



# 2024 Great North American Eclipse

After-Action Report/Improvement Plan  
11/01/2023



The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrines to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included. Users are encouraged to add additional sections as needed to support their own organizational needs.

# EXERCISE OVERVIEW

<b>Exercise Name</b>	2024 Great North American Eclipse
<b>Exercise Dates</b>	October 18, 2023
<b>Scope</b>	This tabletop exercise is planned and lasted for 5 hours at the The Sheid at Arkansas State University – Mountain Home campus.
<b>Mission Area(s)</b>	Mitigation, Preparedness, Response, and Recovery
<b>Core Capabilities</b>	Hazard awareness, management of resources, communication, operations during surges, travel limitations, community partnerships
<b>Objectives</b>	To prepare for a local population surge and associated challenges around the total solar eclipse on April 8, 2024 through awareness, planning, and community cooperation.
<b>Threat or Hazard</b>	Population surge and associated hazards, including limitations of resources, difficulties communicating, transportation challenges, public health, and patient surge.
<b>Scenario</b>	Area population is expected to trip due to an influx of tourists for the April 8, 2024 total solar eclipse. This population surge will challenge our resources, communication, transportation, and patient care abilities.
<b>Sponsor</b>	Baxter Health
<b>Participating Organizations</b>	Baxter Health and numerous community organizations (see attached attendance).
<b>Point of Contact</b>	Baxter Health Occupational Health Director, EMS Coordinator, Emergency Response Team

## INTRODUCTION

On October 18, 2023 from 9:00 a.m. to 2:00 p.m., Baxter Health hosted a tabletop emergency preparedness drill at The Sheid at ASU-MH to prepare the community for an anticipated population surge associated with the total solar eclipse on April 8, 2024 in which most of Arkansas is in the path of totality. Approximately 120 community members participated. The purpose of the drill was to increase awareness of the anticipated issues generated by a large population surge and to prepare for responses to likely challenges of decreased resources, limited ability to travel, communications downtime, and patient surge. Refer to the drill presentation for information on the April 8, 2024 solar eclipse and drill injects.

### Timeline of Events

Date and/or Time	Description of Actions
July 11 – October 17	Gather information, recruit team members and participants, plan for drill on October 18, 2023.
October 18	Community tabletop drill held at ASU-MH with 120 attendees.
November 1	Recap of drill and completion of After Action Report / Improvement Plan.
November	Drill summary, attendance, and After Action Report / Improvement Plan sent to all drill attendees.
November 2023 – April 2024	Execute After Action Report / Improvement Plan with community collaborations.

## ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Identify potential hazards and risks associated with the total solar eclipse on April 8, 2024.	Awareness			(M)	
Address response to anticipated challenges.	Preparedness			(M)	
Foster community collaborations.	Community Partnerships		(S)		
Discuss restoration actions.	Recovery	(P)			
Ensure organization policies and procedures are current.	Preparedness	(P)			
<b>Ratings Definitions:</b> <ul style="list-style-type: none"> <li>• Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</li> <li>• Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.</li> <li>• Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</li> <li>• Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).</li> </ul>					

**Table 1. Summary of Core Capability Performance** The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

## Objective 1

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

### Identification of Potential Hazards (Awareness)

#### Strengths

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

**Strength 1:** Baxter Health and city, county, and state officials have been collaboratively preparing for the eclipse for months, with preparedness plans in place.

**Strength 2:** Baxter Health's established policies, procedures, and MOUs provide an established framework for rapid response upon identification of hazards and challenges. For the eclipse, the pertinent policies are Code Yellow, EMR downtime, and MOUs for local resources and space.

**Strength 3:** Baxter Health's relationships with community partners ensures rapid communication with the media, EMS, and other organizations when needed. This drill reinforced our community partnerships.

#### Areas for Improvement

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

**Area for Improvement 1:** Internal public relations campaign to prepare staff to be available for a range of scenarios despite the established, anticipated challenges associated with the population surge of the eclipse.

**Reference:** Internally, 1) make staff aware of the population surge and anticipated effects during the eclipse so they can prepare for resources, travel, communication, and personal (i.e. childcare) difficulties, 2) re-educate staff on applicable codes and policies, such as Code Yellow and EMR Downtime, in anticipation of need.

**Analysis:** Marketing, Education, Administration, Emergency Preparedness, and department leaders will be key in driving public relations and education.

**Area for Improvement 2:** External public relations campaign to educate the public about what to anticipate and be prepared for during the eclipse to decrease surprise reactivity and limit impact due to lack of planning.

**Reference:** Mixed media campaigns to include information about the eclipse, what to expect regarding population surge and associated challenges, how to prepare for the surge, and what our community is planning for both tourism and emergency response.

