



Western Region Wisconsin Healthcare Emergency Readiness Coalition, Inc. (HERC Region 4) Functional Medical Response and Surge Exercise (MRSE)

After-Action Report/Improvement Plan

June 5, 2026

Presented by:

PRE-EMERGENCY PLANNING, LLC



EXERCISE OVERVIEW

Exercise Name	Western Region Wisconsin Healthcare Emergency Readiness Coalition, Inc. Functional Medical Response and Surge Exercise
Exercise Date	June 5, 2026
Mission Area	Response
Purpose	The purpose of the MRSE was to provide recipients, HCCs, and their health care partners with an opportunity to validate their medical surge support plans, response plans, and other capabilities. The exercise tested the recipient's, HCC's, and their health care partners' capability and capacity to manage and support a surge of patients equal to at least 10% of their licensed general medical/surgical bed capacity.
Core Capabilities	Mass Care Operational Coordination Operational Communications
Threat or Hazard	Mass causality incident that occurred at an outdoor festival due to severe weather
Point of Contact	Cameryn Koch, HERC Region IV Coordinator 920-246-8637 wwherccoordinator@gmail.com

EXECUTIVE SUMMARY

HERC Region 4 conducted a Medical Response Surge Exercise (MRSE) Functional Exercise to evaluate healthcare coalition members' ability to manage a regional patient surge following a severe weather-related mass casualty incident. Participating healthcare organizations assessed patient surge capacity, coordinated patient placement, and shared situational awareness information using EMResource and internal emergency management systems.

Overall, participants demonstrated strong preparedness, effective leadership, resource awareness, and collaboration. Most facilities successfully identified available beds, staffing resources, and surge capacity while maintaining operational continuity during the exercise. Participants demonstrated strong use of Hospital Incident Command System (HICS) structures, labor pools, emergency operations centers (EOCs), and internal communication processes.

Several opportunities for improvement were identified, including increasing regional coordination activities, improving communications redundancy, updating EMResource user accounts, enhancing staff familiarity with emergency communications systems, and developing more complex future scenarios that require greater inter-facility coordination.

For an exercise program to be effective the stakeholders must agree to address the shortfalls, initiate change and follow through on corrective actions. By evaluating performance, the Western Wisconsin Healthcare Emergency Readiness Coalition and members can continue to build upon their preparedness efforts to implement changes that will enhance their emergency preparedness and management program. This report summarizes the exercise discussion, outcomes and recommendations based on planning, equipment and training needs for the coalition and associated partners.



ANALYSIS OF CORE CAPABILITIES

Task(s)	Core Capabilities	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Demonstrate the 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.	Mass Care		S		
Demonstrate the 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.	Operational Coordination	P			
Engage health care partners and their executives to participate in the exercise and the After-Action Review within the HPP budget period.		P			
Collect and share near real-time information to provide multidirectional health care situational awareness during an emergency or disaster.	Operational Communications	P			
Coordinate and share information amongst all involved agencies (including long term care, emergency management, public health, emergency response agencies, etc.)			S		
Effectively notify HCC health care partners of an incident and facilitate ongoing information sharing during a community-wide emergency or disaster.		P			

Ratings Definitions

- **(P):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s).
- **(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. However, opportunities to enhance effectiveness and/or efficiency were identified.
- **(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; contributed to additional health and/or safety risks; and/or was not conducted in accordance with applicable plans, policies or procedures.
- **(U):** The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Core Capability 1: Mass Care

Objective: Demonstrate the 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.

Summary: Healthcare organizations effectively assessed staffing, equipment, bed availability, and supply requirements to manage a patient surge scenario. Participants demonstrated strong understanding of surge operations and resource allocation.

Strengths

- Facilities successfully identified available surge capacity and resource requirements.
- Multiple organizations activated staffing plans and labor pools.
- Organizations demonstrated strong knowledge of available equipment, supplies, and alternate care spaces.
- Emergency departments rapidly assessed patient capacity and discharge opportunities.
- Several facilities identified clinic spaces, alternate care locations, and family assistance centers for surge operations.
- Participants demonstrated strong familiarity with emergency plans and procedures.

