SETRAC After-Action Report/Improvement Plan

Hurricane Laura
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EVENT OVERVIEW

**Event Name**  
Hurricane Laura

**Event Dates**  
August 23 – September 10, 2020

**Scope**  
Hurricane Laura was a strong Category 4 hurricane that made landfall near Cameron, Louisiana impacting the Southeast Texas Region.

**Mission Area(s) and Healthcare Preparedness Capabilities**  
- Health Care and Medical Response Coordination
- Continuity of Health Care Service Delivery
- 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**  
Hurricane

**Point of Contact**  
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Executive Summary

Hurricane Laura made landfall near Cameron, Louisiana, around 12:00 AM CST on August 27. Laura was the strongest hurricane to ever make landfall along the Louisiana coast and was the first Category 4 landfall on record in southwestern Louisiana. Progressing inland across southwestern Louisiana, Laura produced destructive winds over a wide area, extending into Southeast Texas although the storm rapidly weakened as it progressed farther inland. Steady filling of the storm and the disappearance of its eye ensued throughout the day, and Laura weakened to a tropical storm by 11:00 AM CST about 50 mi east-southeast of Shreveport Louisiana.

The Catastrophic Medical Operation Center (CMOC) was activated at the Harris County Office of Emergency Management for 5 days at a level 1 activation. During the activation CMOC completed 362 missions and coordinated the movement of 1206 patients, evacuation of 25 Intermediate Care Facilities (ICF), 20 Nursing Homes, and 19 Assisted Living Facilities (ALF).

Major Strengths

The major strengths identified during this event are as follows:

- Many of the facilities who had to evacuate initiated their own evacuations to pre-identified locations in advance of the storm’s arrival.
- The CMOC’s ability to adapt to the rapidly changing situation.
- Special Population facilities had provided early capabilities to receive both COVID and Non-COVID patients in the event placement was needed for evacuating facilities.

Primary Areas for Improvement

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

- Manifest delays and improper format from evacuating facilities. Multiple formats were received to include PDF and Screenshots.
- Following originally developed manifests without command coordination and approval for changes after issuance.
- Staff familiarity on Mission Task Board and updated on changes.
- Staff coordination across the region avoiding duplication of effort.
- SitRep and other documents used by staff be made available as shareable documents.
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 hurricane Laura. 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

SETRAC was closely monitoring the development of two named storms which were forecasted to have a significant impact along the Gulf Coast.

August 23, 2020: SETRAC completed staffing records in anticipation of an activation. Conference calls were made with the hospitals and the Special Populations groups to update them on the current status of the storm, projections for landfall and rain amounts, current response activities and recommendations for evacuation/shelter in place.

August 24, 2020: CMOC Activated at 0800 at a level 1 in support of Hurricane Laura. Both Voluntary and Mandatory evacuations will effective August 25, 2020. An estimated 385,000 people were under evacuation orders across Southeast Texas, including the entire city of Beaumont. SETRAC established Staging Operations at Ford Park in Beaumont Texas.
August 27, 2017: Hurricane Laura made Landfall just after midnight CST near Cameron Louisiana. Hurricane Laura caused widespread devastation throughout most of its path with tropical-storm force winds going over almost all of the Antillean Islands, hurricane and tropical-storm force winds impacting parts of Florida, Louisiana, Texas, Mississippi, and Arkansas, and flooding rain and storm surge affecting a large portion of the storm's path.

August 28, 2017: By August 28, Hurricane Laura was degraded to a tropical depression over central Arkansas; heavy rain became the primary threat across the region. During that time, the National Hurricane Center (NHC) had issued their final advisory on Laura.

August 29 – September 10, 2017

CMOC staff began to assess and demobilize resources that were utilized throughout the region, and development of repopulation plans. Assessment and demobilization of federal assets as applicable. Facilitated transportation back of displaced residents with medical needs and patients in hospitals/nursing homes that were evacuated by CMOC.
## CMOC Operations

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinated movement of patients</td>
<td>1206</td>
</tr>
<tr>
<td>Missions conducted for patient movement</td>
<td>362</td>
</tr>
<tr>
<td>Nursing Homes/Assisted living facilities evacuate</td>
<td>64</td>
</tr>
<tr>
<td>EMTF 6 Agencies activated</td>
<td>21</td>
</tr>
<tr>
<td>Time CMOC Activated:</td>
<td>12 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>X</td>
<td></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>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 full capability level can be attributed to the following strengths:

Strength 1: The ability of CMOC to maintain situational awareness of evacuating healthcare facilities.

