



# SETRAC After-Action Report/Improvement Plan

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## EVENT OVERVIEW

<b>Event Name</b>	February Winter Weather 2021
<b>Event Dates</b>	Sunday, February 14 – Sunday 21, 2021
<b>Scope</b>	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.
<b>Mission Area(s) and Healthcare Preparedness Capabilities</b>	<ul style="list-style-type: none"><li>• Health Care and Medical Response Coordination</li><li>• Medical Surge</li></ul>
<b>Issue Areas</b>	Real-World Event Issues Areas for Coalition Members: <ul style="list-style-type: none"><li>• Incident Command &amp; Resource Management</li><li>• Information Sharing &amp; Communications</li><li>• Medical Surge, Transportation Coordination, &amp; Evacuation</li><li>• Continuity of Care</li></ul>
<b>Threat or Hazard</b>	Winter Weather Conditions
<b>Point of Contact</b>	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 <a href="mailto:Lori.Upton@setrac.org">Lori.Upton@setrac.org</a>

## **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

CMOC Patient Transfer Assistance	42
Nursing Homes/Assisted living facilities evacuate	2
Regional Missions	7 missions
Time CMOC Activated:	7 days

## 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.

Objective	Healthcare Preparedness Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1. Provide situational awareness of medical surge capability and infrastructure and assist local jurisdictions as needed.	<b>Medical Surge</b>		X		
2. Monitor capacity issues of evacuating and sheltering healthcare facilities and patient tracking.	<b>Health Care and Medical Response Coordination</b>		X		
	<b>Medical Surge</b>	X			

Objective	Healthcare Preparedness Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
3. Maintain readily deployable assets to support medical evacuation and staging operations.	<b>Health Care and Medical Response Coordination</b>		X		

## 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.

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## APPENDIX A: IMPROVEMENT PLAN

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

Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization	Start Date	Completion Date
Capability 2: Healthcare and Medical Response Coordination	Identify a more descriptive meaning of Internal Disaster for individual facilities in EMResource.	Work with SETRAC leadership to implement a phased approach to situation awareness from the healthcare organization identifying as Internal Disaster.	2	SETRAC	3/22/2021	9/30/2021
	The ability to refill O2 containers in a timely manner during a disaster.	The ability to procure the equipment, training, and certifications to refill the cylinders as needed.	2	SETRAC Director of Operations	3/22/2021	9/30/2021
Capability 4: Medical Surge	Situational Awareness calls to the coalition daily.	Assign a Planning Section to CMOC for the distribution of situational awareness to the coalition	4	SETRAC Leadership	3/22/2021	5/31/2021

<sup>1</sup> 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 Hopsital  
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

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 doalysis, 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 Hospita

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 Dominic 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

UTHealth 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