Examples included:

- Mayo Clinic Health System identified discharge opportunities, hallway bed activation, and staffing augmentation needs.
- Vernon Health successfully activated labor pool procedures and alternate care locations.
- Gundersen facilities demonstrated strong surge planning and resource awareness.
- Crossing Rivers Health identified staffing augmentation procedures and supply acquisition processes.

Areas for Improvement

- Staffing shortages remain a concern at several rural facilities.
- Some organizations reported challenges with labor pool notifications and staffing communication systems.
- Additional staff participation is needed to fully evaluate departmental capabilities.

- Several facilities identified a need for quick-reference checklists and resource location guides during emergencies.

Core Capability 2: Operational Coordination

Objective 1: Demonstrate the 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.

Objective 2: Engage health care partners and their executives to participate in the exercise and the After-Action Review within the HPP budget period.

Summary: Participants demonstrated effective coordination of patient placement and resource allocation within their organizations. However, regional coordination opportunities were limited due to the exercise design and patient volumes.

Strengths

- Facilities effectively evaluated patient placement options.
- Teams coordinated staffing, transportation, and treatment resources.
- Strong leadership engagement and decision-making were observed.
- Emergency management personnel effectively coordinated internal resources.
- HICS structures were activated and utilized appropriately.

Areas for Improvement

- Limited patient transfers reduced opportunities to test inter-facility coordination.
- Participants recommended future evacuation scenarios involving multiple facilities.
- Additional opportunities are needed to test coalition-wide patient movement and resource sharing.

Core Capability 3: Operational Communications

Objective 1: Collect and share near real-time information to provide multidirectional health care situational awareness during an emergency or disaster.

Objective 2: Coordinate and share information amongst all involved agencies (including long term care, emergency management, public health, emergency response agencies, etc.)

Objective 3: Effectively notify HCC health care partners of an incident and facilitate ongoing information sharing during a community-wide emergency or disaster.

Summary: Participants demonstrated effective internal communication and situational awareness processes. EMResource was utilized successfully by most organizations to report patient surge capacity and resource status.

Strengths

- Strong communication and collaboration were consistently observed.
- Participants effectively utilized EMResource for reporting surge capacity.
- Organizations demonstrated strong internal communication processes.
- Emergency operations centers and command structures facilitated information sharing.

- Participants effectively coordinated with EMS, public safety, and coalition partners when incorporated into exercise play.

Areas for Improvement

- EMResource user lists require updating at several organizations.
- WISCOM was not leveraged to support coalition-wide notifications and situational awareness.
- Radio communication procedures require additional training.
- Some organizations lacked awareness of disaster communication procedures and EOC activation processes.
- Communication redundancy planning should be enhanced.

Exercise Participants

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

Location: Gundersen Tri-County Hospital & Clinics

	Name (Please Print)	Department/Agency Name
1.	Deb Frye	Admin
2.	Lindsey Schlessor	Imaging
3.	Sue Zimmerman	MKT + Comm
4.	Kris Benusa.	Dietary
5.	Terri Barth	ED + Med/Surg
6.	Dawn Halderman	Therapy
7.	Daniel Coenen	Admin
8.	Daray Goplin	Lab
9.	Erin Herber	Clinic
10.	Wanda Peters	Admin
11.	Nikki Loney	Quality & Safety

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

Location: (please type or print agency)

	Name (Please Print)	Department/Agency Name
1.	Sonya Lenzendorf	Crawford Co Health Dept
2.	Dawn Adams	Crawford Co Health Dept

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

Location: (please type or print agency) Black River Health (BRH)

	Name (Please Print)	Department/Agency Name
1.	AT	BRH ED
2.	AS	BRH ED
3.	LR	BRH Res Rn
4.	TH	BRH ED
5.	BO	BRH ED
6.	CM	BRH ED
7.	DH	BRH ED
8.	DI	BRH Facilities
9.	TM	BRH Facilities
10.	JC	ED

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

Location: (please type or print agency)

