

# RHC Emergency Preparedness Workshop

SESSION 3: After-Action Reports  
and post-event training

Oregon State Office of Rural Health  
January 19, 2023  
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inQuiseek  
Consulting



# Hot Wash, After-Action Reports and Education When It's all Over

You aren't quite finished yet!

A **hotwash** is the immediate "after-action" discussions and evaluations of an agency's (or multiple agencies') performance following an exercise, training session, or major event, such as Hurricane Katrina.<sup>1</sup>

The main purpose of a hotwash session is to identify strengths and weaknesses of the response to a given event, which then leads to another governmental phase known as "lessons learned." Hotwashes are intended to guide future responses in order to avoid repeating errors made in the past. A hotwash normally includes all the parties that participated in the exercise or response activities. These events are usually used to create the **after action review/improvement plan**.<sup>1</sup>

***For most emergency activations done in an RHC, it is not necessary to prepare both a hotwash and an after-action review. In the event of a community-wide disaster or a catastrophic event, it may be appropriate to prepare both depending on the magnitude. The objective is to analyze the lessons learned and to revise or improve your EPP as a result of having experienced the event.***

<sup>1</sup> Source: <https://en.wikipedia.org/>

# Workshop Exercise: After-Action Report

Severe Winter Weather Template

Simple Tool

You would follow the same basic process as for yesterday's TTX when documenting the activation of a weather emergency. Instead of documenting what you think you would do, you document what you actually did in an activation.

Severe Winter Weather Activation  
Document and After-Action Report\*

Instructions: Use this document to record the emergency condition which required an activation of your EPP. Attach any supporting documentation. For the \*After-Action Final Report, you must conduct a staff training to review the activation and to discuss what worked and what didn't. You should also discuss any revisions or changes to the plan from the lessons learned. The report is not complete without a sign-in sheet from the staff meeting held after the emergency situation was resolved.

Facility Name: \_\_\_\_\_

Address: \_\_\_\_\_

County: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Severe Winter Weather Event

Date that severe weather was first predicted/forecasted: \_\_\_\_\_

Activation Dates (Duration)

Beginning: \_\_\_\_\_ Ending: \_\_\_\_\_

**Record of weather advisories, watches or warnings:**

**Attach copies of official warnings or advisories.**

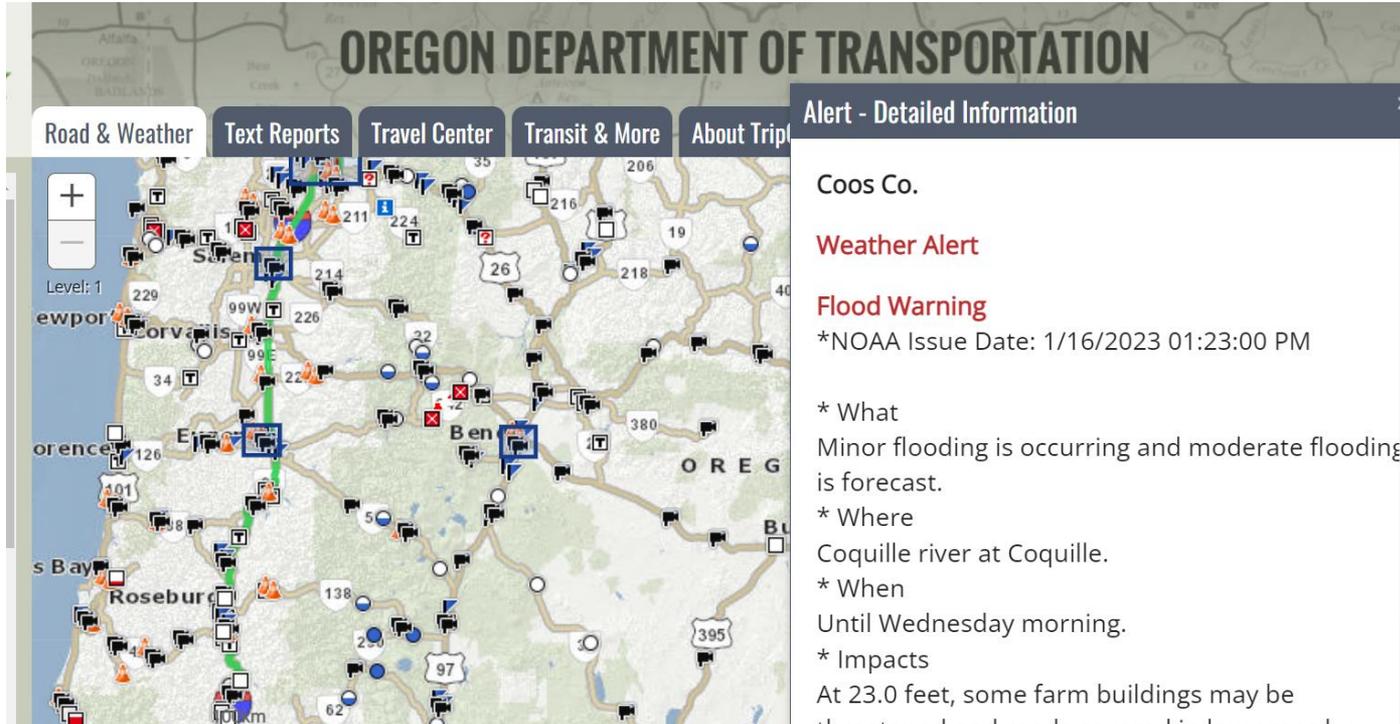
Date	Type of alert	Source	Action or Impact

