



Operation Blindside Functional Exercise After-Action Report/Improvement

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EXERCISE OVERVIEW

Exercise Name	Blindside Functional Exercise
Exercise Dates	May 1 - 2, 2019
Scope	The 2019 RHPC CMOC Functional Exercise, 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 Exercise provided the opportunity to exercise and evaluate the implementation of doctrine and policies provided in existing plans.
Purpose	The purpose of the exercise 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. 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"> • Assess the process for the protection of crime scene evidence and its' collection during a multi-casualty event. • Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps. • Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members. • 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	Exercise Director: Lori Upton 1111 North Loop West, Suite 160 Houston, TX 77008 (281) 822-4450

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 pileups 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)
Assess the process for the protection of crime scene evidence and its' collection during a multi-casualty event.	Health Care and Medical Response Coordination	X			
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		
Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.	Health Care and Medical Response Coordination		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:

Assess the process for the protection of crime scene evidence and its' collection during a multi-casualty event.

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

HPP Capability 2: Health Care and Medical Response Coordination

Strengths

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

Strength 1: CMOC communicated efficiently both internally and externally, with hospitals, long term care facilities, first responder agencies on the collection and preservation of evidence. Initial and follow up details were sent out via mass communications identifying the need for preservation of evidence.

Strength 2: Regional coordination between multiple response partners enabled the region to better respond and coordinate the regions resources in an efficient manner during the large-scale incident.

OBJECTIVE 2:

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

The strengths 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: The CMOC communicated efficiently, both internally and externally, with hospitals, long term care facilities, first responder agencies, Emergency Operations Centers, and public health.

Strength 2: Personnel within the CMOC demonstrated a strong understanding of the process, coordination, coaching, and mentoring.

Strength 3: The access to and use of technologies such as EMResource and WebEOC, allowed for a rapid sharing of information amongst all partners and thus allowing better coordination.

Areas for Improvement

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

Area for Improvement 1: Include Home Base Care Agencies into current technologies

Analysis: Adding the Home Based Care Agencies into our current technologies (EMResource) will enable increased regional coordination and situational awareness region wide.

HPP Capability 3: Continuity of Health Care Service Delivery

Strengths

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

Strength 1: The CMOC staff maintained accountability of status and bed availability of all RHPC hospitals and long-term care facilities in the region.

Strength 2: The CMOC has developed and thoroughly trained personnel within the RHPC on multiple plans to assist personnel with the CMOC process. This has allowed for the CMOC to operate at a high level of efficiency to ensure the Continuity of Health Care services.

OBJECTIVE 3:

Validate the effectiveness of EMTrack and hospital-based Family Reception Centers 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: The activation and utilization of the Family Reception 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: Communication from the CMOC to the facilities and agencies was fast and thorough, in recommending that the facilities establish an FRC, and furthermore notify CMOC of the location and contact information for those that were established.

Strength 3: The CMOC communicated efficiently, both internally and externally, with hospitals, long term care facilities, first responder agencies, Emergency Operations Centers, and public health.

Areas for Improvement

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

Area for Improvement 1: Familiarization and Training

Analysis: With the addition of the Special Populations group into the RHPC, the need for familiarization and training for everyone involved is ever more important. Conducting regional trainings on the operations of the CMOC; to include our processes and technologies, will allow for better regional coordination with our newest partners.

OBJECTIVE 4:

Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).

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

HPP Capability 4: Medical surge

Strengths

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

Strength 1: The 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: Accountability of injured and deceased at the scene and hospitals within the region.

Analysis: The establishment of a casualty counting and tracking board within the CMOC would centralize and assign a responsible party. Breaking down into categories of injured and deceased furthermore could provide a rapid identification for those making critical decisions based off these numbers.

Area for Improvement 2: The tracking of patients through EMTrack is limited and not available to all agencies in the RHPC region.

Analysis: While EMTrack is available for hospitals and EMS agencies, EMTrack is currently not available for Long Term Care facilities or other agencies, incorporating the Medical Populations group into its' usage could aid in the tracking of their residents and patients in the time of an emergency.

Appendix A: IMPROVEMENT PLAN

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 2: 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	Situational Awareness for all members of the RHPC to include Home Based Care Agencies	Include Home Based Care Agencies into EMResource for regional notifications and situational Awareness	Planning/ Technology	SETRAC	7/1/2019	On-going
Objective 3: Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.	HPP Capability 2: Health Care and Medical Response Coordination	Familiarization and Training	Regional trainings on the operations of the CMOC; to include our processes and technologies, will allow for better regional coordination with our newest partners.	Training/ Planning	SETRAC	7/1/2019	On-going
Objective 4: Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).	HPP Capability 4: Medical Surge	Accountability of injured and deceased at the scene and hospitals within the region.	The establishment of a casualty counting and tracking board within the CMOC would centralize and assign a responsible party. Breaking down into categories of injured and deceased would provide a rapid identification for those making critical decisions based off these numbers.	Training/ Technology	SETRAC	7/1/2019	02/28/2019
		The tracking of patients through EMTrack is limited and not available to all agencies in the RHPC region.	While EMTrack is available for hospitals and EMS agencies, EMTrack is currently not available for Long Term Care facilities or other agencies. To ensure consistency persons without access will contact CMOC to have their information added into EMTrack				On-going

