

Hurricane Claire Tabletop Exercise After Action Report (AAR) /Improvement Plan (IP)

May 2021

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EXERCISE OVERVIEW

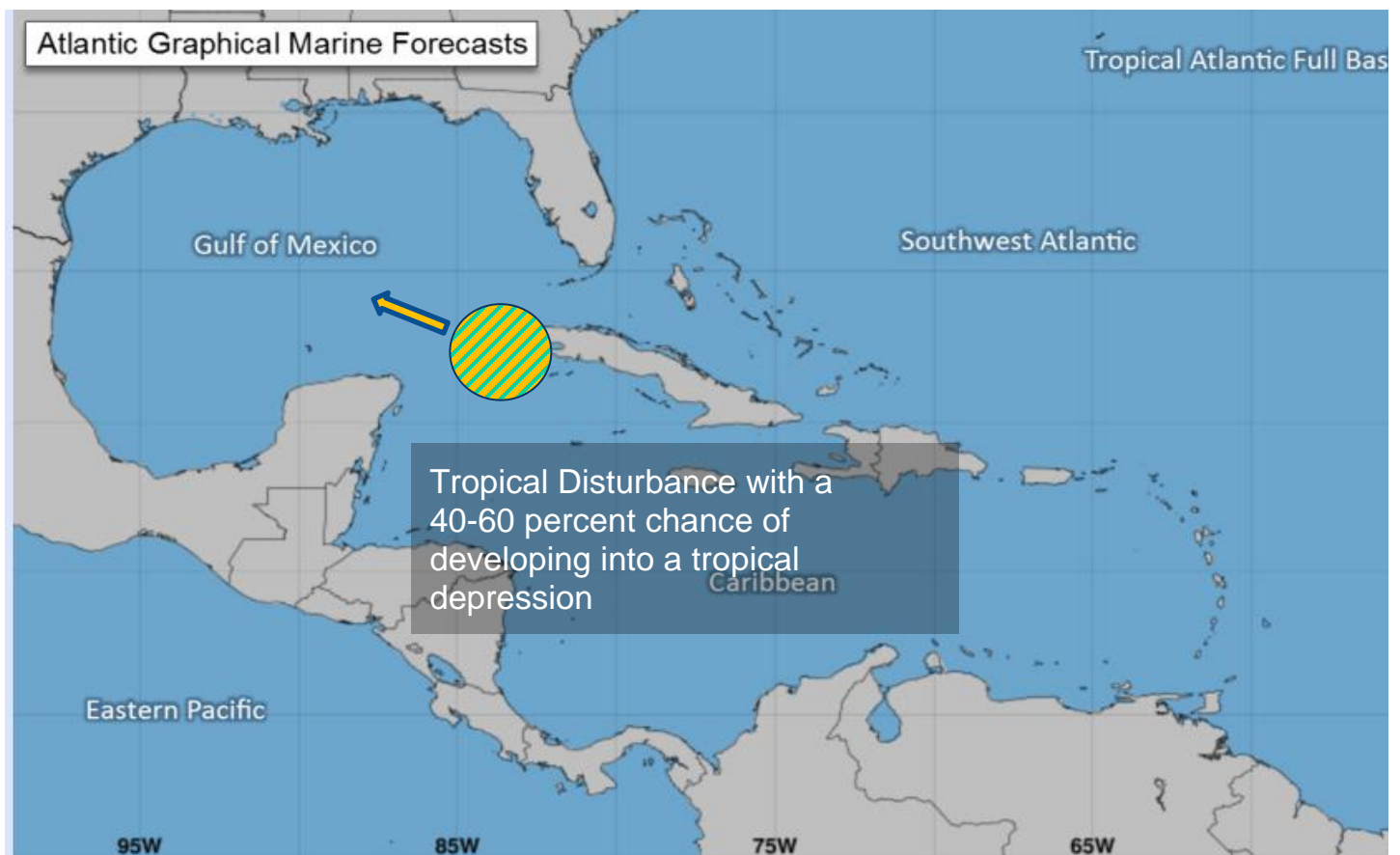
Exercise Name	Hurricane Claire (Multiple Corridors)
Exercise Dates	5/10/2021 – 5/14/2021
Scope	The 2021 RHPC CMOC Hurricane Exercise series, named Hurricane Claire was a multiple-agency, multiple-site incidents designed to exercise and assess the capability of the coalition region to respond in a coordinated effort to a region wide Hurricane with cascading effects.
Purpose	The purpose of this exercise was to provide participants with an opportunity to evaluate current first receiving concepts, plans, and capabilities related to a severe weather outbreak. The exercise focused on coordination and continuity of operations.
HPP Capabilities	<ul style="list-style-type: none"> • Capability 2 Health Care and Medical Response Coordination • Capability 4 Medical Surge
Objectives	<ul style="list-style-type: none"> • Assess the ability of the coalition to maintain communications when primary methods are affected. • Evaluate the ability of the coalition members to Shelter-In-Place and/or evacuate as required prior to or during a hurricane
Threat or Hazard	Hurricane
Scenario	The National Hurricane Center is monitoring a Tropical Disturbance in the Gulf of Mexico. This disturbance has been given a 40-60% chance to develop into a Tropical Storm. If further development occurs this could be our third named Atlantic Storm of the season, which would be Claire.
Sponsor	Southeast Texas Regional Advisory Council (SETRAC) Regional Healthcare Preparedness Coalition (RHPC), Assistant Secretary of Preparedness and Response (ASPR).
Participating Organizations	Multiple Hospitals, EMS services, Public Agencies, and Private Partners. A complete list is included in Appendix F.
Point of Contact	<p>John Wingate Regional Training and Exercise Coordinator 1111 North Loop West Suite #160 Houston, TX. 77439 281-822-4439</p> <p>Adam Lee Regional Training and Exercise Coordinator 1111 North Loop West Suite #160 Houston, TX. 77439 281-822-4445</p>

