

Sheltering Operations

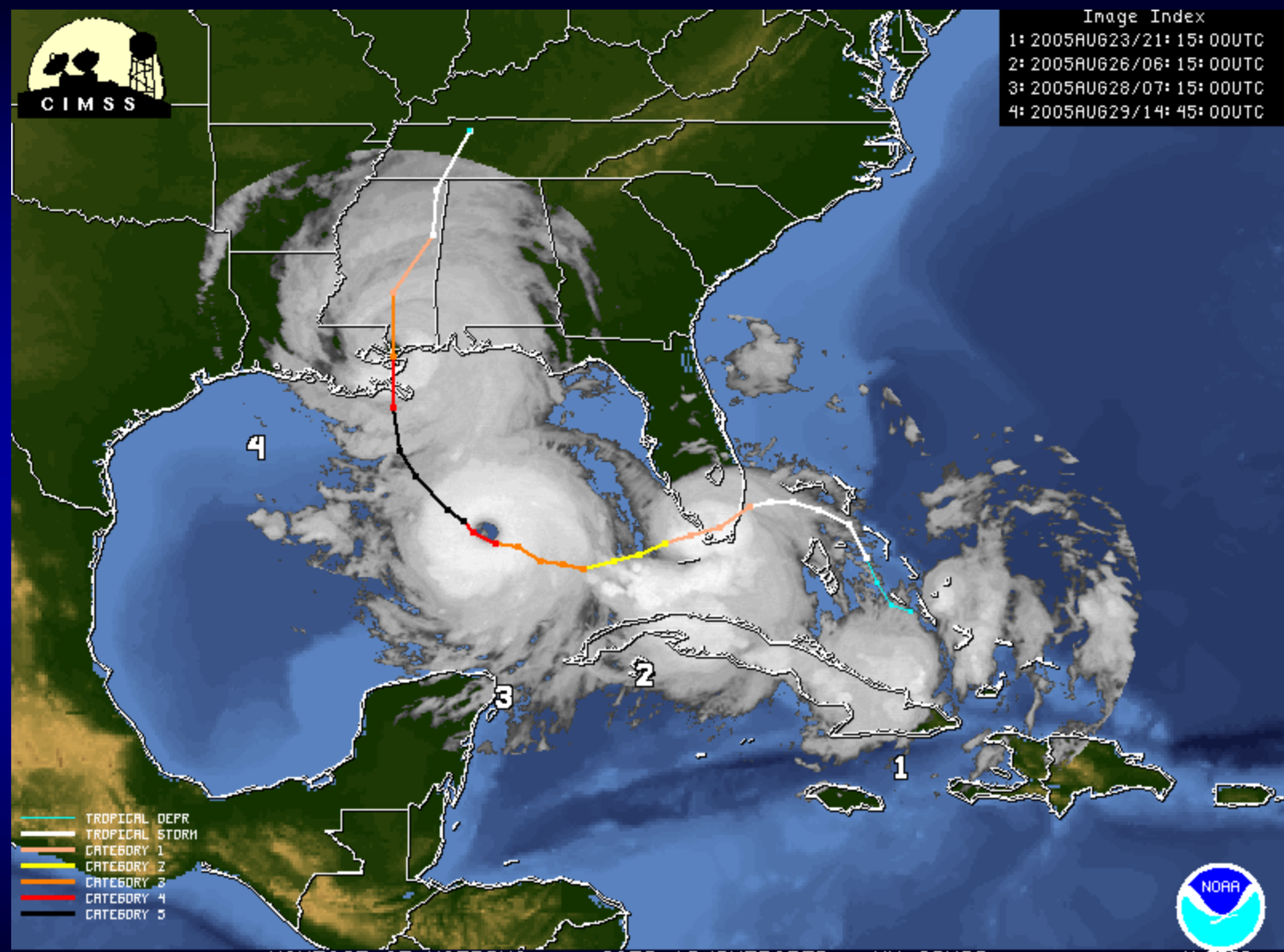
If you build them...

