



# SETRAC After-Action Report/Improvement Plan

Hurricane Laura

SouthEast Texas Regional  
Advisory Council

10/1/20

Draft



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## EVENT OVERVIEW

<b>Event Name</b>	Hurricane Laura
<b>Event Dates</b>	August 23 – September 10, 2020
<b>Scope</b>	Hurricane Laura was a strong Category 4 hurricane that made landfall near Cameron, Louisiana impacting the Southeast Texas Region.
<b>Mission Area(s) and Healthcare Preparedness Capabilities</b>	<ul style="list-style-type: none"><li>• Health Care and Medical Response Coordination</li><li>• Continuity of Health Care Service Delivery</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>	Hurricane
<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.Uupton@setrac.org">Lori.Uupton@setrac.org</a>

## 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

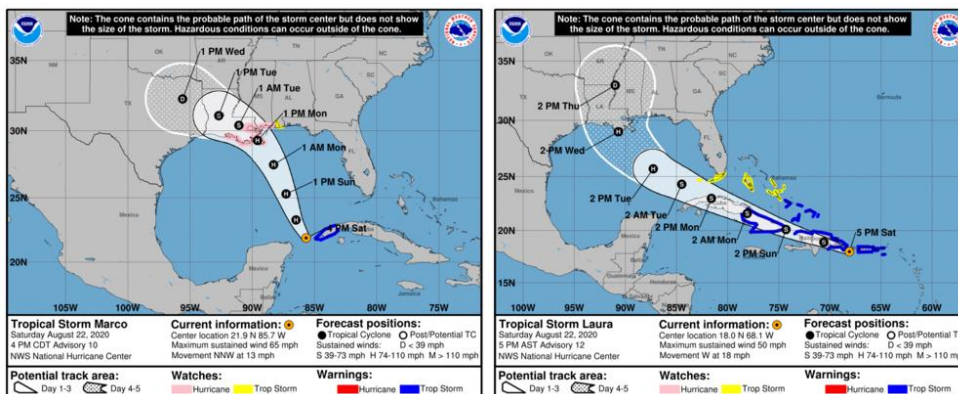
Throughout the event, several opportunities for improvement in CMOC's ability to respond to Hurricane Laura were identified. The primary areas for improvement, including recommendations, are as follows:

- 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

Coordinated movement of patients	1206
Missions conducted for patient movement	362
Nursing Homes/Assisted living facilities evacuate	64
EMTF 6 Agencies activated	21
Time CMOC Activated:	12 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			
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 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

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

<sup>1</sup> 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

AGRICH HEALTH 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  
Bridgecrest 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 Rehabilitat  
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