**Analysis:** Marketing and Administration partnering with key community stakeholders, such as Chambers of Commerce and emergency responders, will be key to success.

## Objective 2

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

### Plan for Anticipated Challenges (Mitigation/Preparedness)

#### Strengths

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

**Strength 1:** Baxter Health has already communicated with our vendors to increase supplies.

**Strength 2:** Baxter Health has past experiences with winter events and Code Yellow scenarios and have policies, facilities, and staff to be dynamic based off needs.

**Strength 3:** Baxter Health has a new emergency alert system that texts and calls employees upon demand.

#### Areas for Improvement

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

**Area for Improvement 1:** Prepare staffing for anticipated potential surge in patients, temporary closure of services, and challenges associated with staffs' personal needs, such as communication of code yellow, inability to travel, limited resources, and childcare.

**Reference:** Adjust services to anticipated needs and challenges, including strategic closure of certain clinics and/or services, to assist with reallocation of staffing and space for anticipated surges.

**Analysis:** Administration, clinic administration, providers, Endoscopy, Outpatient Surgery Center shall develop a plan for which services will remain open and how to best distribute resources for potential surge scenarios.

**Area for Improvement 2:** Increased stock of resources, including food, water, fuel, and supplies, in anticipation of limited availability of re-supply.

**Reference:** Increase stock of all resources in case of surge and no re-supply.

**Analysis:** Engineering, Food Services, and Materials Management will adjust supplies in advance.

## Objective 3

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

### Community Collaborations (Response)

#### Strengths

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

**Strength 1:** Past experience with winter events have us prepared for staff staying onsite overnight.

**Strength 2:** Established MOUs ensure additional space and resources as needed.

**Strength 3:** Excellent participation from community partners in this drill indicate high levels of engagement and preparedness from all affected stakeholders.

#### Areas for Improvement

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

**Area for Improvement 1:** Establish secondary means of communication should primary means, such as land lines and cell phones, fail.

**Reference:** 1) Establish digital communications with the County and determine if there is a “community” channel as referenced at the drill. 2) Develop plan for staff and providers to be alerted during communication outages.

**Analysis:** Engineering, Information Systems, Ambulance, Engineering will be key to ensuring backup communications.

**Area for Improvement 2:** Prepare for travel challenges, including staff getting to work, response to and from emergencies, and patient discharges.

**Reference:** Utilize alternate methods of traveling, such as side-by-sides, motorcycles, and helicopters, and strategically station our ambulances away from the hospital to reduce travel time to scene. Utilize sleeping arrangements for staff like we do during winter storms and Code Yellow.

**Analysis:** Human Resources and Nursing will be key in preparing arrangements for staff to stay onsite. Ambulance will determine strategic locations of ambulances during anticipated peak population surge.

## APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan has been developed specifically for Baxter Health in response to the 2024 Great North American Eclipse drill that occurred on 10/18/2023.

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability: Preparedness	1. Communication	Public relations campaigns	Baxter Health	Marketing		
		Obtain means of digital communications	Baxter Health	Emergency Preparedness		
		Develop downtime communications with staff	Baxter Health	Emergency Preparedness / SLT		
	2. Staffing	Re-organization of services and staffing on 4/8/24	Baxter Health	VP of Ancillary Services / CNO		
		Incident Command training for SLT	Baxter Health	Emergency Preparedness / SLT		
		Arrangements for staff to stay onsite	Baxter Health	House Supervisor / SLT		
	3. Supplies	Increase stock of food, medications, supplies, and resources (energy)	Baxter Health	Food Services, Materials Management, Pharmacy, Engineering, respectively		
	4. Travel	Develop plan for staff unable to get to work	Baxter Health	Human Resources		
		Develop plan for patients unable to leave after discharge	Baxter Health	CNO		
		Develop plan for transport of patients	Baxter Health	Ambulance		
		Strategically station ambulances away from Baxter Health on 4/8/23	Baxter Health	Ambulance		



## APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
<b>Federal</b>
US Army Corps of Engineers
<b>State</b>
Arkansas Forestry Commission Arkansas Game and Fish Commission Arkansas State Police
<b>City/County</b>
Air Evac Baxter Bulletin Baxter County 911 Baxter County Coroner Baxter County Library Baxter County OEM Baxter County Sheriff Baxter County Volunteer Fire Departments Baxter Health Bed EVAC Black Hills Corp Bull Shoals Chamber of Commerce City of Harrison City of Mountain Home County Judges Entergy Fulton County Hospital KTLO Marion County OEM Marion County Sheriff Mountain Home Fire Department Mountain Home Observer Mountain Home Police Department NAEC Ozark Dynamics Waste Connections White Coat Program Yelcot
<b>Note: Refer to sign-in sheets for full list of exercise participants and organizations.</b>