...they will come!!!





Image Index
1: 2005AUG23/21: 15: 00UTC
2: 2005AUG26/06: 15: 00UTC
3: 2005AUG28/07: 15: 00UTC
4: 2005AUG29/14: 45: 00UTC



- TROPICAL DEPR
- TROPICAL STORM
- CATEGORY 1
- CATEGORY 2
- CATEGORY 3
- CATEGORY 4
- CATEGORY 5

1

MONTAGE OF KATRINA

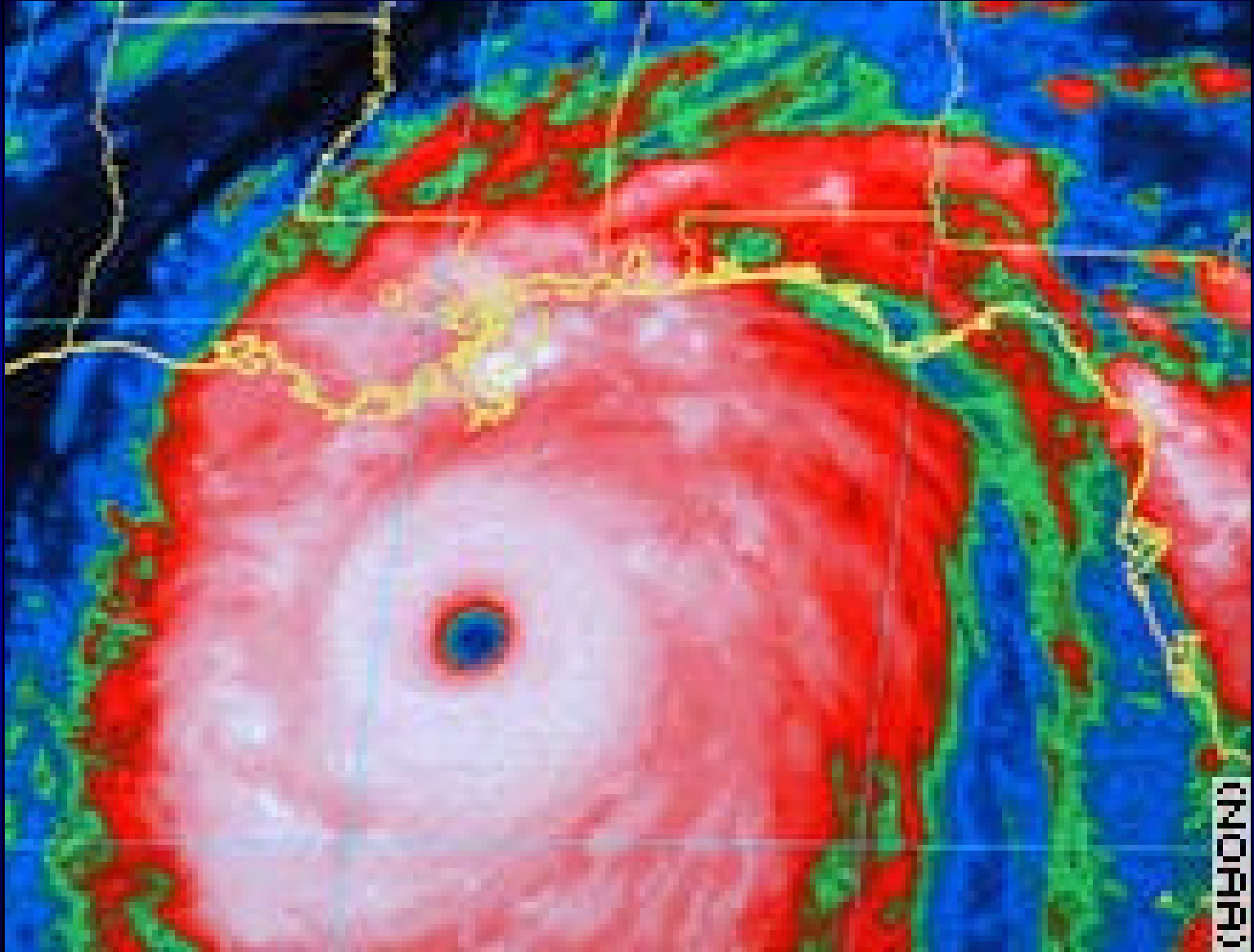
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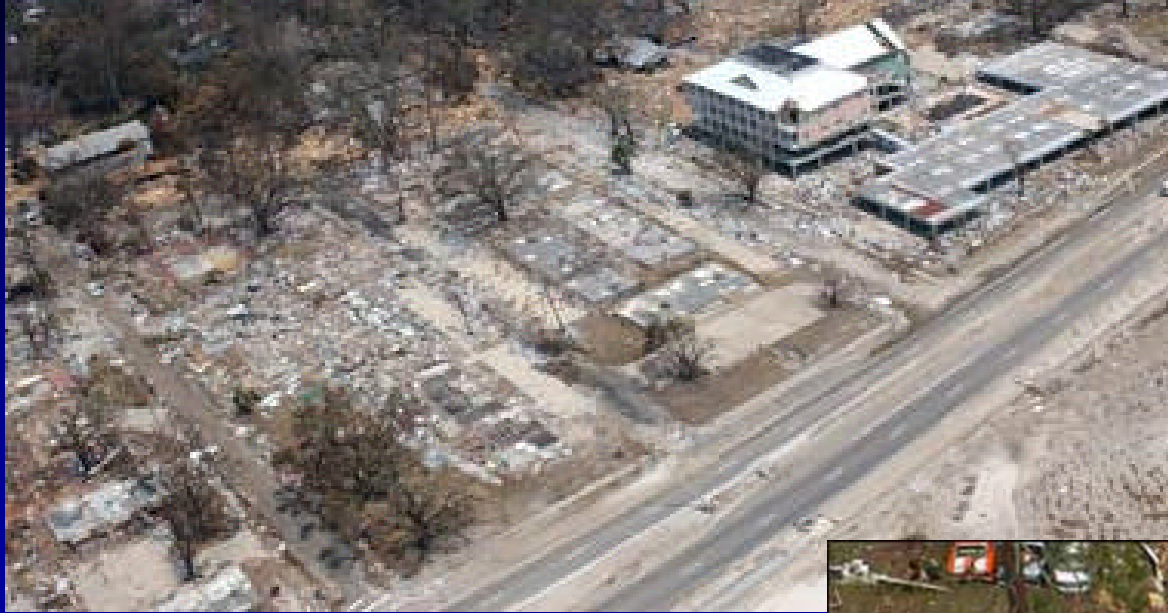






