



Operation Blindside Tabletop Exercise After-Action Report/Improvement

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EXERCISE OVERVIEW

Exercise Name	Blindside Tabletop Exercises
Exercise Dates	March 25 – April 4, 2019
Scope	The 2019 RHPC CMOC Tabletop Exercises, named Operation Blindside was a multiple-agency, multiple-site event designed to exercise and assess the capability of the coalition region to respond in a coordinated effort to a region wide coordinated attack. The Tabletop Exercises provided the opportunity to exercise and evaluate the implementation of doctrine and policies provided in existing plans.
Purpose	The purpose of these exercises was to provide participants with an opportunity to evaluate current response concepts, plans, and capabilities related to a Coordinated Multi-site Attack within their area of responsibility. The exercise focused on coordination responding to, and recovery from a Coordinated Multi-site Attack.
Capabilities	<ul style="list-style-type: none"> • HPP Capability 2: Health Care and Medical Response Coordination • HPP Capability 3: Continuity of Health Care Service Delivery • HPP Capability 4: Medical Surge
Objectives	<ul style="list-style-type: none"> • Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps. • Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).
Threat or Hazard	Multi-site / MCI
Scenario	The exercise scenario simulated a coordinated multi-site attack causing multiple casualties within the RHPC Region. The incident simulated the need to activate appropriate plans and require overall coordination by the Catastrophic Medical Operations Center (CMOC).
Sponsor	Southeast Texas Regional Advisory Council (SETRAC) Regional Healthcare Preparedness Coalition (RHPC).
Participating Organizations	Multiple Hospitals, EMS services, Public Agencies, and Private Partners. A complete list is included in Appendix D.
Point of Contact	<p>Exercise Director: Lori Upton SETRAC 1111 North Loop West, Suite 160 Houston, TX 77008 (281) 822-4450 Email: Lori.upton@setrac.org</p>

SCENARIO OVERVIEW

SOUTH CORRIDOR MODULE 1

Scenario

July 4, 2019, 9:00 PM

Active Shooter - Star Spangled Spectacular, Constellation Field, Sugar Land

During the firework show an adult male with a weapon drove to the north side of the stadium and began shooting indiscriminately into the crowds, killing or injuring multiple bystanders and event staff at the gate. He then drove out Stadium Drive, shooting continuously and turned left onto Imperial Blvd where he was killed by police in a shooting standoff. Panic resulting from the incident has caused traffic pile-ups and additional accidents at Stadium Drive and Imperial Boulevard. Traffic is at a standstill.

July 4, 2019, 9:05 PM

Active Shooter – Kemah Boardwalk, Kemah

Two individuals carrying duffle bags were seen approaching the entrance to the Kemah Boardwalk. When approached by police, they shot the officer with a handgun, critically wounding him. They then removed semi-automatic weapons from their bags and began shooting randomly into the crowd as they made their way down the boardwalk. The two shooters were intercepted and shot by police. In excess of 100 people have been reported injured.

During the shooting, a large explosion occurred at the Kemah Boardwalk Marina, setting four boats and a dock on fire. One large sailboat broke free and sank in the marina entrance. There is debris in the water. Multiple traffic accidents from people fleeing the area have gridlocked all roads around the Kemah entertainment district.

July 4, 2019, 9:10 PM

Active Shooter and vehicle explosion – Dunbar Park, Lake Jackson

A man crashed his car into a group of people watching fireworks at the Wal-Mart parking lot, causing multiple casualties. He then opened fire with a semi-automatic weapon killing and injuring numerous other victims. He drove east on 332W towards SH 288. When local law enforcement officers confronted him at the underpass, he fired on them. As police returned fire, his car blew up, killing the shooter and injuring 68 individuals in adjacent vehicles from the explosion. The cause of the explosion is unknown. The bridge at 332 and SH 288 sustained damage and traffic is backed up causing long delays in both directions on SH 288. Three civilian cars were damaged in the explosion in addition to the alleged shooter's car and one police car.

July 4, 2019, 9:10 PM

Active Shooter– Bay City Independence Day Celebration, LeTulle Park (Matagorda County)

During the firework display an individual with a semi-automatic weapon killed numerous people and injured more than 50. The shooter was shot by police.

July 4th, 2019, 10:50 PM

Update

All suspects involved in the attacks were killed. The total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.