**Severe Winter Weather Manifestations:**

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Freezing Temperatures     | <input type="checkbox"/> Snow                     | <input type="checkbox"/> Sleet/Freezing Rain |
| <input type="checkbox"/> Sub-Freezing Temperatures | <input type="checkbox"/> Ice Accumulation         |  |
| <input type="checkbox"/> Blizzard Conditions       | <input type="checkbox"/> Blowing Snow/Snow Drifts |  |

# Weather and Travel Advisories/Alerts

<https://tripcheck.com/>



The screenshot displays the Oregon Department of Transportation's website interface. At the top, the text "OREGON DEPARTMENT OF TRANSPORTATION" is visible. Below this, there are navigation tabs: "Road & Weather", "Text Reports", "Travel Center", "Transit & More", and "About Trips". The main area features a map of Oregon with various icons representing travel advisories. A detailed information panel is open on the right side, titled "Alert - Detailed Information".

**Alert - Detailed Information**

Coos Co.

**Weather Alert**

**Flood Warning**

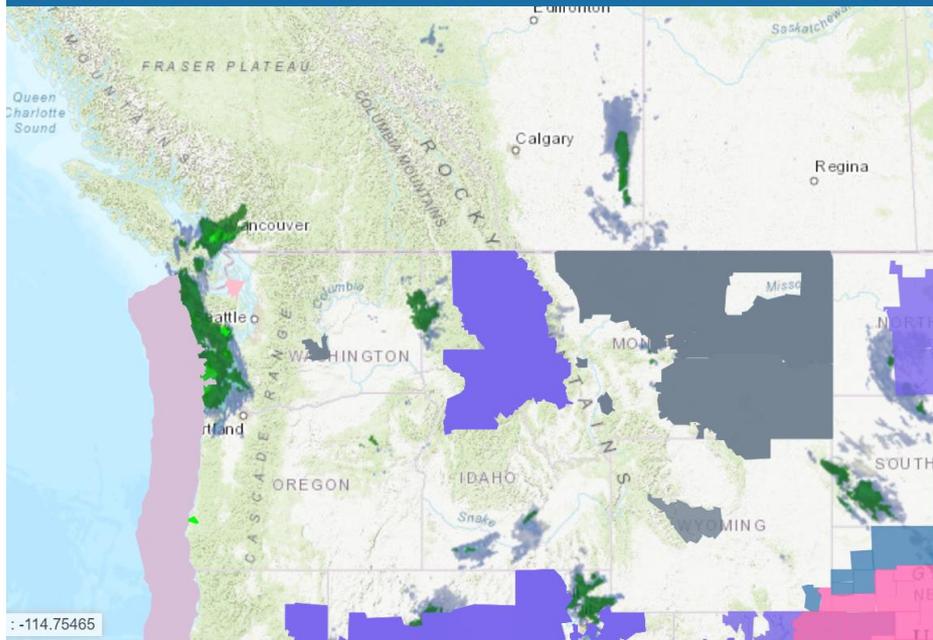
\*NOAA Issue Date: 1/16/2023 01:23:00 PM