Strength 2: Identifying other medical needs to include O2, Hyperbaric Chambers, and PPE both in and out of the region.

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

None Identified

Objective 3: Maintain readily deployable assets to support medical evacuation and staging operations.

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

Strength 1: Rostering and deploying the Emergency Medical Task Force (EMTF) in a timely and efficient manner.

Strength 2: The ability to identify mechanical issues with the assets, to include the deployment of personnel to perform maintenance and work around alternatives.

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

None Identified
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: The ability of CMOC to identify bed availability and establish the proper mission task allowing for the transfer to an equal level of care facility and based upon the COVID status of the patient.

Strength 2: Multiple evacuating facilities had previously developed and activated facility evacuation plans prior to the storm’s arrival. This pre-coordination allowed for a faster and safer evacuation of their patients and staff.

Strength 3: CMOC hosted daily conference calls to provide situational awareness to RHPC stakeholders

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

Area for Improvement 1: Adding the number of patients evacuated or repatriated to the Operational Period SitRep.

Analysis: This will ensure situational awareness for all staff members and provide reference points for follow on meetings and the After-Action Report (AAR).

Area for Improvement 2: Facilities need to ensure that contact information is updated in EMResource.

Analysis: Some facilities have failed to maintain current or updated information in EMResource, which resulted in delays for reaching some facilities across the region.

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

Strengths
The full capability level can be attributed to the following strengths:
Strength 1: Region participated in daily bed reports and status updates for facilities.

Strength 2: Utilized existing working relationships with the regions healthcare facilities provided a seamless coordination for evacuating and establishing placement.

Strength 3: Utilization of the Mission Task Board provided accountability for the movement and tracking of patients for CMOC Operations.

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

None Identified

SECTION 4: CONCLUSION

Hurricane Laura produced at least 16 tornadoes across the region. Laura became the first major hurricane to strike the mainland United States since Michael in October 2018. Due to preparations and coordination CMOC was able to successfully respond to the event with limited issues.

During the 12-day activation, CMOC coordinated the movement of over 1200 patients, completed 362 missions and evacuated 64 healthcare facilities. 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 Hurricane Laura in Texas was due to carbon monoxide poisoning as a result of improperly placed generators.
**APPENDIX A: IMPROVEMENT PLAN**

This IP has been developed specifically for Southeast Texas Regional Advisory Council because of Hurricane Laura.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Issue/Area for Improvement</th>
<th>Corrective Action</th>
<th>Capability Element ¹</th>
<th>Primary Responsible Organization</th>
<th>Start Date</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability 4: Medical Surge</td>
<td>Duplication of effort and confusion amongst staff of work assignments.</td>
<td>Adding the number of patients evacuated or repatriated to the Operational Period SitRep</td>
<td>Planning</td>
<td>SETRAC</td>
<td>10/1/2020</td>
<td>1/30/2021</td>
</tr>
<tr>
<td></td>
<td>Facilities need to ensure that contact information is updated in EMResource</td>
<td>Facilities needs to ensure that contact information is updated in EMResource</td>
<td>Training</td>
<td>SETRAC</td>
<td>10/1/2020</td>
<td>On-going</td>
</tr>
</tbody>
</table>

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Event.
APPENDIX B: HURRICANE LAURA PARTICIPATING AGENCIES/FACILITIES