DOWNTOWN CORRIDOR MODULE 1

July 4, 2019, 8:55 PM

**Miller Outdoor Theater (Hermann Park)
The Summer Symphony Nights: A Star-Spangled Salute**

A free musical celebration by the Houston Symphony is being held at the Miller Outdoor Theatre. It includes vendor displays, food, and a closing ceremony with fireworks. Approximately 25,000 individuals are visiting the park with open access and no security screenings. Off duty law enforcement are providing security with on duty Houston Police officers managing traffic. Two paramedics and one Houston Fire Department (HFD) Ambulance is providing basic medical services for the event. The Houston Blood Bank has set up by the first aid tent to host its annual blood drive. They are hoping to use this event to replenish their blood supply for the region.

At approximately 8:55 pm at Miller Outdoor Theatre, a white van and a dark SUV drove into the park by jumping the north side street curb. The two vehicles strike and injure or kill many and then separate going in different directions. The SUV continued along the outer edge of the park along Hermann Park Drive, shooting into the crowds with a semi-automatic rifle and then fled the area driving north, toward Caroline Street.

The white van ran over attendees while heading straight for the center of the park. The driver indiscriminately fired into the crowds with a semi-automatic weapon until being engaged by police. Once surrounded by law enforcement the driver refused to exit the vehicle and threatened to detonate an explosive device. After several minutes the driver exited the vehicle and opened fire on officers, wounding two. Police returned fire, killing him at the scene. Initial investigation showed that there were no explosives in the van. The site was cleared, and no additional threats remained.

July 4, 2019, 9:05 PM

**Drive-by Shooting on Chenevert Street
Explosion at Eleanor Tinsley Park (Downtown)**

The Freedom Over Texas Celebration at Eleanor Tinsley Park on the Buffalo Bayou has a crowd of approximately 60,000 individuals. There is security screening at access control points provided by on-duty and off-duty law enforcement. Houston Fire Department has four bicycle teams, two medical carts, one Special Event Medic, along with SETRAC providing basic first aid services for the event.

At approximately 9:05 PM an occupant in a dark colored SUV, matching the description from the Hermann Park incident opened fire on patrons at several restaurants and cafes along Chenevert Street. Twenty-one people were injured due to gunfire and flying glass. Shortly thereafter, the SUV was spotted running through red lights on Capital Street in the downtown area, traveling west bound at a high rate of speed.

During the fireworks display (@ 9:10 pm), the SUV went the wrong way up Memorial to a barricaded position at Sabine Street where the driver engaged law enforcement with gunfire as he

drove past. The SUV was stopped by police on the Sabine Street/Buffalo Bayou Bridge. As the barrage of gunfire continued, the vehicle suddenly exploded.

There is an undetermined number of injured. Debris was thrown more than 2,000 feet in all directions from the explosion, some falling on nearby structures igniting fires. Numerous roads and highways, including IH-45 are blocked to through traffic.

July 4th, 2019, 10:50 PM

Update

All suspects involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends. People from Hermann Park are self-reporting to hospitals without any pre-hospital care due to the proximity of the incident and people from the downtown area are self-reporting to St. Joseph Medical Center. About 50% of people at Hermann Park have been triaged and transported to local hospitals. EMS is experiencing a shortage of units to handle the MCI and regular patient transport.

WEST CORRIDOR MODULE 1

July 4, 2019, 9:00 PM

Explosion- Lake Conroe Fireworks Display

During the fireworks show there was an explosion on the fireworks barge near Conroe Dam. The explosion caused fires to erupt on nearby boats, resulting in subsequent explosions. It is estimated that 67 people injured, 19 of which were severely burned. Other reports indicate that there were 9 individuals killed in this incident. The explosion may have caused structural damage to the dam as well. Dam failure is now a concern.

July 4, 2019, 9:00 PM

Active Shooter - Star Spangled Salute, The Woodlands Township

An individual in a box truck rammed his way through Hughes Landing where thousands of bystanders were gathered. Two legally armed citizens shot and killed the attacker when his truck came to a stop. Several event attendees are dead or have been injured. On-goers panicked and attempted to flee the area. As a result, the roadways were jammed around The Woodlands due to multiple traffic accidents with an additional 14 injured. Four cars caught fire and liquids spilled on roadway. During the truck ramming incident, a second individual on Waterway Avenue, also began shooting at festival attendees. Law enforcement returned fire, killing him. At least 120 attendees were injured by gunshots and trampling; 75 were injured during the ramming event; 60 were killed in the shooting.

