SETRAC After-Action Report/Improvement Plan
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## Event Overview

<table>
<thead>
<tr>
<th>Event Name</th>
<th>February Winter Weather 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Dates</td>
<td>Sunday, February 14 – Sunday 21, 2021</td>
</tr>
<tr>
<td><strong>Scope</strong></td>
<td>The February Winter Weather 2021 affected the entire state of Texas with snow, and freezing temperatures. Cascading effects included widespread power outages which caused issues with lift stations, pumps, and resulted in boil water notices for all Southeast Texas and most of the State of Texas.</td>
</tr>
</tbody>
</table>
| Mission Area(s) and Healthcare Preparedness Capabilities | • Health Care and Medical Response Coordination  
• Medical Surge |
| **Issue Areas**     | Real-World Event Issues Areas for Coalition Members:  
• Incident Command &Resource Management  
• Information Sharing &Communications  
• Medical Surge, Transportation Coordination, & Evacuation  
• Continuity of Care |
| **Threat or Hazard**| Winter Weather Conditions |
| **Point of Contact**| Lori Upton  
Regional Director of Emergency Management Operations  
SETRAC  
1111 North Loop West, Suite 160  
Houston, TX 77008  
Office: (281) 822-4450  
Fax: (281) 822-4668  
Lori.Upton@setrac.org |
Executive Summary

The Winter Weather started on February 14, 2021 and lasted until February 21, 2021. The Winter storms brought six consecutive days below freezing temperatures and days of snow in Southeast Texas. The winter weather left roads snow covered and icy making patient transport by air and ground limited. The winter weather cascaded into a near power grid failure in Texas, and affected the pumping stations rendering drinking water and potable water non-existent/limited across the region. These issues not only occurred in Southeast Texas but the entire state of Texas leaving patient evacuation nearly impossible. EMS transportation was experiencing wait times at Emergency Departments up to 16 hours when they could transport.

The Catastrophic Medical Operation Center (CMOC) was activated at the Harris County Office of Emergency Management for 7 days at a level 1 activation. During the activation CMOC completed 7 missions and coordinated the movement of 42 patients, evacuation of 2 Nursing Homes/Assisted Living facilities.

Major Strengths

The major strengths identified during this event are as follows:

1. Communication pre-incident.
2. CMOC was activated timely and available.
3. Coordination between pre-hospital, CMOC, and hospitals.

Primary Areas for Improvement

Throughout the event, several opportunities for improvement in CMOC’s ability to respond to February Winter Weather were identified. The primary areas for improvement, including recommendations, are as follows:

1. Coalition conference calls with status updates.
2. Developing a regional analysis for dialysis during disasters.
3. Resource availability (options for potable water and O2)

AFTER ACTION REPORT METHODOLOGY AND DEVELOPMENT PROCESS

SETRAC conducted an electronic report to solicit information from its’ coalition members due to social distancing efforts during the pandemic response period. These return reports provided a platform for regional stakeholders to give feedback into operations during the February Winter Weather. A summary of the feedback was compiled into the After-Action Report (AAR) which is submitted for approval by SETRAC Leadership and filed with the State of Texas.
CMOC OPERATIONS OVERVIEW

CMOC Operations

<table>
<thead>
<tr>
<th>CMOC Patient Transfer Assistance</th>
<th>42</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Homes/Assisted living facilities evacuate</td>
<td>2</td>
</tr>
<tr>
<td>Regional Missions</td>
<td>7 missions</td>
</tr>
<tr>
<td>Time CMOC Activated:</td>
<td>7 days</td>
</tr>
</tbody>
</table>

ANALYSIS OF HEALTHCARE PREPAREDNESS CAPABILITIES

Aligning healthcare preparedness capabilities provides a consistent taxonomy for evaluation of real-world events to support preparedness reporting and trend analysis. Table 1 includes aligned capabilities, and performance ratings for each capability as observed during the event and determined by incident command.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Healthcare Preparedness Capability</th>
<th>Performed without Challenges (P)</th>
<th>Performed with Some Challenges (S)</th>
<th>Performed with Major Challenges (M)</th>
<th>Unable to be Performed (U)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide situational awareness of medical surge capability and infrastructure and assist local jurisdictions as needed.</td>
<td>Medical Surge</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Monitor capacity issues of evacuating and sheltering healthcare facilities and patient tracking.</td>
<td>Health Care and Medical Response Coordination</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Medical Surge</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>Healthcare Preparedness Capability</td>
<td>Performed without Challenges (P)</td>
<td>Performed with Some Challenges (S)</td>
<td>Performed with Major Challenges (M)</td>
<td>Unable to be Performed (U)</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------------------------</td>
<td>----------------------------------</td>
<td>-----------------------------------</td>
<td>-----------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>3. Maintain readily deployable assets to support medical evacuation and staging operations.</td>
<td>Health Care and Medical Response Coordination</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CAPABILITIES AND TIMELINE**

