



Texas Soaker 2018 After-Action Report/Improvement Plan

Table of Contents

Exercise Overview.....2

Analysis of Core Capabilities.....7

 Table 1. Summary of Core Capability Performance..... 7

Objective 1:9

 HPP Capability 1: Health Care and Medical Response Coordination 9

 Strengths9

 Areas for Improvement9

Objective 2: 10

 HPP Capability 2: Health Care and Medical Response Coordination10

 Strengths10

 Areas for Improvement10

Objective 3: 11

Evaluate the ability of members to Shelter-In-Place or evacuate as required before or during a significant weather event. 11

 HPP Capability 3: Continuity of Health Care Service Delivery 11

 Strengths11

 Areas for Improvement11

Appendix A: Improvement Plan..... 12

Appendix B: Exercise Participants..... 14

Appendix C: Exercise Planning Team..... 16

EXERCISE OVERVIEW

Exercise Name	Texas Soaker Full Scale Exercise
Exercise Dates	October 1, 2018
Scope	The Texas Soaker Full Scale Exercise (FSE) was a multiple-agency, region-wide event designed to exercise and assess the capability of the coalition to respond in a coordinated effort to a significant weather event within RHPC. The Full-Scale Exercise provided the opportunity to exercise and evaluate the implementation of doctrine and policies provided in existing plans.
Purpose	The purpose of the Texas Soaker Full Scale Exercise is to evaluate the region's ability to respond to a significant weather event.
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
Objective	<ul style="list-style-type: none"> • Test the ability of the coalition and members to effectively respond to and coordinate a region-wide significant weather event. • Evaluate the ability of the coalition and members to establish and maintain communications in response to a region-wide significant weather event. • Evaluate the ability of members to Shelter-In-Place or evacuate as required before or during a significant weather event.
Threat or Hazard	Significant weather event, flooding, and infrastructure failure.
Scenario	A powerful storm system dubbed Texas Soaker is forecasted to bring heavy precipitation across the region for an extended period of time, leading to regional and localized flooding. With creeks and rivers above normal flood stage and the NWS issuing a flood watch for the coming 3 to 5 days, authorities are predicting this will be a major flooding event. The storm system will be accompanied by above normal temperatures and high humidity. The possibility of rolling power outages, utility and other infrastructure systems failing exists
Sponsor	Southeast Texas Regional Advisory Council (SETRAC)/Regional Healthcare Preparedness Coalition (RHPC).
Participating Organizations	A complete list is included in Appendix D.

SCENARIO OVERVIEW

Exercise Play

Event 1:

Notification Mode: Video Inject News Regional Weather Announcement

Incident: Extensive rain and flooding to come

Message: A regional alert has been issued for the greater Southeast Texas area regarding a significant weather alert. The system, dubbed Texas Soaker is forecasted to bring continuous & heavy rains across the region through isolated storms for the next coming days, leading to possibility of regional and localized flooding.

Creeks and Rivers have been stressed due to previous storms and events might progress quickly.

Update:

SETRAC is working with regional and national partners to estimate the extent of the predicted effects and damages, and to place resources on stand-by in anticipation of activation.

Event 2:

Notification Mode: EMResource Regional Announcement

Incident: Facility Status and Bed Report Completion Request

Message: In anticipation of the Texas Soaker Rain Event, please complete the following report within **30 minutes** of notice receipt: **(Not for Home Health Agencies)**

Update 1: EMResource: Facilities with EMResource access are asked to complete a facility status and bed availability report on the system's LTC page (from default page, hover over "View" tab and select "Long Term Care" – *(instructions will change if Bed Report is successfully setup)*). Please include Generator status and Fuel availability in the initial comment section of the online report.

*****Note: Dialysis Centers: Please update data on your page and not on the LTC page*****

1. If facility does NOT have EMResource access yet, please complete the Facility Status & Bed Report from this link [No EMResource Access - Facility Status & Bed Report Information](#)

Event 3:**Mode:** Regional Conference Call**Incident:** "Flood Warning Issued and Rain Forecast extended for 3-5 days"**Message:** The NWS has issued a Flood Warning for the region due to system slowing down over the Southeast Texas region with a positive feedback loop from the warm gulf waters that will keep pulling moisture and releasing it as rain across the region for the coming 3 to 5 days.

With area creeks, rivers and levees already at capacity from previous storms, a flood warning has been issued by NWS and local authorities. A disaster declaration for the area is in the works but we do not anticipate a CMS 1135 Waiver this time around.

Please refer to precipitation forecast picture attached to this email.

CMOC will initiate a regional conference call to discuss the situation at hand, expectations and availability of resources at 9.00am. Facilities and Agencies and highly encouraged to attend the conference call.

Conference Start Time: 9.00am**Event 4:****Mode:** Email Inject**Incident:** Flood reported in low lying areas**Message:** Local authorities are reporting low lying areas are beginning to flood with roads becoming impassable. We are anticipating that some areas of the coalition will become "islands" shortly with transportation and resources becoming increasingly unavailable.