July 4, 2019, 9:05 PM

Active Shooters- Katy Mills Mall Katy Freedom Festival

Two shooters exited a car and opened fire on individuals in the mall parking lot as they watched the fireworks display, killing and injuring over 100. When police returned fire during the gunfight the shooters' car exploded, killing them both. The explosion caused significant damage to adjacent vehicles, killing and injuring bystanders near the cars. Vehicle fuel had leaked in the mall parking lot. Traffic accidents and onlookers have had the area backed up for miles in all directions. The number of injuries is unclear at this time. Additional reports are coming in of several injuries at the water park adjacent to the mall.

July 4, 2019, 9:05 PM

Active Shooter – July Fourth Celebration and Street Festival, Tomball

An adult male with a semi-automatic weapon drove to Business Highway 249 north of FM 2920 Tomball, TX. It was there that he engaged a crowd of spectators in gunfire who were observing the Fourth of July Fireworks. The noise from the fireworks muffled the sound of the gunfire as shots were fired. Police were able to fire back and kill the gunman. It is estimated that more than 150 people have been hit with gunfire and several more were injured trying to escape the area.

July 4, 2019, 9:16 PM**Active Shooters- 4th of July Celebration, City of Huntsville- Kate Barr Ross Park**

During the firework festivities, an individual opened fire on the crowd, killing 7 and injuring many more. Police engaged the shooter and he was killed. During the shooting, people attempted to flee the scene and were injured. Multiple cars collided resulting in 6 additional injuries, two dead and two vehicular fires.

July 4th, 2019, 10:50 PM**Update**

All suspects, involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.

NORTH CORRIDOR MODULE 1

July 4, 2019, 9:00 PM

Crowd Ramming & Active Shooter – Ellen Trout Zoo, Fireworks Display, Lufkin

An adult male driving a U-Haul moving truck drove into a large crowd of onlookers at a high rate of speed, at the intersection on US69 and Martin Luther King in Lufkin Texas. As people were beginning to flee, a second individual exited the rear of the vehicle and began firing with a semi-weapon in the direction of the large fleeing crowds. Initial reports estimate the number of casualties over 200.

July 4, 2019, 9:10 PM

Active shooter – Fourth of July Celebration, Nacogdoches Expo and Civic Center

Two adult males opened gun fire on the crowd attending the Fourth of July Celebration at the Nacogdoches County Expo and Civic Center. Reports of multiple casualties are pouring into authorities. It has been reported that on lookers engaged the perpetrators in gunfire and subdued the threat.

July 4th, 2019, 10:50 PM

Update

All suspects, involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.

EAST CORRIDOR MODULE 1

July 4, 2019, 9:10 PM

City of Beaumont Festival – Fireworks Show and Symphony of Southeast Texas Concert

An individual in a box truck rammed his way through downtown Beaumont where thousands of bystanders were gathered. Two legally armed citizens shot and killed the attacker when his truck hit a building and stalled. Several event attendees are dead or injured. Survivors panicked and attempted to flee the area. As a result, the roadways were jammed around Beaumont due to multiple traffic accidents with an additional 14 injured. Four cars caught fire and liquids spilled on roadway. During the truck ramming incident, a second individual began shooting at festival attendees. Law enforcement returned fire, killing him. At least 120 people were injured by gunshots and trampling, an additional 75 were injured during the ramming event, and 60 were killed in the shooting.

July 4th, 2019, 10:50 PM

Update

All suspects, involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.

MODULE 2- RECOVERY

6th of July 1:00 PM

On the 4th of July several attacks were experienced in the Southeast Texas Region. In total over 2400 people were injured, and 87 people deceased. Family members and friends are still trying to locate family members. Many patients are now being released to go home or to long term/rehab for additional care. Due to the type of attack the region is noticing an increased need of mental health services for employees and patients.

Additional reports are coming in that there may be additional attacks within the region. This is causing delays on getting the needed resources to replenish what was used during the MCI.

Local jurisdictions and hospitals are receiving mass donations and many requests for dignitary visits, some are showing up without prior coordination or notification.

The long-term health, both physically and mentally, of the citizens and first responders and receivers are of a serious concern. Several ideas are being addressed such as mandatory Critical Incident Stress Management (CISM) briefings and placing the responders into a paid leave status for several days and using mutual aid and other agreements for staffing.