\* What  
Minor flooding is occurring and moderate flooding is forecast.

\* Where  
Coquille river at Coquille.

\* When  
Until Wednesday morning.

\* Impacts  
At 23.0 feet, some farm buildings may be threatened and roads exposed to damage.



**Overlays**

Layers Observations Boundaries Legend

- NWS Hazards & Warnings**  
Updated: Mon Jan 16, 2023 8:16 PM CST  
Display: All Hazards & Warnings  
Opacity:   
Layer automatically refreshes every 15 min.
- NWS Radar**  
Valid: Mon Jan 16, 2023 8:11 PM CST
- NWS Forecasts**  
Layer Not Loaded
- Precipitation Analysis**  
Valid: Mon Jan 16, 2023 8:10 PM CST
- Wildfire Information**  
Layer Not Loaded

All Current & Historical Fire Perimeters

# Weather and Travel Advisories/Alerts

<https://www.weather.gov/pqr/>

## Flood Warning

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Flood Warning

National Weather Service Medford OR

123 PM PST Mon Jan 16 2023

...Forecast flooding changed from Minor to Moderate severity and increased in duration for the following rivers in Oregon...

Coquille River at Coquille affecting Coos County.

For the Coquille River...including Coquille...Moderate flooding is forecast to begin shortly.

PRECAUTIONARY/PREPAREDNESS ACTIONS...

Caution is urged when walking near riverbanks.

Be especially cautious at night when it is harder to recognize the dangers of flooding.

Additional information is available at [www.weather.gov](http://www.weather.gov).

The next statement will be issued this evening at 730 PM PST.

<https://www.ncdc.noaa.gov/stormevents/>

## Storm Events Database

Data available from 01/1950 to 09/2022.

Select the year 'Any' to search across all years in the database for the selected day and month range.

State/Area: Oregon

Begin Date: 09 / 01 / 2021

End Date: 09 / 30 / 2022

County:

-- All --  
Baker  
Benton  
Clackamas  
Clatsop  
Columbia  
Coos  
Creek

Event Type(s):

-- All Events --  
Astronomical Low Tide  
Avalanche  
Blizzard  
Coastal Flood  
Cold/Wind Chill  
Debris Flow  
Dense Fog  
Dense Smoke  
Drought  
Dust Devil  
Dust Storm  
Excessive Heat  
Extreme Cold/Wind Chill  
Flash Flood

# History of Winter Storms in Oregon during 2022



**NOAA** NATIONAL CENTERS FOR ENVIRONMENTAL INFORMATION  
NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION



[Home](#) [Contact Us](#) [About NCEI](#) [Help](#)

NCEI > Storm Events Database (Select State) > (Select Date/County/Event)

## Storm Events Database

### Data Access

- [Search](#)
- [Bulk Data Download \(CSV\)](#)
- [Storm Data Publication](#)

### Documentation

- [Database Details](#)
- [Version History](#)
- [Storm Data FAQ](#)
- [NOAA's NWS Documentation](#)
- [Tornado EF Scale](#)

### External Resources

- [NOAA's SPC Reports](#)
- [NOAA's SPC WCM Page](#)
- [NOAA's NWS Damage Assessment Toolkit](#)
- [NOAA's Tsunami Database](#)
- [ESRI/FEMA Civil Air Patrol Images](#)
- [SHEPDIS](#)