**Capability 2: Healthcare and Medical Response Coordination**

**Objective 2:** Monitor capacity issues of evacuating and sheltering healthcare facilities and patient tracking.

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

**Strength 1:** The ability to monitor the capacity of the facility through technology (EMResource).

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

**Area for Improvement 1:** Identify a more descriptive meaning of Internal Disaster for individual facilities in EMResource.

**Analysis:** When multiple hospitals are on “Internal Disaster” transporting EMS agencies are unable to identify the appropriate hospital for their patient being transported.

**Objective 3:** Maintain readily deployable assets to support medical evacuation and staging operations.
**Strengths**
The Partial capability level can be attributed to the following strengths:

**Strength 1:** The morgue trailers were readily available and deployed in a timely manner.

**Strength 2:** CMOC Logistics was able to coordinate and deploy needed resources (MRE’s, cots, blankets, water, and O2) to Warming Centers and other Healthcare Organizations.

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

**Area for Improvement 1:** The ability to refill O2 containers in a timely manner during a disaster.

**Analysis:** The ability to refill O2 cannisters has been a reoccurring issue during disasters, identifying a means to quickly and efficiently refill and distribute these cylinders to the coalition will mitigate the overload of calls to the 911 system and personnel to healthcare organizations.

**Capability 4: Medical Surge**

**Objective 1:** Provide situational awareness of medical surge capability and infrastructure and assist local jurisdictions as needed.

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

**Strength 1:** CMOC distributed and maintained a compiled listing of the Healthcare Organizations Water and Infrastructure Survey.

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

**Area for Improvement 1:** Situational Awareness calls to the coalition daily.

**Analysis:** Situational Awareness calls to the coalition were not conducted during the disaster on a regular or pre-determined basis.
Objective 2: Monitor capacity issues of evacuating and sheltering healthcare facilities and patient tracking.

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

Strength 1: Working with the Homeless Task Force to move non-medical patients from the hospitals to the warming centers.

Areas for Improvement
This Capability was identified as “Completed with No Challenges” for this incident.

SECTION 4: CONCLUSION
The winter storms in February of 2021 left most of our healthcare organizations without water and power for an extended period. This was an infrastructure failure across Southeast Texas that cascaded to our healthcare organizations. The Winter storms caused the temperatures to drop to historical lows across Texas while adding several inches of freezing rain and snow statewide.

During the 7-day activation, CMOC coordinated the movement of 46 patients and completed 7 missions. CMOC tasks included the tracking of open beds in hospitals, execution of evacuation protocols and patient transportation, managing ambulance staging operations, and meeting urgent healthcare needs. The success was possible also due to prior relationship building, planning, trainings, and exercises across our healthcare coalition. Most of the deaths associated with the Winter Storms across Southeast Texas were due to hypothermia.
# APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the SouthEast Texas Regional Advisory Council because of the February 2021 Winter Storms.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Issue/Area for Improvement</th>
<th>Corrective Action</th>
<th>Capability Element</th>
<th>Primary Responsible Organization</th>
<th>Start Date</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability 2: Healthcare and Medical Response Coordination</td>
<td>Identify a more descriptive meaning of Internal Disaster for individual facilities in EMResource.</td>
<td>Work with SETRAC leadership to implement a phased approach to situation awareness from the healthcare organization identifying as Internal Disaster.</td>
<td>2</td>
<td>SETRAC</td>
<td>3/22/2021</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Healthcare and Medical Response Coordination</td>
<td>The ability to refill O2 containers in a timely manner during a disaster.</td>
<td>The ability to procure the equipment, training, and certifications to refill the cylinders as needed.</td>
<td>2</td>
<td>SETRAC Director of Operations</td>
<td>3/22/2021</td>
<td>9/30/2021</td>
</tr>
<tr>
<td>Capability 4: Medical Surge</td>
<td>Situational Awareness calls to the coalition daily.</td>
<td>Assign a Planning Section to CMOC for the distribution of situational awareness to the coalition</td>
<td>4</td>
<td>SETRAC Leadership</td>
<td>3/22/2021</td>
<td>5/31/2021</td>
</tr>
</tbody>
</table>