SCENARIO OVERVIEW

Scenario

Region-wide Hurricane.

The National Hurricane Center is monitoring a Tropical Disturbance in the Gulf of Mexico. This disturbance has been given a 40-60% chance to develop into a Tropical Storm. If further development occurs this could be our third named Atlantic Storm of the season, which would be Claire. SETRAC partnered with the National Weather Service from Houston/Galveston Texas develop a realistic scenario



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)
Assess the ability of the coalition to maintain communications when primary methods are affected	Health Care and Medical Response Coordination		X		
Evaluate the ability of the coalition members to Shelter-In-Place and/or evacuate as required prior to or during a hurricane	Continuity of Health Care Service Delivery		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:

Assess the ability of the coalition to maintain communications when primary methods are affected.

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: Identified various tools available within the region to maintain communications Governmental Emergency Telecommunications Service (GETS), Amateur Radio (HAM), Satellite Phones, WAVE App, and other services identified through corporate systems.

Strength 2: Identification of alternate internet service capabilities to include but not limited to Satellite Internet.

Areas for Improvement:

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

Area for Improvement 1: Amateur Radio Training

Analysis: Facilities that have access to Amateur Radios rely on volunteer organizations to operate their systems during times of emergency, and most do not have trained and/or licensed staff to do so.

Area for Improvement 2: Redundancy of Communications

Analysis: Most facilities/agencies identified having just one alternate method for communication when communicating in an Off the Grid environment. Building out plans to include secondary and tertiary methods ensuring communications during a widescale interruption of services.

OBJECTIVE 2:

Evaluate the ability of the coalition members to Shelter-In-Place and/or evacuate as required prior to or during a hurricane.

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: Regional Partnerships: Previous trainings and exercise have emphasized the importance and roles of strong community and regional partnerships. Most of the facilities and agencies have better coordinated their plans to include partners outside of the immediate area.

Strength 2: Par Levels of Emergency Supplies and Inventory: Facilities/agencies have identified the need to increase their level of emergency supplies through previous training, exercises, and real-world responses.

Areas for Improvement:

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

Area for Improvement 1: Early Notification: Advance notification of evacuation orders for healthcare facilities and agencies.