## Storm Events Database

### Search Results for All Counties in Oregon

Event Types: **Winter Storm**

6 events were reported between 01/01/2022 and 03/31/2022 (90 days)

### Summary Info:

Number of County/Zone areas affected:	6
Number of Days with Event:	2
Number of Days with Event and Death:	0
Number of Days with Event and Death or Injury:	0
Number of Days with Event and Property Damage:	0
Number of Days with Event and Crop Damage:	0
Number of Event Types reported:	1

<u>Location</u>	<u>County/Zone</u>	<u>St.</u>	<u>Date</u>	<u>Time</u>	<u>T.Z.</u>	<u>Type</u>	<u>Me</u>
<b>Totals:</b>							
<a href="#">CENTRAL &amp; EASTERN LAKE C...</a>	CENTRAL & EASTERN LAKE C...	OR	01/02/2022	14:04	PST-8	Winter Storm	
<a href="#">SISKIYOU MOUNTAINS &amp; SOU...</a>	SISKIYOU MOUNTAINS & SOU...	OR	01/02/2022	22:40	PST-8	Winter Storm	
<a href="#">WESTERN COLUMBIA RIVER G...</a>	WESTERN COLUMBIA RIVER G...	OR	01/02/2022	23:00	PST-8	Winter Storm	
<a href="#">SOUTH CENTRAL OREGON CAS...</a>	SOUTH CENTRAL OREGON CAS...	OR	01/03/2022	07:00	PST-8	Winter Storm	
<a href="#">NORTHERN &amp; EASTERN KLAMA...</a>	NORTHERN & EASTERN KLAMA...	OR	01/03/2022	09:01	PST-8	Winter Storm	
<a href="#">KLAMATH BASIN (ZONE)</a>	KLAMATH BASIN (ZONE)	OR	01/03/2022	09:36	PST-8	Winter Storm	
<b>Totals:</b>							

Use this site to document weather warnings and watches when you are creating your EPP activation reports.

Description of Overall Weather Conditions: \_\_\_\_\_

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### **Emergency Activation and Response**

- I. Physical Plant and Equipment (check all that applied to your preparation and response)

Salting or Sanding of parking lots, ramps, sidewalks \_\_\_\_\_

Winterize plumbing \_\_\_\_\_

Service or test generators or back-up power sources \_\_\_\_\_

Damage to Building (Describe damage, emergency repairs made, and impact to the facility.

Other:

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## II. Provision of Services

Delayed Opening of Facility on these dates \_\_\_\_\_

Partial Closure of Services or Departments. Describe: \_\_\_\_\_

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Other factors impacting provision of services:

Providers Storage     Nursing Staff Shortage     Other Staff Shortage

Roads impassable/closed     Loss of Power     Loss of Water

Loss of Internet Service     Supply Chain Disruption     Damage to Building

Loss of Access to EHR/Patient Records     Loss of Telephone

Providers and Staff Transported to Work by Law Enforcement/4WD vehicles

Providers and Clinical Staff reassigned to another facility or location.

### III. Patient Care

How was patient care and medical management impacted? (Describe)

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What actions were taken?  Telehealth/Telephone Services

Rescheduled patients  Patients were referred to Emergency Department

Patients transferred or received to/from other facilities

Law enforcement well checks  Home visits  Late Opening

Coordination with other providers and facilities

Providers and staff worked longer shifts or sheltered at the facility.

Coordination with law enforcement, first responders, and agencies

Describe: \_\_\_\_\_

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Where homebound patient on medical equipment contacted? Were any measures taken to provide alternative care or to relocate patients? (Describe)

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IV. Use of Volunteers

Use of Volunteers Describe how volunteers were used: \_\_\_\_\_

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No Volunteers Used

V. Drugs and Vaccines

- Drugs and vaccines had to be moved to alternate location

Location: \_\_\_\_\_

- Location was the one listed in EPP
- Location was NOT the one listed in EPP
- Temperature monitoring was maintained during the emergency.
- Temperature monitoring was NOT maintained during the emergency.
- Drugs and/or vaccines were discarded

Explain how drugs and vaccines were stored and safeguarded during the emergency activation.