1 Capability Elements are: Planning, Organization, Equipment, Training, or Event.
APPENDIX B: FEBRUARY WINTER WEATHER 2021
PARTICIPATING AGENCIES/FACILITIES

1st Texas Home Health
A Compassionate Care Home Health Services
A-1 Home Health Care
ACORN HEALTHCARE
AD Hospital East
Ada's Personal Care Home
Advantage Plus Homecare
Afton Oaks Nursing
AGAPE CARE LLC
AGC- Copperfield
All About Home Care, Inc.
All Care Home Health
Altus Baytown Hospital
Altus Hospice Beaumont
Altus Houston Hospital
Amity Home Health
Angel home health care LLC
Angels Care Hospice
Apex oaks at cypress
Aqua Fort Bend Dialysis
Arbor Hills Rehabilitation and Healthcare Center
Arden Wood
Autumn Grove Cottage
Avenue 360 Health and Wellness
AVISTA LIVING
Avondale House
Baptist Beaumont Hospital
Baylor St. Luke's medical Center
Bayou Pines Care Center
Bayside Community Hospital
Baywood Crossing Rehabilitation & Healthcare Center
BCM Health LLC
Be Blessed Home Care
BEACON HOME HEALTH AGENCY LLC
Beaumont Nursing and Rehab
Behavioral Hospital of Bellaire
Beloved’ Home Health Care
Ben Taub Hospital
BEST DOMINION HEALTHCARE SERVICES, INC.
Bleu Arc Inc
Brazos Towers at Bayou Manor
Bremond Nursing & Rehab Center
BRIDGECREST REHABILITATION SUITES
Bridgemoor Transitional Care
Brighton Senior Living of Cypress
Brighton Senior Living of Katy
Brightpointe at Rivershire
Brookshire Residence and Rehabilitation
Burke Center
Caring People Adult Care
Caring Professional Health Services Inc
Castle pines health And rehab
C'est La Vie Palliative & Hospice Care
Chelsea Gardens
CHI St Lukes Health Memorial Lufkin
CHI ST LUKES PATIENTS MEDICAL CENTER
CHI St. Luke's Health Memorial Livingston
After-Action Report

February Winter Weather (AAR/IP)