	Name (Please Print)	Department/Agency Name
1.	Kristin Cochran	Marinuka Manor
2.	Taylor Docken	Marinuka Manor

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

Location: (please type or print agency)

	Name (Please Print)	Department/Agency Name
1.	Krista Cipra	materials management / CRH
2.	Shanon Mergen	Admin / CRH
3.	BEN HARRIS <i>Bz</i>	CRH ES Director
4.	Jenna Hebel	CRH Quality / Compliance
5.	Steph Voering	CRH Infection Prevention
6.	Heather Caravan	CRH OB Director
7.	Sasha Kozelka	Communications / CRH
8.	Lin Cenn	Emergency
9.	Karen Brewer	Nutrition
10.	Jeri Kay Schiffman	Ambulance
11.	Angele Boelman	CRH Inpatient Director
12.	Megan Coffield	CRH Infusion Manager
13.	Zach	Surgery
14.	Hope Meyer	Prairie du Chien Police Dept
15.	Tori Varo	Pharmacy
16.	Amel Varo	MAINT-
17.	Barb Welsch	Lab

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

	Name (Please Print)	Department/Agency Name
18.	<i>Crystal Galtzoff</i>	<i>Emergency Care Director</i>
19.		

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

Location: (please type or print agency)

	Name (Please Print)	Department/Agency Name
1.	Megan Swiggum	Employee Health
2.	Michael Robinson	Emergency Preparedness
3.	Holly Hoffland	Risk Manager
4.	Kyle Hunter	CNO
5.	Brandon Larson	Vernon Co Emergency management Director
6.	Dawn Hoff	Ancillary/Vernon Health
7.	Nicole Bruegg	Admin
8.	Amy Evenstad	HR
9.	Melanie Biese	Nursing
10.	Angie Dahl	Clinics
11.	Kate Simmons	Nursing
12.	Jill Phillips	IT
13.	Tanger Oazi	CMO
14.	Katelyn Gollberg	HR
15.	Scott Leckey	CFO
16.	Brian Neumann	Purchasing/Supply chain Manager
17.	Ali Tinter	HR

1

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

	Name (Please Print)	Department/Agency Name
18.	Carrie Maron	HR

HERC Region 4 MRSE Functional Exercise Participant Registration/Sign In

Location: Gundersen La Crosse

	Name (Please Print)	Department/Agency Name
1.	Mike McKee	Admin
2.	Ryan McGuire	Security
3.	Chris Stauffer	Media & Communications
4.	Jill Britain-Berg	Operations
5.	Daryl Brye	Facility Operations
6.	Hailey Malay	Environmental Services
7.	Janelle Weaver	Gundersen Air
8.	Nicole Haas	Logistics

Exercise Forms



Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

4. MCI - Region 4 Western

Event Title Started By Event Information	Start Time	End Time	Drill	IP	Update	Updated By	Updated Time
DRILL: MCI Poll For: WWHERC Region 4 (DRILL ONLY)							
cameryn.koch	06/05/2026 09:07	06/05/2026 12:00	Y	71.89.116.15	0	cameryn.koch	06/05/2026 09:07
This is an exercise. A fast-moving super cell thunderstorm is currently producing 70+ mph straight line winds, large hail, flash flooding, and sporadic power outages across a wide portion of the WWHERC. A large mass causality incident occurs due to the weather at an outdoor festival. Multiple injuries have been reported, and the full extent of damage is still unknown. Be prepared for a large-scale incident. Enter your facility's immediate availability to receive Red, Yellow, and Green patients and monitor this event closely for updates. This is an exercise.							
Event Title Started By Event Information	Start Time	End Time	Drill	IP	Update	Updated By	Updated Time
Update 1 Drill: MCI Poll For: WWHERC Region 4 (DRILL ONLY)							
cameryn.koch	06/05/2026 09:07	06/05/2026 12:00	Y	71.89.116.15	1	cameryn.koch	06/05/2026 09:50
This is an exercise. A fast-moving super cell thunderstorm is currently producing 70+ mph straight line winds, large hail, flash flooding, and sporadic power outages across a wide portion of the WWHERC. A large mass causality incident occurs due to the weather at an outdoor festival. Multiple injuries have been reported, and the full extent of damage is still unknown. Be prepared for a large-scale incident. Enter your facility's immediate availability to receive Red, Yellow, and Green patients and monitor this event closely for updates. This is an exercise. UPDATE: This is an exercise. Power outages are expected to last at least 24 hours up to 72 hours.							



Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

Event Title Started By Event Information	Start Time	End Time	Drill	IP	Update	Updated By	Updated Time
Update 1 Drill: MCI Poll For: WWHERC Region 4 (DRILL ONLY)							
cameryn.koch	06/05/2026 09:07	06/05/2026 10:51	Y	71.89.116.15	2	cameryn.koch	06/05/2026 10:51
This is an exercise. A fast-moving super cell thunderstorm is currently producing 70+ mph straight line winds, large hail, flash flooding, and sporadic power outages across a wide portion of the WWHERC. A large mass causality incident occurs due to the weather at an outdoor festival. Multiple injuries have been reported, and the full extent of damage is still unknown. Be prepared for a large-scale incident. Enter your facility's immediate availability to receive Red, Yellow, and Green patients and monitor this event closely for updates. This is an exercise. UPDATE: This is an exercise. Power outages are expected to last at least 24 hours up to 72 hours.							

Location

Region 4, WI
County: La Crosse

Regions Involved

Wisconsin

Black River Memorial Hospital

Status Type : MCI GREEN

Status

10

Updated

06/05/2026 09:09

User

daniel.henderson

Status Type : MCI RED

Status

2

Updated

06/05/2026 09:09

User

daniel.henderson

1

06/05/2026 09:12

daniel.henderson

Status Type : MCI YELLOW

Status

5

Updated

06/05/2026 09:09

User

daniel.henderson

Status Type : TRAUMA LEVEL

Report run by cameryn.koch

From: Wisconsin

on: 06/05/2026 10:56

Page 2 of 8





Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

Status	Updated	User
	No update provided	

Crossing Rivers Health

Status Type : MCI GREEN

Status

4

0

Updated

06/05/2026 09:40

06/05/2026 09:57

User

Jamie.Lejeune

Jamie.Lejeune

Status Type : MCI RED

Status

2

0

Updated

06/05/2026 09:40

06/05/2026 09:56

User

Jamie.Lejeune

Jamie.Lejeune

Status Type : MCI YELLOW

Status

3

0

Updated

06/05/2026 09:40

06/05/2026 09:57

User

Jamie.Lejeune

Jamie.Lejeune

Status Type : TRAUMA LEVEL

Status

Updated

No update provided

User

Gundersen - St. Joseph's Hillsboro

Status Type : MCI GREEN

Status

Updated

No update provided

User

Status Type : MCI RED

Report run by cameryn.koch

From: Wisconsin

on: 06/05/2026 10:56

Page 3 of 8





Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

Status	Updated	User
	No update provided	
Status Type : MCI YELLOW		
Status	Updated	User
	No update provided	
Status Type : TRAUMA LEVEL		
Status	Updated	User
	No update provided	

Gundersen Health System - La Crosse

Status Type : MCI GREEN		
Status	Updated	User
7	06/05/2026 09:12	twwright
Status Type : MCI RED		
Status	Updated	User
4	06/05/2026 09:12	twwright
3	06/05/2026 09:23	twwright
Status Type : MCI YELLOW		
Status	Updated	User
6	06/05/2026 09:12	twwright
4	06/05/2026 09:24	twwright
Status Type : TRAUMA LEVEL		
Status	Updated	User
	No update provided	