1st CHOICE HEALTHCARE SERVICES
1st Texas Home Health
Alpine Home Health
A&L Health Care Services, LLC
A-1 Home Health Care
ABL HOMEHEALTH SERVICES INC.
Ac health services inc
Acadian Ambulance Service of Texas
AD Hospital East
ADVANCED HEALTHCARE SERVICES
Advantage Plus Homecare
Advocates for the Independent
AGAPE CARE LLC
AGRICHEALTH SERVICES LLC
Algen Health LLC
All Care Home Health
Allegiance Mobile Health
Altus Baytoen Hospital
Altus Houston Hospital
Altus Lumberton Hospital
Andrea's Home Care
Angelina County & Cities Health District
Angelina County EOC
Apex Oaks at Cypress LLC
Arden Place of Houston
Arden Wood
Ashton Parke Care Center
At Your Side Home Care - NW Houston
Atrium Medical Center
A-UNC Healthcare Services DBA Adbright Healthcareservices, inc
Austin County EMS
Avondale House
Baptist Beaumont Hospital
Bayou Pines Care Center
Bayside Community Hospital/Chambers Health
Baywind Village Skilled Nursing & Rehab
Beach House Assisted Living at the Meridian
BEACON HOME HEALTH AGENCY, LLC
Beaumont Nursing and Rehab
Behavioral Hospital of Bellaire
Bellaire Home Health Care
BELOVED HOME HEALTH SERVICES
Ben Taub Hospital
Bernadette Fields Healthcare
BEST DOMINION HEALTHCARE SERVICES, INC.
BETHINA HEALTHCARE LLC
BJ Living Center, Inc
BLISSFUL HEALTHCARE SERVICES, INC.
Blue Star Hospice Inc
Brazos Towers at Bayou Manor
Bridgecomest Rehabilitation Suites
Bridgemoor Transitional Care
Brookdale Willowbrook Place
Burke Center
CAMBRIDGE HEALTH AND REHABILITATION CENTER
Caring People, Ltd. Co.
Caring Senior Service of Houston
Castle Pines
Catholic Healthcare Initiatives
Central Emergency Medical Service, Inc
Chambers County
Chandra Wells HCS
CHI Memorial San Augustine
CHI ST Luke's Health Memorial Lufkin
CHI St Luke's Health-Brazosport
CHI St. Luke's Health Memorial Livingston
Christus Dubuis Hospital of Beaumont
CHRISTUS St Elizabeth
CHRISTUS St. Mary Outpatient Center ER
Citizen Care Home Health Inc
Cleveland Health Care Center
Clute LTC dba Woodlake
CNE Home Health Services, Inc.
CNJ HOMECARE
Coastal Health & Wellness
College Street Health Care Center
Columbus Community Hospital
Comfy Home, Inc.
Commitment To Caring
Consolidated Home Health
Cornerstone Hospital
Cornerstone Hospital Conroe
Corrigan LTC Nursing and Rehabilitation
Country Village Care
Courtyard Nursing & Rehabilitation
Crescent Home Health Inc
Cypress Creek Hospital
Cypress Creek Rehabilitation
Cypress Pointe Health and Wellness
Cypress Woods Care Center
DaVita Med Center
DDMS of Houston, LLC
Debok Healthcare Inc
Deerbrook Skilled Nursing and Rehabilitation
DETCOG
Diversified health care inc
Dogwood Trails Manor
Eagle Lake Nursing and Rehabilitation
Ecare Medical Group
Eden Hospice Care Services Inc
Eden Memory Care
Eden’s Reflection Assisted Living
Efficient Home Care, Inc
El Campo EMS
El Campo Memorial Hospital
Encompass Health
Encompass Health - Home Health - Beaumont
Encompass Health - Home Health - Livingston
Encompass health - Home Health - Lufkin
Encompass Health - Home Health - Nacogdoches
Encompass Health Katy
Encompass Health Rehab Hospital The Vintage
Encompass Health Rehabilitation Hospital of Cypress
Encompass Health Rehabilitation Hospital of Sugar Land
Encompass Health Vision Park
Encompass Health Woodlands
Evening Star Healthcare Inc
EXTRACARE HOME HEALTH SERVICES
Fall Creek Rehabilitation and Healthcare Center
First Choice In-Home Care Provider Agency
FKC Pearland Town Center
FKC Rosenberg
FKC Strawberry Park
FKC Texas Med Ctr Home
FKC West Houston
FMC Brazos
FMC Clearlake
FMC Galveston
FMC Pearland
FMC Texas Ave
Focused Care at Burnet Bay