CHI St. Luke's Sugar Land Hospital
Christus Dubuis Hospital of Beaumont
CHRISTUS Jasper Memorial Hospital
CHRISTUS St. Mary Outpatient Center ER
Citizen Care Home Health Inc
City of Baytown
City of Bellaire
Clarewood House Extended Care Center
Clear Lake Emergency Medical Corps
Clear Lake Kidney Center FKC
Coastal Health & Wellness
Colonial Oaks at Westchase
Columbus Community Hospital
Columbus Oaks
Comfy Home, Inc.
Communication Essentials
Community Fire
Copperfield Healthcare & Rehabilitation
Cornerstone Hospital
Cornerstone Hospital Conroe
Cornerstone Specialty Hospitals Houston Medical Center
Corporate senior center
Corrigan LTC Nursing and Rehabilitation
Cottage health care services Inc
Cozy Living Community
CREATION LIVING CENTER
CROSSROADS HOSPICE
CSN ENTERPRISE, INC.
CS-Spanish Trails AL
CUN HEALTH NET, INC.
Cypress Assisted Living
Cypress Creek EMS
Cypress Creek Rehabilitation
Cypress Pointe Health and Wellness
DAYTON NURSING AND REHAB
DCI Center
DDMS of Houston, LLC
Deerbrook Skilled Nursing and Rehab
Destiny Care Services., Inc.
Devotion Health Care Services Inc
Devotion Hospice
Dialyspa The Heights
Divinity Care Center
EDIHUMBLE HOME HEALTHCARE
El Campo EMS
El Campo Memorial Hospital
Encompass Health Katy
Encompass Health Rehabilitation Hospital of Cypress
Encompass Health Rehabilitation Hospital of Humble
Encompass Health Rehabilitation Hospital of Sugar Land
Encompass Health The Woodlands
Encompass Health Vision Park
Excel Complete Home Health & Therapy Services
EXCELS HEALTHCARE SERVICES INC
EXTRACARE HOME HEALTH SERVICES
Fairfield Kidney Center
Fall Creek Rehabilitation and Healthcare Center
First Class Home Care Services, Inc.
FKC Houston
FKC Pearland Town Center
FMC Brazos
FMC East Central Houston Dialysis
FMC Galveston
FMC Mission Bend Dialysis
FMC- Pearland
FMC Rosenberg
Focus care at Allenbrook
Focus Care Gilmer, Tx
Focus Care of Humble
Focused Care at Burnet Bay
Focused Care at Cedar Bayou
Focused Care at Linden
Focused Care at Mount Pleasant
Focused Care at Pasadena
Focused Care at Summer Place
Focused Care at Webster
Focused Care of Waxahachie
Forest Cove ALF
Fort Bend County EMS
Fresenius Alvin Dialysis Center
Fresenius Kidney Care- Dickinson Dialysis
Fresenius Medical Care Katy Dialysis
Fresenius Medical Care Sugarland
Fresenius Sugarland
Fresenius West Rosenberg
Fresenius West Rosenberg
G. WILL’S ROOMING FACILITY
Galleria Residence & Rehabilitation Center
Galveston County Adult daycare
Galveston County ESD2
Galway Meadows Care Home
Golden Rule Services, Inc.
Golden Triangle Emergency Center
Goodliving Assisted Living Facility
Gulf Coast Regional Blood Center
Hall’s Personal Care
Hands To Lend Assisted Living
Harris County ESD No. 5
Harris County ESD4 Huffman EMS
Harris Health System IC
HCA Houston Healthcare Clear Lake
HCA Houston Healthcare Northwest
HCA Houston Healthcare Southeast
HCA Houston Healthcare Tomball
HCA Houston Healthcare Woman's Hospital of Texas
Health Care Temporaries Inc
HEALTHPOINT HOME HEALTH AND INFUSION SERVICES
Heart to Heart Hospice
Heavenly Hospice @ Home
Highland Park Rehabilitation and Nursing Center
Home Health Professionals
Home Health Resources/QAPI
HOME HEALTH UNLIMITED
Hospice in the Pines
Houston Heights Healthcare
Houston Methodist Clear Lake Hospital
Houston Methodist Continuing Care
Houston Methodist Hospital
Houston Methodist Sugar Land
Houston Methodist The Woodlands Hospital
Houston Methodist Willowbrook Hospital
Houston Premier Surgery Center
HRA Village, Inc.
Humble Fire Rescue
Huntington Healthcare & Rehabilitation
Huntsville Health Care Center
Huntsville Memorial Hospital
Interim Healthcare Houston SE
Intrepid USA Healthcare Services
IPR Healthcare System, Inc.
Jolivette Personal Care Home
Kindred Hospital Clear Lake
Kindred Hospital Houston Medical Center
Kindred Hospital Houston Northwest
Kindred Hospital Sugar Land
Kingwood Emergency Hospital
Kingwood Endoscopy
Kingwood Memory & Assisted Living
LAPORTE HEALTHCARE CENTER
LBJ Hospital
Lenrose Place
Liberty Dayton Regional Medical Center
Liberty Dialysis Victoria
Liberty Health Care Center
Lifecare Options Home Health Services, Inc.
Lifeway Healthcare Inc
Lone Star Home Dialysis, Inc
Loving Care Cottages
Lufkin State Supported Living Center
Lufkin State Supported Living Center
MARLENA'S HOUSE
Matagorda Regional Medical
MD Anderson Cancer Center
Med Scripts Homecare
Med-Source Healthcare Services, Inc
MEMEEHA, LLC
Memorial Hermann - TMC, Children’s Memorial Hermann Hospital, and Memorial Hermann Orthopedic and Spine Hospital
Memorial Hermann Cypress Hospital