(AFP PHOTO)





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Updated: 1:38 p.m. EDT (17:38 GMT), August 31, 2005

'NIGHTMARE'



David Keifer, leads his sister and son through flooded streets in New Orleans today.

Rescuers, residents struggle

- Katrina death toll estimated to be at least 120
- Superdome refugees moving to Astrodome
- Breached New Orleans levee an "engineering nightmare"
- Mississippi governor: More damage than Camille

FULL STORY

- Watch: [Levee breached](#) | [Dome must be evacuated](#)
- Watch: [For Slidell, very bad bump in road](#)
- Storm Roundup: [Katrina's effects at a glance](#)
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[Family faces uncertain future](#) (2:23)



[A survivor's story](#) (3:25)



[Now In The News \(1:20 p.m. ET\)](#): Your quick news update

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Markets: 1:34 p.m. ET, Aug 31

DOW ▲ 5.09 10,417.91

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Areas declared disaster zones in the aftermath of Katrina



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FLEEING A DROWNED CITY



Storm victims crowd around the Superdome as buses arrive to take them to Houston.

'One of the worst natural disasters'

- "Renegade bus" first to arrive at Astrodome
- Ambulance workers victimized by looters
- New Orleans police halt rescue efforts to stop looters
- Louisiana governor "just furious" about lawlessness

DEVELOPING STORY

- Watch: [Newborns rescued](#) | [Heartbreaking trip home](#)
- Watch: [National Guard arrives in Mississippi](#)
- Watch: [How the levees broke](#) | [Highway of misery, hope](#)
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(2:21)



[Katrina's military challenge](#)
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Markets: As of close Aug 31

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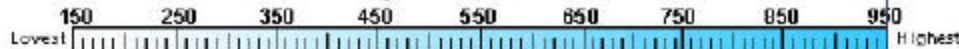
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[American Morning](#)

Feds fan out in storm recovery efforts as the desperation



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'LOCKED AND LOADED'



A fire burns on the east side of New Orleans.

Military to move into New Orleans

- Governor: Troops 'know how to shoot and kill'
- Large explosion reported in city's railroad district
- Houston's Astrodome full, turns away refugees
- New Orleans survivors live among corpses

FULL STORY

- Watch: ['Modern day genocide'](#) | [Thousands stranded](#)
- Watch: [Trying to restore order](#) | [Military moving in](#)
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- [Fats Domino rescued from New Orleans flood](#)

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'Modern day genocide' (5:06)



Astrodome full, evacuees moved (1:46)



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HEALTH

Hospitals struggle in Katrina flooding

Wednesday, August 31, 2005; Posted: 12:20 p.m. EDT (16:20 GMT)

NEW ORLEANS, Louisiana (AP) -- As floodwaters rose around Charity Hospital in New Orleans, the rescuers needed their own rescuing.

Charity's backup generator was running out of diesel fuel. Nurses hand-pumped ventilators for patients who could not breathe. Doctors canoed supplies in from three nearby hospitals.



A Tulane nurse carries a pediatric patient from an evacuation helicopter in Alexandria, Louisiana on Tuesday.

"It's like being in a Third World country. We're trying to work without power. Everyone knows we're all in this together. We're just trying to stay alive," said Mitch Handrich, a registered nurse manager at the hospital -- Louisiana's biggest. [\(See video of what the city faces with dwindling food and growing contamination -- 2:18\)](#)

Hospitals across the city faced deteriorating conditions Tuesday after two levees broke, sending water coursing through the streets of the Big Easy. An estimated 80 percent of the below-sea-level city was under water, up to 20 feet (6 meters) deep in places, with miles (kilometers) and miles (kilometers) of

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POLITICS

FEMA goes into disaster mode for Katrina

Bush readies federal government for relief effort

Monday, August 29, 2005; Posted: 1:42 p.m. EDT (17:42 GMT)

WASHINGTON (AP) -- The Federal Emergency Management Agency went into disaster mode as it and other federal agencies prepared to deal with the aftermath of Hurricane Katrina.

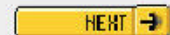
"I want the folks there on our Gulf Coast to know that the federal government is prepared to help you when the storm passes," President Bush said during a Medicare speech in El Mirage, Arizona. "In the meantime America will pray, pray for the health and the safety of all our citizens."

"Our Gulf Coast is getting hit and hit hard," Bush said. "I urge the citizens there in the region to continue to listen to the local authorities. Don't abandon your shelters until you're given clearance by the local authorities. Take precautions because this is a dangerous storm."



Hurricane specialist Stacy Stewart conducts a coordinating conference call from the National Hurricane Center Monday.

Image:



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We heard that the Buses were Coming

The Thursday after
the Storm:

We were told to expect as many as
25,000 evacuees and
hundreds of buses within 24 hours

















Dallas Evacuee Clinics for Hurricane Katrina

**Operated initially at
Reunion Arena only**

**Day 5 we opened the
Dallas Convention Center
Medical Command Center**







One of the many heroes





Within 24 hours

The Medical Team:

Designed the Medical Center at DCC

Arranged for Curtains, Cots, Supplies

Established the Medical Coverage

Got it started as the buses rolled in

The Convention Center CMO

25 Bed Facility

Urgent Care

Routine Care

Isolation

Mental Health

OB/Gyn

Optometry / Dental

Volunteer Rehab

Dallas County
EOC

Dallas County
Public Health Dept.