Focused Care At Humble
Focused Care at Summer Place
Focused Care at Webster
Forest Cove ALF
Fresenius Alvin Dialysis Center
Fresenius Katy Dialysis
Fresenius Kidney Care - Beamer 100148
Fresenius Kidney Care - Jasper
Fresenius Kidney Care- Dickinson Dialysis
Fresenius Kidney Care Midtown/Houston
Fresenius Kidney Care-Baytown Home Clinic
Fresenius Southeast Kidney Center
Fresenius Sugarland
Fresenius West Pearland Dialysis
Fresenius West Rosenberg
Galleria Residence and Rehab
Galveston County ESD2
Galveston County Office Of Emergency Management
Galveston EMS
Galway Meadows Care Homr
Garden Terrace Alzheimer's Center of Houston
Garrison Nursing Home
Gevil Health Services
Gladkids LLC
Glo's Hope Corp
GOLDEN TRIANGLE EMERGENCY CENTER, LLC
Grace Care Center At Northpointe
Grace Care Center Cypress
Grace Care Center of Katy
Grace Extended RAL
Greenhill Villas
GULF COAST COMMUNITY HEATH SERVICES INC
Gulf Healthcare Center - Port Arthur
Hall’s Personal Care
Hallmark
Harbor Hospice
Harbor Hospice of Southeast Houston
Harbor Hospice of Texas
Harmony Complete Care, LLC
Harris County ESD No. 5
Harris County ESD 4
Harris Health System
HCA Houston Healthcare Clear Lake
HCA Houston Healthcare Kingwood
HCA Houston Healthcare Tomball
HCA Houston Healthcare West
HCA Medical Center
Health Care Temporaries Inc
Healthpoint Home Health and Infusion Services
Hemphill Care Center
Heritage Villa Nursing and Rehabilitation
Highland Park Rehabilitation & Nursing Center
Holly Hall
Horizon Home Health Care
Hospice in the Pines
Hospice Plus- Beaumont
Houston Methodist Baytown Hospital
Houston Methodist Hospital
Houston Methodist Sugar Land
Houston Physicians Hospital
Houston Premier Surgery Center
Humble Fire Rescue
Huntington Healthcare & Rehabilitation
Huntsville Health Care Center
Huntsville Memorial Hospital
Independence Village
InnerWisdom, Inc.
Intrepid USA Healthcare Services
Jacinto Nursing & Rehabilitation Center
JOELELIJAH ADULT CARE INC NONE at
Just Real Kare
Kara Living Centers, Inc.
Kennedy Health and Rehabilitation
Kindred Hospital Clear Lake
Kindred Hospital Houston Medical Center
Kindred Hospital Houston Northwest
Kindred Hospital Sugar Land
Kingwood Emergency Hospital
Kingwood Memory & Assisted Living
Kingwood Pines Hospital
KOBI HEALTHSERVICES, LLC
Kountze Nursing Center
Ks Place Personal Care Home
LA Anchor Anchor Home
La Vita Bella
Lawrence Street Health Care Center
LBJ Hospital
Liberty Dayton RMC
Liberty Health Care Center
Lifecare Options Home Health Services, Inc.
LIFETIME HOMECARE SERVICES, LLC
Light Heart Memory Care-Webster
Loving Care Cottages
Lufkin State Supported Living Center
M&Y Extraordinary Care
MAJESTIK CARE PROVIDERS
MARLENA'S HOUSE
Matagorda Regional Medical Center
MEMEEHA, LLC
Memorial Hermann Cypress Hospital
Memorial Hermann Home Based Services
MEMORIAL HERMANN PEARLAND
Memorial Hermann Rehabilitation - Katy
Memorial Hermann Southwest
MEMORIAL HERMANN--SOUTHEAST
Memorial Hermann-TMC
Children's Memorial Hermann Hospital
Memorial Hermann Orthopedic and Spine Hospital
Memorial Hermann Children's Dialysis
Memorial Hermann TCF
MERCY ELDERLY ASSISTED LIVING INC
Mid Jefferson Extended Care Hospitals (Beaumont & Nederland)
Modesty Home Health
Mzee Home Care Services, LLC
Neuropsychiatric Center/The Harris Center for Mental Health and IDD
NEWCHANNEL HEALTHCARE SERVICES
Nexus Health
North Channel EMS
North Cypress Medical Center
OakBend Medical Center
Oakcare Hospice
Oakmont Healthcare & Rehabilitation Center of Humble
Oakmont of Katy
Oakmont of Katy Healthcare and Rehabilitation Center