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	HPP Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.	Health Care and Medical Response Coordination Continuity of Health Care Service Delivery		X		
Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).	Medical Surge		X		

Table 1. Summary of Core Capability Performance

Ratings Definitions:

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.

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.

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.

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).

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:

Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.

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

HPP Capability 2: Health Care and Medical Response Coordination

Strengths

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

Strength 1: Family Resource Centers; The activation and utilization of the Family Resource Center in a timely manner, was able to receive and answer many of the questions and flow of traffic inundating the Emergency Department.

Strength 2: Communications; both internally and externally, with hospitals, long term care facilities, first responder agencies, Emergency Operations Centers, and public health.

Strength 3: Regional Coordination; the coordination of multiple response partners would enable the region to better respond and coordinate resource movement in an efficient manner during a large-scale incident.

Strength 4: Community Coordination; coordination with local partners in the time of an emergency greatly enhances the capability of an agency or facility to develop a faster and more coordinated response to an incident.

Strength 5: Notification Technologies; The access to and use of technologies such as EMResource, WebEOC, and EMTrack permit a rapid sharing of information amongst all partners and thus allowing better coordination in the time of an emergency.

Areas for Improvement

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

Area for Improvement 1: Resource Availability

Analysis: With multiple healthcare facilities in the region requiring many of the same resources, coupled with the limited number of vendors with multiple agreements for the same resources, there will be extreme shortages of needed resources and supplies.

Area for Improvement 2: Staffing

Analysis: It has been identified that many staff members may have other jobs who would have priority over their availability in the time of an emergency.

Area for Improvement 3: Communications

Analysis: Communications with staff and other response personnel can be a major shortfall during a large-scale incident. Establishing and updating methods of communication throughout an emergency situation is paramount.

HPP Capability 3: Continuity of Health Care Service Delivery

Strengths

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

Strength 1: Regional Coordination; the coordination of multiple response partners would enable the region to better respond and coordinate resource movement in an efficient manner during a large-scale incident.

Strength 2: Community Partner Relationships; coordination with local community partners prior to an incident to establish Memorandums of Agreements (MOA's) and other Mutual Aid is essential to a rapid response in the time of an emergency.

Areas for Improvement

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

Area for Improvement 1: Resource Availability

Analysis: With multiple healthcare facilities in the region requiring many of the same resources, coupled with the limited number of vendors with multiple agreements for the same resources, there will be extreme shortages of needed resources and supplies.

Area for Improvement 2: Mental Health

Analysis: It was identified that there could be a shortage of mental health agencies and counselors when needed after a catastrophic incident.

HPP Capability 4: Medical surge

Strengths

The *Partial* capability level can be attributed to the following strengths:

Strength 1: Notification Technologies; The access to and use of technologies such as EMResource, WebEOC, and EMTrack permit a rapid sharing of information amongst all partners and thus allowing better coordination in the time of an emergency.

Areas for Improvement

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

Area for Improvement 1: Access to EMTrack and proper utilization of the platform

Analysis: While EMTrack is available for hospitals and EMS agencies training is required to keep up to date with changes, proper utilization, and platform usage. EMTrack is currently not available for Long Term Care facilities or agencies, incorporating them into its' usage could aid in the tracking of their residents in the time of an emergency.

OBJECTIVE 2:

Evaluate the effectiveness of EMTrack and Hospital-Based Family Reception Centers (FRC's) to reunify family members.

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

HPP Capability 2: Health Care and Medical Response Coordination

Strengths

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

Strength 1: Family Resource Centers; The activation and utilization of the Family Resource Center in a timely manner, was able to receive and answer many of the questions and flow of traffic inundating the Emergency Department.

Strength 2: Communications; both internally and externally, with hospitals, long term care facilities, first responder agencies, Emergency Operations Centers, and public health.

Strength 3: Regional Coordination; the coordination of multiple response partners would enable the region to better respond and coordinate resource movement in an efficient manner during a large-scale incident.

Strength 4: Community Coordination; coordination with local partners in the time of an emergency greatly enhances the capability of an agency or facility to develop a faster and more coordinated response to an incident.

Strength 5: Notification Technologies; The access to and use of technologies such as EMResource, WebEOC, and EMTrack permit a rapid sharing of information amongst all partners and thus allowing better coordination in the time of an emergency.