Analysis: Socialization of current policies and procedures if any, for the advanced notification of evacuation for health care facilities and agencies from individual counties is needed.

Area for Improvement 2: Role of the CMOC: Understanding the role of the Catastrophic Medical Operations Center (CMOC) during emergency situations.

Analysis: Multiple facilities/agencies were not aware of the CMOC and its' role during an emergency situation for coordination, logistics, and dissemination of information as a last resort when all other local plans fail.

Appendix A: REGIONAL IMPROVEMENT PLAN

This IP has been developed specifically for SETRAC as a result of Hurricane Claire conducted on May 11, 2021

Objective	HPP Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Start Date	Completion Date
Objective 1: Assess the ability of the coalition to maintain communications when primary methods are affected	HPP Capability 2: Health Care and Medical Response Coordination	Amateur Radio Training	Coordinate and host Amateur Radio Technician level training for coalition members.	2	SETRAC Training & Exercise	June 1, 2021	Dec 1, 2021
		Redundancy of Communications	Create a comprehensive listing of possible redundant communications to share with the coalition.	2	SETRAC Logistics	June 1, 2021	Dec 1, 2021
Objective 2: Evaluate the ability of the coalition members to Shelter-In-Place and/or evacuate as required prior to or during a hurricane	HPP Capability 3: Continuity of Health Care Service Delivery	Early Notification	Work with local jurisdictions to socialize plans, policies, and procedures for the early notification of evacuations.	6	SETRAC Coordinators	May 25, 2021	July 31, 2021
		Role of the CMOC	Create a virtual basic CMOC training for the coalition members.	6	SETRAC Special Populations	May 25, 2021	July 31, 2021

Appendix B: EXERCISE PARTICIPANTS

Agency Name
SETRAC
1st Accurate Home Health Service
1st Texas Home Health
A & A Home Health Services, Inc.
A Compassionate Care Home Health Services
ABL Home Health Services Inc.
Acadian Ambulance
Acadian Ambulance SETX
ACP Health Care Resources
Altus Home Health of Houston, LLC
Altus Hospice
Altus Hospice Houston
American Home Health Care, Inc.
Ameuro Home Health Inc.
Angelina County
Arbor Hills Rehabilitation and Healthcare Center
Arden Place of Beaumont
Arden Wood
Ashton Parke Care Center
Aspire Hospital
Avenue 360/Omega House
Avondale House
Baptist Hospitals of Southeast Texas
Bayside Community Hospital
Beaumont Emergency Hospital
Beaumont Nursing and Rehab
Behavioral Hospital of Bellaire
Bellaire Home Health Care
Bellville Medical Center
Best Dominion Healthcare Services, Inc.
BMA of Dallas Central
Brazoria County ESD3
Brazosview HCC
Bridgemoor Transitional Care
Brighton Senior Living of Tomball

After-Action Report/Improvement Plan (AAR/IP)

Brightstar Care N. Houston/The woodlands
BSLMC
Burke
Caring Heart Hospice and Palliative Services
Cartwright Home Health
Castle Pines
Castle Pines Health and Rehab
Chamber Health / Bayside Community Hospital
Chambers County EMS
Chambers County OEM
CHI St Luke's Health Memorial Lufkin
CHI St Luke's The Woodlands
CHI St Luke's Lakeside
CHI St Luke's Springwoods
CHI St Luke's Livingston
CHI St Luke's Lufkin
CHI St Luke's Vintage Hospital
CHI St Luke's Health Memorial San Augustine
CHI St Luke's Memorial San Augustine
CHI St Luke's Patients Medical Center
CHI St Luke's Sugar Land
Children's Memorial Hermann Hospital
Chrisborn Inc.
City of LaPorte
Cleveland Health Care Center
Columbus Oaks Health & Rehabilitation Center
Colonial Oaks at Pearland
Colorado County OEM
Columbus Community Hospital
Communication Essentials
Cornerstone Hospital Conroe
Corrigan LTC Nursing & Rehab
Country Village Care
Cozy Living Community
Cypress Assisted Living
Cypress Creek Rehabilitation
Cypress Pointe Healthcare and Wellness
Dayton Nursing and Rehab
Dayton Nursing and Rehabilitation