Furthermore, some regional substations have gone offline due to the weather. As of now, other stations are filling the gap. With that however, the possibility of rolling power outages is usually increased. A notice will follow if provider confirms the latter and timing if available.

Event 5:**Mode:** Email inject**Incident:** Rolling Power Outages confirmed / Local shelters are opening**Message:** Electrical provider has confirmed rolling power outages across the region. Please refer to the power outage map attached. According to provider the planned outages will be continuing for approximately 3 days, which might lead to area and local municipalities decreased water pump systems and Fuel harder to reach those station generators with some roads leading to those water stations becoming more impassable.**Update 1:** With power losses and possibility of water loss as well, jurisdictional partners have begun to activate and announce shelter operations in their respective counties.**Event 6:**

Mode: EMResource & Email inject

Incident: Facility infrastructure Status Form

Message: In accordance to regional events, please complete the following within **30 minutes** of notice receipt:

1. **EMResource:** Facilities with EMResource are asked to complete update the Facility status if different and complete the **Infrastructure Status Form**, located as a separate icon above the Home Bar. Please click on the icon, complete the information and then click submit.
2. **No EMResource User Access (or if you are a Dialysis Center):** if facility representative does not have an EMResource user access yet, please complete the information from the Facility Infrastructure Link [Texas Soaker Exercise - Facility Infrastructure Status Form](#)

Update 1: Region is losing water pressure confirmation

Event 7:

Mode: Email inject

Incident: Area shelters receiving Home Care Residents

Message: Dear Home Health Agency, Local shelters that have opened are reporting that a resident that would usually receive care from your agency is being housed at the shelter. Emergency Management is giving the opportunity to Home Health agency to arrange staffing requirements for continuity of care to their resident within the Shelter.

Currently, the shelters open in the region are as such (*you can choose one with the least distance to operation base*):

- *Beaumont Civic Center*
- *Chambers County:*
- *Woodville True Vine Baptist Church*
- *Humble Civic Center*
- *NRG Center*
- *Angleton ISD*
- *Friendswood City Activities Building*

To gauge regional capability of Home Health Agencies to provide in Shelter Continuity of care, please complete the information from the Shelter Care Form link included right below within **30 minutes**.

[Shelter Continuity of Care Form](#)

Event 8:**Mode:** Email inject**Incident:** Event Wind-down Forecasted / Utilities on the Way Back to Normal Operations

Message: The weather system that has been causing the extensive regional rain over the past several days is slowly starting to move out of the area. Local partners have informed us that Utility Crews are already in the area working on restoring various affected utility services as roads become passable once again and we should be expecting to have pre-event power status back up in the region followed by water.

Update: With the Low-pressure system that has caused the past couple of days event largely dissipated, and most roads again passable, utility crews have been successful getting the region infrastructure up and running again. With the extended forecast showing decreased cloudiness and continued dry days for some time to come, emergency notices have been lifted and resources have started demobilizing from the area. We believe the worst is over and hope for an expedited recovery to anybody affected.

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)
Test the ability of the coalition and members to effectively respond to and coordinate a region-wide significant weather event.	Health Care and Medical Response Coordination		X		
	Continuity of Health Care Service Delivery				
	Medical Surge				
Evaluate the ability of the coalition and members to establish and maintain communications in response to a region-wide significant weather event.	Continuity of Health Care Service Delivery		X		
Evaluate the ability of members to Shelter-In-Place or evacuate as required before or during a significant weather event.	Health Care and Medical Response Coordination		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:

Test the ability of the coalition and members to effectively respond to and coordinate a region-wide significant weather event.

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

HPP Capability 1: Health Care and Medical Response Coordination

Strengths

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

Strength 1: Personnel were aware of emergency procedures, priority status, methodology to determine supplies and medications.

Strength 2: Emergency response plans were in place and up to date to address disaster events.

Strength 3: Local shelters were identified for staff to assist with their assigned patients who had been transported there.

Areas for Improvement

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

Area for Improvement 1: Access to transportation, company transportation vehicle availability.

Analysis: Due to the number of activities taking place and personnel affected, transportation was delayed or not available due to the lack of resources. The pre-identified vehicles were either in use conducting different operations or not available when called upon through a MOA provider.

Area for Improvement 2: Coordination with local dialysis centers for availability and locations to send patients.

Analysis: Multiple agencies were unable to identify open Dialysis Centers for their patients. When contacting the centers it was identified that many were not in operation and back-up locations need to be identified early on and not at the last minute.

OBJECTIVE 2:

EVALUATE THE ABILITY OF THE COALITION AND MEMBERS TO ESTABLISH AND MAINTAIN COMMUNICATIONS IN RESPONSE TO A REGION-WIDE SIGNIFICANT WEATHER EVENT.

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: Regional communications from CMOC was well coordinated and conducted, the regional conference calls allowed for the sharing of good information and situational awareness.

Strength 2: Timely notifications and sense of urgency displayed by staff across multiple disciplines.

Strength 3: Communications with residents, patients, and family members was conducted regularly.