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VI. Water Supply

- Water not disrupted/NA
- Water supply was compromised.
  - Frozen pipes
  - Broken pipes
  - No water
    - Water off at facility
    - Water supply/system failure
  - Boil advisory

Date water supply restored: \_\_\_\_\_

Date boil advisory lifted: \_\_\_\_\_

Date water system tested/approved: \_\_\_\_\_

VII. Other Utility and Communication Services

**ELECTRICITY**

Date power lost: \_\_\_\_\_ Date power restored: \_\_\_\_\_

- Power not lost/NA

Actions taken while power was disrupted: \_\_\_\_\_

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**INTERNET**

Date internet service lost: \_\_\_\_\_ Date service restored: \_\_\_\_\_

 Internet service not lost/NAActions taken while the internet was disrupted: \_\_\_\_\_  
\_\_\_\_\_

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**GAS**

Date gas service lost: \_\_\_\_\_ Date gas service restored: \_\_\_\_\_

 Gas service not lost/NAActions taken while gas service disrupted: \_\_\_\_\_  
\_\_\_\_\_

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**PHONE**

Date phone service lost: \_\_\_\_\_ Date phone service restored: \_\_\_\_\_

 Phone service not lost/NA Alternative communication used Cell phones Radios Other \_\_\_\_\_Actions taken while phone service was disrupted:  
\_\_\_\_\_  
\_\_\_\_\_

## AFTER ACTION ANALYSIS AND REPORT

After reviewing our EPP for severe weather and the actual response, the following conclusions were made.

What worked and does not need to be changed:

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What did not work and needs to be changed:

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EPP 01 01 2020 Update 186-0000-0000-0000-0000-0000

What needs to be added to the EPP for this hazard or event:

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Date EPP Reviewed: \_\_\_\_\_

Date EPP Revised: \_\_\_\_\_

Date key staff briefed on after action report: \_\_\_\_\_

Date that providers, employees and staff were retrained on EPP: \_\_\_\_\_

Other Comments: \_\_\_\_\_

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Name of Person completing this report: \_\_\_\_\_

Title of Person completing this report: \_\_\_\_\_

Date Report completed: \_\_\_\_\_

Signature: \_\_\_\_\_

Provider and Staff Educational Meeting was held on \_\_\_\_\_, 202\_\_\_\_.

**The attendance roster is attached.**

Attach copies of any documentation which supports the activation event including as applicable:

Weather advisories

Emergency declarations by county, state and federal agencies

Inspection Reports required for reopening or restoration of utilities

Photos supporting the conditions, response, or damage

Temperature logs, drug discard logs, repair logs

Correspondence with local or state agencies

Incident reports

Employee training records

**ABC Rural Health Clinic  
Training Agenda for After-Action Analysis  
Severe Winter Weather Activation  
February 20, 2022**

- 1. Welcome and Introductions**
- 2. Recap of the Winter Weather Event on 2/2/2022**
- 3. Discussion about the activation efforts**
- 4. Discussion about the After-Action Analysis**
- 5. Changes to the Emergency Preparedness Plan**
  - a. How Drug Temperatures will be monitored**
  - b. Rescheduling of Patients**
  - c. Traveling to/from work when road conditions are poor**
- 6. Where to find the revised EPP with these changes**
- 7. Further Discussion**
- 8. Q & A**
- 9. Dismissal**

**ABC Rural Health Clinic  
Educational Sign-in Sheet  
Discussion of Emergency Exercise or Activation**

**Event:** \_\_\_\_\_ **Event Date:** \_\_\_\_\_

**Education Date:** \_\_\_\_\_

<b>Printed Name</b>	<b>Title/Role</b>	<b>Signature</b>

# Example of RHC Staff Education When Staff did not participate in the exercise

The information must be disseminated and there must be proof of education and training at the clinic level.