Deerbrook Skilled Nursing
Deerbrook Skilled Nursing and Rehab
Department of state Health Services
Devotion Hospice
Dickinson Dialysis
Diversicare Oakmont of katy
Divine Comfort Care Hospice Inc
Dogwood Trails Manor
Dvotionhealthcare Services Inc.
East Bernard EMS
Elite Care Emergency Center - Rice Village
Encompass Health Katy
Encompass Health Rehab Vision Park
Encompass Health Rehabilitation Hospital
Encompass Health Rehabilitation Hospital of Humble
Encompass Health Rehabilitation Hospital of Sugar Land
Encompass Health The Woodlands
Excel Complete Home Health & Therapy Services LLC
Extracare Home Health Services
Face to Face Healthcare Services LLC
Fall Creek Rehabilitation & Healthcare Center
FKC San Marcos
FMC Balch Springs
FMC Brazos
FMC Galveston Dialysis
FMC- Metro East Dialysis Center
FMC Texas Avenue Dialysis #9264
Focus care at cedar bayou
Focus Care at Westwood
Focused Care at Burnet Bay
Focused Care at Cedar Bayou
Focused Care at Summer Place
Fresenius Alvin Dialysis
Fresenius Kidney Care Kingwood
Fresenius Kidney Care - Beamer
Fresenius Kidney Care Cypress Creek
Fresenius Kidney Care- Dickinson Dialysis
Fresenius Kidney Care Houston Home Therapies
Fresenius Kidney Care Jasper Texas

Fresenius Kidney Care Kingwood
Fresenius West Pearland
Fresenius West Rosenberg
Fresenius Kidney Care: Pearland Town Center
Friendswood FMO OEM
Galena Park Fire Department
Galveston Area Ambulance Authority
Galveston County
Galveston County Health District EMS
GCHD
Greenhill Villas
Gulf Coast Regional Blood Center
Gulf Healthcare Center Port Arthur
Harris County Emergency Corps
Harris County ESD #11 Mobile Health Care
Harris County ESD 4 Huffman EMS
Harris County ESD-11
Harris Health System
Harris Health - Ben Taub Hospital
Harris Health System - LBJ Hospital
HCA Healthcare The Woman’s Hospital of Texas
HCA Houston Health Care West Houston
HCA Houston - Sugar Land Surgery Center
HCA Houston Healthcare Clear Lake
HCA Houston Healthcare Northwest
HCA Houston Healthcare Pearland
HCA Houston Healthcare West
HCA West Houston Hospital
HCEC
HCIFS
Healing Through Caring Homecare, LLC
Health Care Temporaries Inc
Heart to Heart Hospice
HHH Tomball Medical Center
Hillside Nursing and Rehabilitation
Holiness Home Healthcare Corp.
Holly Hall Retirement Community
Home Care Select
Hospice in the Pines

Houston Methodist Baytown
Houston Methodist Hospital
Houston Methodist Sugar Land
Houston Methodist West
Huebner Creek Health and rehab
Humble Fire Rescue
Huntsville Health Care Center
Huntsville Memorial Hospital
Inner Wisdom, Inc
Intrepid USA Home Health
Jasper Newton County Health Department
Joycare Pediatric Day Health Center
Kindred Hospital Houston Northwest
Kindred hospital Sugar Land
Kindred Medical Center
Kingwood Emergency Hospital
Kingwood Endoscopy
Knewman Holdings, LLC Pecan Grove
La Vita Bella
Liberty County
Liberty Dayton Regional Medical Center
Liberty Health Care Center
Lifeway Healthcare Inc.
Lufkin state supported living center
Magnolia Home Health Care
Magnolia Hospice Care, LLC
Marlena's house
Maxim Healthcare Services
MD Anderson Cancer Center
Medical Resort at Pearland
Memorial Hermann Children's Dialysis
Memorial Hermann Cypress
Memorial Hermann Health System
Memorial Hermann Home Based Services
Memorial Hermann Home Health
Memorial Hermann Katy Hospital
Memorial Hermann Orthopedic and Spine Hospital
Memorial Hermann Pearland
Memorial Hermann Southeast