Memorial Hermann Greater Heights
Memorial Hermann Home Based Services
Memorial Hermann Katy
Memorial Hermann Southwest
Memorial Hermann Surgical Hospital First Colony
Memorial Hermann Surgical Hospital Kingwood
Memorial Medical Center San Augustine
MERCY HEALTHCARE SERVICES, INC.
Methodist West
MHT Woodlands
Mid Jefferson Extended Care Hospitals (Beaumont & Nederland)
Midtown Hospice Inc
MODESTY HOME HEALTH
Mont Belvieu Fire Department
Mont Belvieu Rehabilitation & Healthcare Center
MOUNT SINAI HOME CARE
MRC Creekside
MRC The Crossings
Naaz Pediatric Home Care LLC
Nacogdoches Memorial Hospital
Nations Pioneer Health Services, Inc
ND Healthcare Services Inc
New Haven Assisted Living and Memory Care
Newstart Home Care Services
Nexus Health
Nixon Home Care, Inc.
North Cypress Medical Center
Northside Houston Dialysis
NURSES NIGHT & DAY, INC
OakBend Medical Center - Jackson Street
OakBend Medical Center - Wharton
OakBend Medical Center - Williams Way
OAKMONT HEALTHCARE & HEALTHCARE & REHABILITATION CENTER OF HUMBLE
Oakmont Healthcare & Rehab Center of Katy
Oasis Hospice
Oceans Behavior Hospital
Palacios Community Medical Center
PAM Rehab Clear Lake
PAM Rehab Hospital Clear Lake North
PAM Rehabilitation Hospital of Clear Lake- Main Campus (Post Acute Medical)
Paradise Care Center
Paradise LTC living I
Park Manor CYFair
Park Manor of Conroe
Park Manor of Humble
Park Manor of Quail Valley
Park Manor of Woodlands
Park Manor South Belt-HMG
Park Manor Westchase
Parkside Surgery Center
Patient Caregivers
Peach Creek Assisted Living
Post Acute Medical Rehabilitation Hospital of Humble
Prime Care Medical Svc
Provident Memory Care
Reez Home Health
Regency Village
Regent Care Center of Kingwood
Regent Care The Woodlands
REHAB MED-CARE LLC
Reliable Oaks Assisted Living
RESTORE HEALTH CARE SERVICES, INC
Reunion Court of Kingwood
Reunion Court of The Woodlands
Revered Texan Hearth & Home
Ric Medical Center
River Oaks Hospital and Clinics
RiverKids Pediatric Home Health
Rollingbrook Rehab & Healthcare
Rosary Home Health, Inc.
Rose Hill Assisted Living
Rose of Sharon Home Health Inc.
Rosemont Assisted Living and Memory Care
Sabine County Hospital
Sacred Oak Medical Center
Santa Fe Fire & Rescue
Senior Support Services, Inc. dba Garden Oaks Adult Activity Center
Seven Acres
Shady Oak Retreat
Silsbee Oaks Health Care LLP
Silverado - Hermann Park
Silverado Hospice - North Houston
Solera at West Houston
Special Home Care Living Center
Specialty Wound & Ostomy Nursing
Spindletop Center
Spring Creek Nursing & Rehab.
Spring Creek Village
SSA Home Health Care
St. Dominick Village
St. Joseph Medical Center
ST. MARY'S HOME HEALTH, INC.
Stat Home Health
STJ HEALTH CARE SERVICES INC
SUGAR LAND HEALTH CARE CENTER
Sugar land Rehab Hospital
Summit Nursing and Rehab
Sun Behavioral
Sunshine Center, Inc.
Sylvan Shores Health and Wellness
Tall Pines Assisted Living
TAWL Health Care, Inc
Terra Bella Health and wellness
Texana Center
Texas Avenue Dialysis Clinic #9264
Texas Children's Hospital Main Campus
Texas Children's Hospital The Woodlands
Texas Children's Hospital West Campus
Texas Emergency Care Centers
TEXAS HUMAN HEALTHCARE SERVICES
Texas Orthopedic Hospital
The Concierge
THE COURTYARDS AT PASADENA
The Gardens of Bellaire SNF/ALF
THE HALLMARK
The Harris Center
The Medical Center of Southeast Texas
The Medical Center of Southeast Texas Beaumont Campus
The Medical Resort at The Woodlands
The Medical Resort Sugarland
The Orchard
The Park at Bay Area
The Rio at Mainland Center
The Villa at Savory Springs
The Villa at Willow Colony LLC
The Woodlands Specialty Hospital
Timberidge Nursing and Rehab
Titanium Rehab LLC
Total Friendly Care Services Inc.
Treemont Healthcare
Triumphant Investments Inc dba Maximum Care
TruCare Hospice and Palliative Services
TTI Home Health Care
Tyler County
Tyler County Hospital
UNITY HOMECARE
Universal Living Care Center
UTHHealth Harris County Psychiatric Center
VESTA HOME CARE
Vidor Health and Rehabilitation
Villa Toscana at Cypress Woods
Village Choice Health Care, In
VITAS Healthcare
Vivicare Health Partners Houston Inc.
W C HOME HEALTH TRANSCARE DBA
WELLNESS HEALTHCARE INC
West Houston Dialysis
West Houston Rehabilitation and Healthcare Center
West Janisch Health Care Center
West Oaks Hospital
West Oaks Nursing and Rehab
West Wynde Health Services
Westminster Dialysis Center
WILLOWBROOK NURSING CENTER
Windsong Care Center
Windsor Houston
WINNERS HEALTHCARE SOLUTIONS INC.
Woodland Heights Medical Center
Woodland Springs Hospital
Xtra-Care Home Health Inc