**ABC Rural Health Clinic  
Training Agenda  
RHC Role in Community Wide Exercise  
April 10, 2022**

- 1. Welcome and Introductions**
- 2. Recap of Community-Wide Full Scale Exercise**
  - a. Mock Multiple Casualty MVA on I-70 and Hwy 109**
  - b. Included several agencies, local hospitals and our RHC**
  - c. Our clinic manager Susan Foster represented our clinic and participated in the exercise.**
- 3. Role of our RHC if this were to really happen:**
  - a. Minor injuries would be treated at the RHC**
  - b. Minor injuries could be diverted from the Emergency Room to our RHC**
  - c. Our RHC providers may be asked to report to the Emergency Room or another triage area**
  - d. Our nursing staff may be asked to report to the triage area**
- 4. Effect that this activation would have on our RHC**
  - a. Rescheduling non-emergent appointments**
  - b. Reassigning work tasks**
  - c. Double-booking remaining providers**
- 5. Changes to the Emergency Preparedness (Community) Plan**
- 6. Where the Revised Plan can be found**
- 7. Q & A**
- 8. Dismissal**

**ABC Rural Health Clinic**  
**Educational Sign-in Sheet**  
**Role of the RHC in a Community Mock Exercise**

**Event:** \_\_\_\_\_ **Event Date:** \_\_\_\_\_

**Education Date:** \_\_\_\_\_

<b>Printed Name</b>	<b>Title/Role</b>	<b>Signature</b>

## AFTER ACTION REPORT

Name of Facility:		
Name/Title of Person Completing Report:		
Date:	Start Time:	End Time:
Drills/Exercises or Incident response: <input type="checkbox"/> Drill or Exercise <input type="checkbox"/> Actual Event/Incident		
<input type="radio"/> Fire <input type="radio"/> Power Outage <input type="radio"/> Evacuation <input type="radio"/> Flood <input type="radio"/> Lockdown <input type="radio"/> Extreme Weather		
<input type="radio"/> Other (specify): _____		
Participation: Provide a list of individuals and agencies participating in the event.		
Timeline of events: Provide description of events and activities		
Lessons learned: Provide an overview of lessons learned related to personnel, training, coordination, logistics, etc.		
Discussion and recommendations: Provide any recommendations for improvements or changes to the emergency plan and procedures and how they will be addressed.		

Attach any additional documentation.

Signature of Person Completing the Report: \_\_\_\_\_

Template Rev. 06/2018, InQuest Consulting

## Example of a Simple, One Page After-Action Report

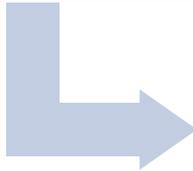
# Recap of EPP Elements and Activation Steps

# EMERGENCY PREPAREDNESS PROGRAM RECAP



Activation of Plan or Testing of Plan

- Real Event
- Full scale event
- Functional event
- Tabletop or Workshop



After-Action Review

- What worked?
- What didn't work?
- What can we improve?
- What needs to change?
- Documenting the review

Revise EPP



Education and Retraining

- Disseminating Information to staff
- Training on what's new
- Evidence of training

## ***“When an Event Happens” Recap***

# Questions?

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Patty Harper is CEO of InQuiseek Consulting, a healthcare consulting company based in Louisiana. She has over 24 years of healthcare experience in the areas of healthcare finance & reimbursement, health information management, compliance, and practice management. She began her healthcare career as a hospital controller and reimbursement analyst. Patty holds a B.S. in Health Information Administration (cum laude) from Louisiana Tech University. She is credentialed through AHIMA as a RHIA, CHTS-IM, and CHTS-PW. Patty successfully completed AHIMA's ICD-10 Academy and has previously been recognized as an ICD-10 Trainer. She is also Certified in Healthcare Compliance (CHC®) through the Compliance Certification Board. Patty is a frequent speaker and contributor for national, state and regional and rural healthcare associations on these and other reimbursement-related topics. She has held memberships regional, state and national organizations throughout her healthcare career including NARHC, NRHA, AHIMA, MGMA, and HFMA. Patty currently serves on the Board of NARHC.