Areas for Improvement

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

Area for Improvement 1: Resource Availability

Analysis: With multiple healthcare facilities in the region requiring many of the same resources, coupled with the limited number of vendors with multiple agreements for the same resources, there will be extreme shortages of needed resources and supplies.

Area for Improvement 2: Staffing

Analysis: It has been identified that many staff members may have other jobs who would have priority over their availability in the time of an emergency.

Area for Improvement 3: Communications

Analysis: Communications with staff and other response personnel can be a major shortfall during a large-scale incident. Establishing and updating methods of communication throughout an emergency situation is paramount.

HPP Capability 4: Medical surge

Strengths

The *Partial* capability level can be attributed to the following strengths:

Strength 1: Notification Technologies; The access to and use of technologies such as EMResource, WebEOC, and EMTrack permit a rapid sharing of information amongst all partners and thus allowing better coordination in the time of an emergency.

Areas for Improvement

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

Area for Improvement 1: Access to EMTrack and proper utilization of the platform

Analysis: While EMTrack is available for hospitals and EMS agencies training is required to keep up to date with changes, proper utilization, and platform usage. EMTrack is currently not available for Long Term Care facilities or agencies, incorporating them into its' usage could aid in the tracking of their residents in the time of an emergency.

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Appendix A: IMPROVEMENT PLAN (EAST CORRIDOR)

This IP has been developed specifically for SETRAC as a result of Operation Blindside conducted on May 1 & 2, 2019.

Objective	HPP Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Start Date	Completion Date
Objective 1: Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.	HPP Capability 2: Health Care and Medical Response Coordination HPP Capability 3: Continuity of Health Care Service Delivery	Mental Health Needs	Identifying and establishing agreements with community mental health agencies, to include the training of individual staff prior to a catastrophic incident.	Training/Planning	Each individual agency/facility	6/1/2019	On-going
		Staffing	Ensure early and on-going communications/coordination with staff and their availability during emergency situations, also further coordination with partners and staffing agencies outside of the local area.	Planning	Each individual facility/agency	6/1/2019	Ongoing
Objective 2: Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.	HPP Capability 4: Medical Surge	Access to EMTrack and proper utilization of the platform	While EMTrack is available for hospitals and EMS agencies training is required to keep up to date with changes, proper utilization, and platform usage. EMTrack is currently not available for Long Term Care facilities or agencies, incorporating them into its' usage could aid in the tracking of their residents in the time of an emergency.	Training/Planning	Each individual facility/agency in coordination with SETRAC	6/1/2019	On-going

Appendix B: IMPROVEMENT PLAN (WEST CORRIDOR)

This IP has been developed specifically for SETRAC as a result of Operation Blindside conducted on May 1 & 2, 2019.

Objective	HPP Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Start Date	Completion Date
Objective 1: Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.	HPP Capability 2: Health Care and Medical Response Coordination	Mental Health Needs	Identifying and establishing agreements with community mental health agencies, to include the training of individual staff prior to a catastrophic incident.	Training/Planning	Each individual agency/facility	6/1/2019	On-going
	HPP Capability 3: Continuity of Health Care Service Delivery	Staffing	Ensure early and on-going communications/coordination with staff and their availability during emergency situations, also further coordination with partners and staffing agencies outside of the local area.	Planning	Each individual facility/agency	6/1/2019	Ongoing
Objective 2: Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.	HPP Capability 4: Medical Surge	Access to EMTrack and proper utilization of the platform	While EMTrack is available for hospitals and EMS agencies training is required to keep up to date with changes, proper utilization, and platform usage. EMTrack is currently not available for Long Term Care facilities or agencies, incorporating them into its' usage could aid in the tracking of their residents in the time of an emergency.	Training/Planning	Each individual facility/agency in coordination with SETRAC	6/1/2019	On-going

Appendix C: IMPROVEMENT PLAN (NORTH CORRIDOR)

This IP has been developed specifically for SETRAC as a result of Operation Blindside conducted on May 1 & 2, 2019.