Report run by cameryn.koch

From: Wisconsin

on: 06/05/2026 10:56

Page 4 of 8





Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

Gundersen Tri County Hospital

Status Type : MCI GREEN

Status

4

Updated

06/05/2026 10:31

User

nikki.long

Status Type : MCI RED

Status

1

Updated

06/05/2026 10:31

User

nikki.long

Status Type : MCI YELLOW

Status

3

Updated

06/05/2026 10:31

User

nikki.long

Status Type : TRAUMA LEVEL

Status

Updated

No update provided

User

Mayo Clinic Health System - La Crosse

Status Type : MCI GREEN

Status

3

Updated

06/05/2026 09:23

User

Teska.Lucas

7

06/05/2026 09:30

Teska.Lucas

11

06/05/2026 10:05

Teska.Lucas

Status Type : MCI RED

Report run by cameryn.koch

From: Wisconsin

on: 06/05/2026 10:56

Page 5 of 8





Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

Status	Updated	User
2	06/05/2026 09:23	Teska.Lucas
3	06/05/2026 09:30	Teska.Lucas
4	06/05/2026 10:05	Teska.Lucas

Status Type : MCI YELLOW

Status	Updated	User
3	06/05/2026 09:23	Teska.Lucas
6	06/05/2026 09:30	Teska.Lucas
9	06/05/2026 10:05	Teska.Lucas

Status Type : TRAUMA LEVEL

Status	Updated	User
	No update provided	

Mayo Clinic Health System - Sparta

Status Type : MCI GREEN

Status	Updated	User
8	06/05/2026 10:30	Teska.Lucas

Status Type : MCI RED

Status	Updated	User
0	06/05/2026 10:30	Teska.Lucas

Status Type : MCI YELLOW

Status	Updated	User
1	06/05/2026 10:30	Teska.Lucas

Status Type : TRAUMA LEVEL

Report run by cameryn.koch

From: Wisconsin

on: 06/05/2026 10:56

Page 6 of 8





Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

Status	Updated	User
	No update provided	
Tomah Health		
Status Type : MCI GREEN		
Status	Updated	User
	No update provided	
Status Type : MCI RED		
Status	Updated	User
	No update provided	
Status Type : MCI YELLOW		
Status	Updated	User
	No update provided	
Status Type : TRAUMA LEVEL		
Status	Updated	User
	No update provided	
Tomah Veterans Affairs Medical Center		
Status Type : MCI GREEN		
Status	Updated	User
	No update provided	
Status Type : MCI RED		

Report run by cameryn.koch

From: Wisconsin

on: 06/05/2026 10:56

Page 7 of 8





Event Detail

Start Date: 06/05/2026

End Date: 06/05/2026

Status	Updated	User
	No update provided	
Status Type : MCI YELLOW		
Status	Updated	User
	No update provided	
Status Type : TRAUMA LEVEL		
Status	Updated	User
	No update provided	
Vernon Health Hospital		
Status Type : MCI GREEN		
Status	Updated	User
5	06/05/2026 09:17	Nicole.J.Robinson
Status Type : MCI RED		
Status	Updated	User
3	06/05/2026 09:17	Nicole.J.Robinson
Status Type : MCI YELLOW		
Status	Updated	User
2	06/05/2026 09:17	Nicole.J.Robinson
Status Type : TRAUMA LEVEL		
Status	Updated	User
	No update provided	

Report run by cameryn.koch

From: Wisconsin

on: 06/05/2026 10:56

Page 8 of 8



Exercise Participants

APPENDIX A: IMPROVEMENT PLAN (IP)

This IP has been developed specifically for the Western Wisconsin Healthcare Emergency Readiness Coalition, Inc. as an outcome of the MRSE Functional Exercise conducted on June 5, 2026.

Core Capability	Recommendations	Capability Element ¹	Primary Responsible Organization	Completion Date
Mass Care	Review labor pool activation and staff notification procedures	Planning/Training	Healthcare Facilities	03/27
	Develop quick-reference resource checklists and equipment location guides	Planning	Healthcare Facilities	06/27
Operational Coordination	Develop future exercise scenarios involving evacuation, patient movement, and resource-sharing across facilities	Exercise	HERC Region 4	FY 2027
Operational Communications	Review and update EMResource users and contact information for all coalition partners	Planning	HERC Region 4/ Member Organizations	12/26
	Continue to test and validate WISCOM notifications and situational awareness reporting during coalition incidents	Training/Exercise	HERC Region 4/ Member Organizations	Annually

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.