Oakridge Assisted Living Home
Omega House/Avenue 360
OmegaLife Hospice of Texas
Optimum Personal Care Missouri City
Optimum Personal Care Sugar Land
Optimum Personal Care, Inc.
Option Care
Palacios Community Medical Center
Paradigm at Westbury
Paradise Care Center
Park Manor Cypress
Park Manor of Conroe
Park Manor of Quail Valley
Pathways Memory Care at Villa Toscana
Pebbleshire House
Pine Arbor
PINEHURST NURSING AND REHABILITATION
Post Acute Medical Rehabilitation Hospital of Humble
Prestige Living Center Inc
PROMED HOME CARE
Providian Health Care INC
regency village
Regent Care Center of Kingwood
Regent Care of League City
Regent Care The Woodlands
Resolutions Hospice
RESTORE HEALTH CARE SERVICES INC
Richard A. Anderson TSVH
Richmond Health Care Center
River Oaks Hospital and Clinics
River Kids Pediatric Home Health
Rollingbrook Rehab & Healthcare
Rosary Home Health, Inc.
ROSELAND HEALTHCARE SERVICES INC
Royal Care Community homes
Sabine County Hospital
Sacred Oak Medical Center
Santa Fe Fire & Rescue
SE TEXAS ER & HOSPITAL, LLP
Seabreeze Nursing & Rehabilitation
Seasons Hospice & Palliative Care of Texas - Houston
Seven Acres Jewish Senior Care Service
Shriners Galveston
Shriners Hospitals for Children
Silsbee Oaks Health Care LLP
Silverado Hermann Park
Silverado Hospice
Silverado Hospice - North Houston
Silverado-Hermann Park
Solera at West Houston
Southland Rehabilitation
Spanish Trail ALF of Silsbee
Specialty Wound & Ostomy Nursing
Spindletop Center
Spindletop Hill Nursing and Rehabilitation
Spring Creek Nursing & Rehab.
Spring Creek Village
Springwell Healthcare Services Inc
SSA Home Health Care
ST LUKES PATIENTS MEDICAL CENTER
St. James House of Baytown
St. Joseph Medical Center
Steadfast Home Companion Services
Sterling Oaks Rehabilitation
STJ HEALTH CARE SERVICES INC
Sugar Land Fire-EMS
Sugar Land Health Care Center
Sugar land Rehab Hospital
Summit Nursing and REhab
Sunset hospice
Sweet Home Assisted
Texana BTTC
Texas Children's Hospital Main Campus
Texas Children's Hospital West Campus
Texas Children's Hospital Woodlands Campus
Texas Emergency Care Centers
TEXAS HUMAN HEALTHCARE SERVICES
Texas Orthopedic Hospital
The Arbors Healthcare and Rehab
The Courtyards at Pasadena
The Forum at Memorial Woods Healthcare Center
The Gardens of Bellaire
The Lakes at Texas City
The Medallion
The Medical Center of Southeast Texas
The Medical Center of Southeast Texas Beaumont
The Medical Resort at Pearland
The Medical Resort at Sugarland
The Orchard
The Phoenix Post-Acute
The Shores at Clear Lake
The Villa at Willow Colony and The Villa at Savory Springs
The Village at Gleannloch Farms
Thrive Skilled Pediatric Care
Timberidge Nursing and Rehab
Timberwood Nursing & Rehabilitation Center
Total Friendly Care Services Inc.
Treemont Healthcare
Trinity Homecare
Trucare Hospice and Palliative Services
TTI Home Health Care
Tuscany village
Tyler County Hospital
United America Home Health Service
United Memorial Medical Center
Universal Assisted Living Homes
University of Texas Medical Branch
UT Health HCPC
UT MD Anderson Cancer Center
Vantage Hospice
Vidor Health and Rehabilitation
Villa Toscana at Cypress Woods
Village Choice Health Care, In
Visiting Angels
Vista Nursing and Rehabilitation
VITAS Healthcare
WELLNESS HEALTHCARE INC
West Houston Rehabilitation and Healthcare Center
West Janisch Health Care Center
West Oaks Hospital
West Wynde Home Health Services, Inc.
Westpark Springs
WILLOWBROOK NURSING CENTER
Windsong care center
Windsor Houston
Windsor Quail Valley
Woodland Heights Medical Center
Woodville Health and Rehab