Objective	HPP Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Start Date	Completion Date
Objective 1: Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.	HPP Capability 2: Health Care and Medical Response Coordination HPP Capability 3: Continuity of Health Care Service Delivery	Availability of Resources	Identify additional vendors to include those who are located outside of the region, also identify any potential needs for additional transportation for these resources.	Planning	Each individual agency/facility	6/1/2019	On-going
		Staffing	Ensure early and on-going communications/coordination with staff and their availability during emergency situations, also further coordination with partners and staffing agencies outside of the local area.	Planning	Each individual facility/agency	6/1/2019	Ongoing
		Communications	Identify back up communication capabilities and test these procedures on a regular basis, include external partners in this process.	Training/Planning	Each individual facility/agency	6/1/2019	On-going

Appendix D: IMPROVEMENT PLAN (SOUTH CORRIDOR)

This IP has been developed specifically for SETRAC as a result of Operation Blindside conducted on May 1 & 2, 2019.

Objective	HPP Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Start Date	Completion Date
Objective 1: Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.	HPP Capability 2: Health Care and Medical Response Coordination	Availability of Resources	Identify additional vendors to include those who are located outside of the region, also identify any potential needs for additional transportation for these resources.	Planning	Each individual agency/facility	6/1/2019	On-going
	HPP Capability 3: Continuity of Health Care Service Delivery	Staffing	Ensure early and on-going communications/coordination with staff and their availability during emergency situations, also further coordination with partners and staffing agencies outside of the local area.	Planning	Each individual facility/agency	6/1/2019	Ongoing
Objective 2: Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.	HPP Capability 4: Medical Surge	Access to EMTrack and proper utilization of the platform	While EMTrack is available for hospitals and EMS agencies training is required to keep up to date with changes, proper utilization, and platform usage. EMTrack is currently not available for Long Term Care facilities or agencies, incorporating them into its' usage could aid in the tracking of their residents in the time of an emergency.	Training/Planning	Each individual facility/agency in coordination with SETRAC	6/1/2019	On-going

Appendix E: IMPROVEMENT PLAN (DOWNTOWN CORRIDOR)

This IP has been developed specifically for SETRAC as a result of Operation Blindside conducted on May 1 & 2, 2019.

Objective	HPP Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Start Date	Completion Date
Objective 1: Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.	HPP Capability 2: Health Care and Medical Response Coordination	Availability of Resources	Identify additional vendors to include those who are located outside of the region, also identify any potential needs for additional transportation for these resources.	Planning	Each individual agency/facility	6/1/2019	On-going
	HPP Capability 3: Continuity of Health Care Service Delivery	Staffing	Ensure early and on-going communications/coordination with staff and their availability during emergency situations, also further coordination with partners and staffing agencies outside of the local area.	Planning	Each individual facility/agency	6/1/2019	Ongoing
Objective 2: Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.	HPP Capability 4: Medical Surge	Access to EMTrack and proper utilization of the platform	While EMTrack is available for hospitals and EMS agencies training is required to keep up to date with changes, proper utilization, and platform usage. EMTrack is currently not available for Long Term Care facilities or agencies, incorporating them into its' usage could aid in the tracking of their residents in the time of an emergency.	Training/Planning	Each individual facility/agency in coordination with SETRAC	6/1/2019	On-going

Appendix F: EXERCISE PARTICIPANTS

Agency Name
SETRAC
North Channel EMS
The Medical Center of SE Texas
Southeast Texas Air Rescue
Southern Home Health
Intrepid USA Home Health
Mid Jefferson LTAC
Baptist Hospital (EMTF 6)
MAMB
Christus Dubuis Hospital Beaumont
Liberty Health Care Center
Carter Health Care
Port Arthur Health Department
Mont Belvieu FD
St James Place of Baytown
DDMS of Texas
Christus St. Elizabeth
College Street Health Care
Baptist Hospital of Beaumont
Christus St Mary

Beaumont Health Care
Bayside Community
DDMS of Houston
Harbor Hospice
Beaumont Nursing and Rehab
Anahuac EMS
Liberty Dayton
Chambers County OEM
Chambers County Public Health
Acadian Ambulance
Advanced Diagnostics Hospital
DCI Nacogdoches
DCI Center
Trinity Rehab
Trinity County
Trinity Fire Department
Allegiance Mobile Health
Advantage Plus Nacogdoches
Gulf Coast Regional Blood Bank
Nacogdoches Memorial Hospital
Nacogdoches Medical Center
DETRAC