Appendix B: EXERCISE PARTICIPANTS

Agency Name
Abra Hospice
Advantage Plus Home Care Lufkin
Advantage Plus Home Care Nacogdoches
Angelina County & Cities Health District
Atrium Medical Center
Baptist Beaumont Hospital
Bellville Medical Center
Ben Taub Hospital
Brazos Tower at Bayou Manor
Briarwood Nursing and Rehab
Brookdale Willowbrook Place
Carter Health Care
CHI St Luke's Brazosport
CHI St Luke's Memorial Livingston
CHI St Luke's Memorial Lufkin
CHI St Luke's The Vintage Hospital
Christus Dubuis LHC Beaumont
Christus St Elizabeth
Christus St. Mary

Clarewood House Extended Care Center
Coastal Health and Wellness
Columbus Community Hospital
Cornerstone Hospital Conroe
DCI Nacogdoches
DDMS of Houston
Diversicare Afton Oaks Nursing and Rehabilitation
Encompass Health Baytown
Encompass Health Clear Lake
Encompass Health Cypress
Encompass Health Houston
Encompass Health Humble
Encompass Health Rehab Hospital of Sugarland
Encompass Health The Woodlands
Encompass Home Health Care of Houston (Richmond)
Encompass Home Health Houston (Office)
Encompass Vision Park
Fall Creek Rehabilitation
First Texas Hospital
Focused Care at Summer Place
Harris County Psychiatric Center
HCA Houston Health Care Mainland

HCA Houston Northwest
Heart to Heart Hospice
Hospice in the Pines Homecare Office & Inpatient Unit
Houston Methodist West
Houston Methodist Willowbrook
Huntington Health Care
Huntsville Memorial Hospital
Intrepid USA Healthcare Services
Jasper Newton County Public Health
Kindred Hospital Bay Area
Kindred Hospital Clear Lake
Kindred Hospital Sugar Land
Kindred Rehab Hospital Northeast
Kingwood Medical Center
LBJ Hospital (Harris Health System)
Liberty Health Care Center
Lufkin State Supported living Center
Memorial Hermann Greater Heights
Memorial Hermann Health System Ambulatory
Memorial Hermann Health System Katy
Memorial Hermann Memorial City
Memorial Hermann Pearland

Memorial Hermann Rehabilitation Hospital Katy
Memorial Hermann Southeast
Memorial Hermann Sugar Land
Memorial Hermann Tomball Hospital Emerus
Michael E. DeBakey VA Medical Center
Missouri City Dialysis
OakBend Medical Center Jackson Street
OakBend Medical Center Wharton
OakBend Medical Center Williams Way
Oakmont Healthcare and Rehabilitation
Palacios Community Medical Center
PAM Specialty Hospital of Lufkin
Parkside Surgery Center
PHP The Oaks at Beaumont
Providian Health Care
Regent Care Center of Kingwood
Rice Medical Center
Sabine County Hospital
Sacred Oaks Medical Center
SETRAC
Shriners Hospital for Children
SSA Home Health Care

St Joseph Medical Center
St Joseph Medical Center the Heights
St Luke's Patients Medical Center
Sugar Land Health Care Center
Summer Place Nursing and Rehabilitation
Sun Behavioral Health
Texana Behavior Treatment and Training Center
Texas Children's Hospital (Main Campus)
Texas Children's Hospital The Woodlands
Texas Children's Hospital West
The Concierge
The Gardens of Bellaire
The Heights of North Houston
The Medical Center of SE Texas Beaumont
The Medical Center of SE Texas Port Arthur
The Woman's Hospital of Texas
Tomball Rehabilitation and Nursing
Trinity Nursing and Rehabilitation of Diboll
Trucare Hospice and Palliative Services
TTI Home Health Care
Tyler County Hospital
UTMB Clear Lake

West Janisch Health Care Center
Windsong Care Center
Windsor Houston
Woodlands Heights Medical Center
Participating Agencies = 113 Participants = 3389

APPENDIX C: 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

APPENDIX D: CMOC PARTICIPANTS

SouthEast Texas Regional Advisory Council (SETRAC)	Houston Police Department
Chambers County OEM	Texas DSHS
City of Houston Office of Emergency Management	Mayor's Office of Public Safety and Homeland Security
Texas Medical Center	Texas Children's Hospital
Cypress Creek EMS	Fall Creek Rehab
HCA Tomball	UTMB
Federal Bureau of Investigation	Memorial Hermann Health System
TTI Home Health Care	Fort Bend County EMS
Fort Bend County Office of Emergency	HCA Houston Health Care West
The Medical Center of SE Texas Port Arthur	The Medical Center of SE Texas Beaumont
Harris County Public Health	