Memorial Hermann Southwest
Memorial Hermann Sugar Land Hospital
Memorial Hermann Surgical Hospital Kingwood
Memorial Hermann TMC
Memorial Hermann Transitional Care Facility
Mesa Vista Health Center
Mesa Vista Heath Center
Mid Jefferson Extended Care Hospitals (BMT & NED)
Modesty Home Health LLC
Mont Belvieu Fire Department
MRC The Crossings
Mzee Home Care Services, LLC
Naaz Pediatric Home Care LLC
Nacogdoches County EMS
Nacogdoches Medical center
Nacogdoches Memorial Hospital
Navasota Nursing and Rehab
Newstart Home Care Services, Inc.
Newton County Emergency Management
Nexus Children’s Hospital
Nexus Neuro Recovery Center
Nexus Specialty Hospital
North Buckner Dialysis (Fresenius Kidney Care)
North Channel Emergency Medical Services
North Channel EMS
North Cypress Medical Center
North Houston Healthcare Services
Northpoint Healthcare Services Inc
Nurses Night & Day Inc.
OakBend Medical Center Jackson Street
OakBend Medical Center- Wharton Hospital Campus
OakBend Williams Way
OMK Health Care Services
PAM Clear Lake North
PAM clear Lake south
PAM Rehab Beaumont
Pam Rehabilitation Hospital of Clear Lake-South Campus
PAM Rehabilitation Hospital of Humble
Park Manor of McKinney

Patients Emergency Room
PELA Healthcare Services Inc.
Prime Care Medical Services
PSSI Group Mobile Disaster Response Team
Rainbow Hospice LLC
REGENCY VILLAGE
Regent Care Center of Kingwood
Rice Medical Center
River City Care Center
Salvation Healthcare Services, Inc.
San Jacinto Manor
Seasons Hospice & Palliative Care of Texas - Houston
SETX Air Rescue
Seven Acres Jewish Senior Care Services
Shepherd LTC partners dba woodland park
Shriners Children’s Hospital - Texas
Shriners Texas
Sienna Home Health Care
Silver Tree Nursing and Rehabilitation
Silverado Hospice North Houston
Southern Home Health
Spanish Trail ALF of Silsbee
Spindletop Center
St James House of Baytown
St. Joseph Medical Center
Sterling Oaks Rehabilitation
Sugar Land OEM
Sugar land Rehab Hospital
Sylvan Shores Health & Wellness
SYNERGY Home Care of Houston
Terra Bella
Texas Children’s Hospital - The Woodlands
Texas Children's - West Campus
Texas Children's Hospital Main Campus
Texas Emergency Care Centers
TEXAS MEDICAL CENTER PD
Texas Medical Center Police
The Harris Center
The Harris Center for Mental Health and IDD/Neuro Psychiatric Center

The Hills Nursing and Rehab
The Medical Center of SETX Beaumont
The Medical Resort at Sugar Land
The Meridian
Timberidge Nursing and Rehab
Transition Home Healthcare
Trinity Assisted Living
Trinity Living Provider Service
Trinity Rehabilitation & Healthcare
Tuscany Village
US Renal Care - Webster
US Renal Care Chinatown
US Renal Care Houston Home Therapies
USRC Stadium Home
UTHealth Harris County Psychiatric Center
UTMB
Vantage Hospice
Victoria's health care
Vidor Health and Rehabilitation
Villa Toscana at Cypress Woods
Village Home Health
Village II Dialysis
Wellness Healthcare Inc
Wells LTC Nursing and Rehabilitation
West Houston Dialysis Center
Westminster Dialysis Center
Westward Trails
Windsor Quail Valley Post-Acute Healthcare
Winners Health Care Solutions Inc.
Woodland Heights Medical Center