Hemphill Care Center
Hospice in the Pines
City of Nacogdoches
Sabine County Hospital
Tyler County Hospital
County of Nacogdoches
Rayburn Health Care
Huntington Health Care
Castle Pines
CHI Livingston
CHI San Augustine
Advantage Plus Home Care
ACCHD
Lufkin State Supported Living Center
PAM of Lufkin
Jasper Newton Public Health
Trinity N&R Diboll
DSHS
Tyler County
Trinity Mason Diboll
Heart to Heart Hospice
Sacred Oak Medical Center

Briarwood Nursing and Rehab
Afton Oaks Health Care
Patients Medical Center
Providian Health Care
Immaculate Home Health
CHI St Luke's Sugar Land
Rice Medical Center
HCA Houston Clear Lake
Oak Bend Medical Center Jackson St
Oak Bend Medical Center Williams Way
Oak Bend Medical Center Wharton
Texana Center Richmond
Texana Center BTTC
CHI St Lukes Pearland
Avondale
UTMB
Baywind Village
Kindred Clear Lake
Fort Bend County EMS
Fresenius Clinic 8391
Memorial Hermann South East
EPC

HHH Pearland
Fall Creek
Windsong Care Center
Rollingbrook
CLEMC
CHI St Lukes PMC
Denson HH
Bay Area Houston Endoscopy
Regency Village
Coastal Health and Wellness
Fresenius Kidney Care Dickinson
HCA Mainland
Shriners Children's Hospital Galveston
Acadian Ambulance
Blue Star Hospice
The Woman's Hospital of Texas
Harris Health Ben Taub
Sun Behavioral
Texas Children's Hospital
Houston Health Department
UT Health HCPC
Memorial Hermann Greater Heights

Fresenius Kidney Care Missouri City Dialysis
Harris Health LBJ
University of Texas Police
Fresenius Houston
The Blood Center
The Gardens of Bellaire
MD Anderson
Beacon Home Health
Garden Terrace
Memorial Hermann TMC
MEDVAMC
Houston Police Department
FBI
HCA System
Bellaire Fire Department
Shriners Hospital
Eagle Lake Nursing
Houston Methodist
Garden Terrace
Kindred Medical Center
Memorial Hermann
St Joseph Medical Center

St Joseph in the Heights
TTI HHC
Memorial Hermann HBS
First Texas Hospital
Memorial Hermann Tomball Hospital
Northwest EMS
Abra Hospice
Windsor Houston
Huntsville Memorial Hospital
Encompass Humble
Fresenius Medical Care New Caney
HCA Tomball
St Luke's The Vintage
Houston Methodist West
Intracare North Hospital
Cornerstone Conroe
Cypress Creek Hospital
East Central Dialysis
Parkside SC
Houston Methodist Willowbrook
HCA Kingwood MC
Kindred NE Houston

Memorial Hermann NE
Extracare Home Health Services
Conroe Regional Medical Center
Windsor Houston
Houston Methodist West
Allheal Home Health
Memorial Hermann Memorial City
Memorial Hermann MC
Memorial Hermann Home Based Services
Memorial Hermann First Colony
Park Manor of Humble
HCA North Cypress Medical Center
HCA Houston NW
HCA Houston West
Tomball Rehab and Nursing
Houston West Houston
Texas Children's
Columbus Community
Trucare Hospice
Participating Agencies = 171 Participants = 259

APPENDIX G: EXERCISE PLANNING TEAM

Elizabeth Brewer	Harris County Public Health
Amber Johnson	Memorial Hermann Health System
Connie Foland	The Blood Center
Tanya Rogers	Fresenius Medical Care
Dena Daniel	Huntsville Memorial
Erik Zugner	Houston PD
Fidel Calvillo	SETRAC
Danielle Calhoun	Harris County Public Health
Hilal Salami	SETRAC
Trameka Jewett	SETRAC
Jim Bunch	The Woman's Hospital of Texas
John Wingate	SETRAC
Justin Woodruff	Department of State Health Services 6/5 South
Kent Cavender	Houston Methodist TMC Hospital
Lisa Spivey	SETRAC
Fritz Kuebler	UTMB
Sandra Sands Arnez	TTI Home Healthcare
Scott Berry	Houston PD
Van Carroll	TTI Home Health
Tina Rose	Houston MOPSHS
Toni Carnie	Tomball Regional Medical Center
Eric Steffel	Northwest EMS
Dena Daniel	Huntsville Memorial Hospital
Sonia Irby	Clear Lake Regional Medical Center
Charity Dominguez	City of Houston OEM
Elizabeth Farnham	City of Houston OEM