Areas for Improvement

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

Area for Improvement 1: Ensure that all individuals are called and spoken with and not through other electronic communication means.

Analysis: During the exercise, agencies were relying on text messages and emails to notify staff members. It was identified that many personnel did not receive these notifications in a timely manner thus creating a delay in response and the ability to provide the needed assistance.

OBJECTIVE 3:

EVALUATE THE ABILITY OF MEMBERS TO SHELTER-IN-PLACE OR EVACUATE AS REQUIRED BEFORE OR DURING A SIGNIFICANT WEATHER EVENT.

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

HPP Capability 3: Continuity of Health Care Service Delivery

Strengths

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

Strength 1: Identification of Shelter-In-Place or Evacuation procedures were discussed early on and involved the activation of these mentioned plans for possible activation.

Strength 2: Team work across all agencies and facilities was stressed, the sense of urgency from their staff was well recognized.

Areas for Improvement

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

Area for Improvement 1: Home Care patients emergency care packets and diets.

Analysis: It was identified that not all Home Care patients had their recommended Emergency Packets which includes pertinent medical information and diets available. Furthermore, several individuals also did not have a recommended seven-day availability of food.

Appendix A: IMPROVEMENT PLAN

This IP has been developed specifically for SETRAC as a result of Texas Soaker conducted on October 1, 2018.

Objective	HPP Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Start Date	Completion Date
Objective 1: Test the ability of the coalition and members to effectively respond to and coordinate a region-wide significant weather event.	HPP Capability 2: Health Care and Medical Response Coordination	Access to transportation, company transportation vehicle availability.	Ensure all agencies with a pre-identified need for transportation resources have a back-up to all capabilities. Establish additional MOA's for redundancy.	Training/Planning	SETRAC	12/1/2018	Ongoing
		Coordination between Dialysis Centers, local shelters, and individual agencies or facilities for patient needs during a disaster.	Conduct regular briefings and meetings to ensure all agencies within the RHPC are familiar with each other and their roles, and make all agencies of EM Resource as it pertains to Dialysis Centers.	Training/Planning	SETRAC	12/1/2018	Ongoing
Objective 2: Evaluate the ability of the coalition and	HPP Capability 2: Health Care	Ensure open lines of communications with internal and	Identifying redundant and effective communications during	Training/Planning	SETRAC & Individual Agencies	12/1/2018	Ongoing

members to establish and maintain communications in response to a region-wide significant weather event.	and Medical Response Coordination	external stakeholders before during and after a disaster.	a disaster is paramount ensure all call tree information is up to date also identify alternate methods of communication during a disaster.				
Objective 3: Evaluate the ability of members to Shelter-In-Place or evacuate as required before or during a significant weather event.	HPP Capability 3: Continuity of Health Care Service Delivery	Home Care patients emergency care packets and diets.	Conduct routine review and training on the recommendations in regard to Individual Emergency Care Packets and the importance to maintain a minimum of a seven day food supply for each individual.	Training/Planning	Each Individual Agency	12/1/2018	Ongoing

Appendix B: EXERCISE PARTICIPANTS

Agency Name	Participants
Silverado Hospice	86
Advantage Plus Homecare	45
Harbor Hospice of SE Houston Inpatient Unit Houston	33
Harbor Hospice of Texas Tomball	19
Harbor Hospice Livingston	28
Harbor Hospice NW Houston	19
Liberty Health Care Center	18
The Courtyards at Pasadena	58
Focus Care at Humble	20
Focused Care at Baytown	14
Focused Care at Huntsville	29
Avondale House	31
Home Health Resources	68
Clear Brook Crossing	60
Intrepid USA Healthcare Services Beaumont	21
Castle Pines Health and Rehab	47
The Hallmark	15
Encompass Home Health Nacogdoches	22
Encompass Health Lufkin	22
Encompass Health Home Health Beaumont	41

Regent Care Center of Kingwood	30
A Compassionate Care Home Health Lufkin	25
Trinity Rehab and Healthcare	52
The Resort at Texas City	52
Holiness Home Healthcare Corp Katy	11
The Medical Resort at Pearland	17
Diversicare Afton Oaks Healthcare and Rehab Houston	15
Fresenius Galveston	8
Fresenius Texas Ave Webster	18
Fresenius Beamer Houston	13
Fresenius Bayshore	22
Fresenius Dickinson	7
Fresenius West Houston	14
Fresenius NW Houston	8
Beacon Home Health	5
Southern Home Health	52
Park Manor of Conroe	19
Park Manor Cypress Station	19
Matagorda House The Legacy Campus	20
Sabine County Hospital	23
Columbus Community Hospital	11
The Forum at Memorial Woods	40
42 Participating agencies	Players Total: 1277

Appendix C: EXERCISE PLANNING TEAM

John Wingate	SETRAC
Hilal Salami	SETRAC
Trameka Jewett	SETRAC
Katherine Samuel	SETRAC
Gary Cotton	Creative Solutions
Van Carroll	Vitalus Health
Tanya Rogers	Fresenius Dialysis
Joey Frazier	Park Manor Facilities