (ESF-8, Public Health and Medical Services) lead agency.
<b>Resources</b>	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.
<b>Response</b>	Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.
<b>Response Plan</b>	A Response Plan meets the required components identified in the FOA. An HCC Response Plan describes HCC operations that support strategic planning, information sharing, and resource management. The plan also describes the integration of these functions with the ESF-8 lead agency to ensure information is provided to local officials and to effectively communicate and address resource and other needs requiring ESF-8 assistance.
<b>Surge Capacity</b>	The ability to manage a sudden influx of patients. It is dependent on a well-functioning incident command system (ICS) and the variables of space, supplies, and staff. The surge requirements may extend beyond placing patients into beds and should include all aspects related to clinical services (e.g., laboratory studies, radiology exams, operating rooms).
<b>Surge Capability</b>	The ability to manage patients requiring very specialized medical care. Surge requirements span a range of medical and health care services (e.g., expertise, information, procedures, or personnel) that are not normally available at the location where they are needed (e.g., pediatric care provided at non-pediatric facilities or burn care services at a non-burn center). Surge capability also includes special interventions in response to uncommon and resource intensive patient diagnoses (e.g., Ebola, radiation sickness) to protect medical providers, other patients, and the integrity of the medical care facility.