RED CROSS

MEDICAL COMMAND

CDC

Medical Screening

2 People

North Star

Mental Health

Geriatric Care
1 SW 1 RN
1 MD

Triage
↳ Stations RN/EMT-P

Routine Care

8am-5pm

- Diabetes
 - Cardiac
 - Wound Check
-
- Charge Nurse
1 RNs 4 MDs
Mid levels

Urgent Care

- Station 1-4
 - Station 5-8
 - Stations 11-14
-
- Charge Nurse
3 RNs 3 MDs
Mid Levels
Tech, EMT-P, RT

Fast Track

- Chiropractor/Rehab
 - Eye Clinic
1 MD 1 Assistant
 - Women's Health
Clinic
-
- 1 RN Mid Level 1 MD

Pediatrics - CMC

- Stations 1-2
 - Stations 3-4
 - Stations 5-6
 - Stations 7-8
 - Stations 9-10
-
- Charge Nurse
2 RNs 2 MDs
Mid Level

Transport

Medical Supplies

Staff Rehab

Pharmaceuticals

Infection Control

Guard

The Core Partnership

“sprung up”

Public Health

Emergency Operations

UTSW EMS Section

PD

EMS, Fire and Public

Fire





The Convention Center CMO

**IC Organizational Structure
Communication to Agencies
through IC**

Managed Mass Sheltering

Manage Medical Surge

Limited transports to hospitals



Staffing Estimates at Maximum Function

12 Physicians 24/7

= 12 nurses

Support Staff

2 Pharmacy Techs

Volunteer Rehabilitation

DALLAS CONVENTION CNTR
KATRINA HURRICANE
MEDICAL COMMAND

CHIEF MEDICAL OFFICER: KATHY RINNET

INCIDENT ADMINISTRATOR: TOM NOBLE

EXECUTIVE OFFICER: ALEX EASTMAN

ADMINISTRATIVE OFFICER: IRA NEMETH

OPERATIONS OFFICER: BRIAN KRAYOVER

LOGISTICS OFFICER: JEFF METZGER

STAFFING OFFICER: JOHN MARCUCCI





Within 24 hours

The Medical Team:

First Buses at 5 p.m.

From then to Midnight we saw

116 patients



The Deluge

The Medical Team:

The Next Day: Over 1100 Patients

Dallas Evacuee Clinics for Hurricane Katrina

**Stand Alone Medical Facility
at the DCC**

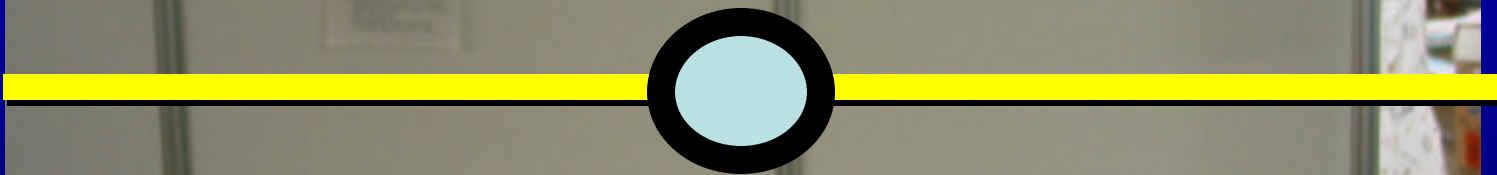
**Mobile HOMES Vans from
Parkland at Reunion**

Dallas Fire Rescue EMS at Both



**MEDICAL
SERVICES**

**URGENT
CARE**

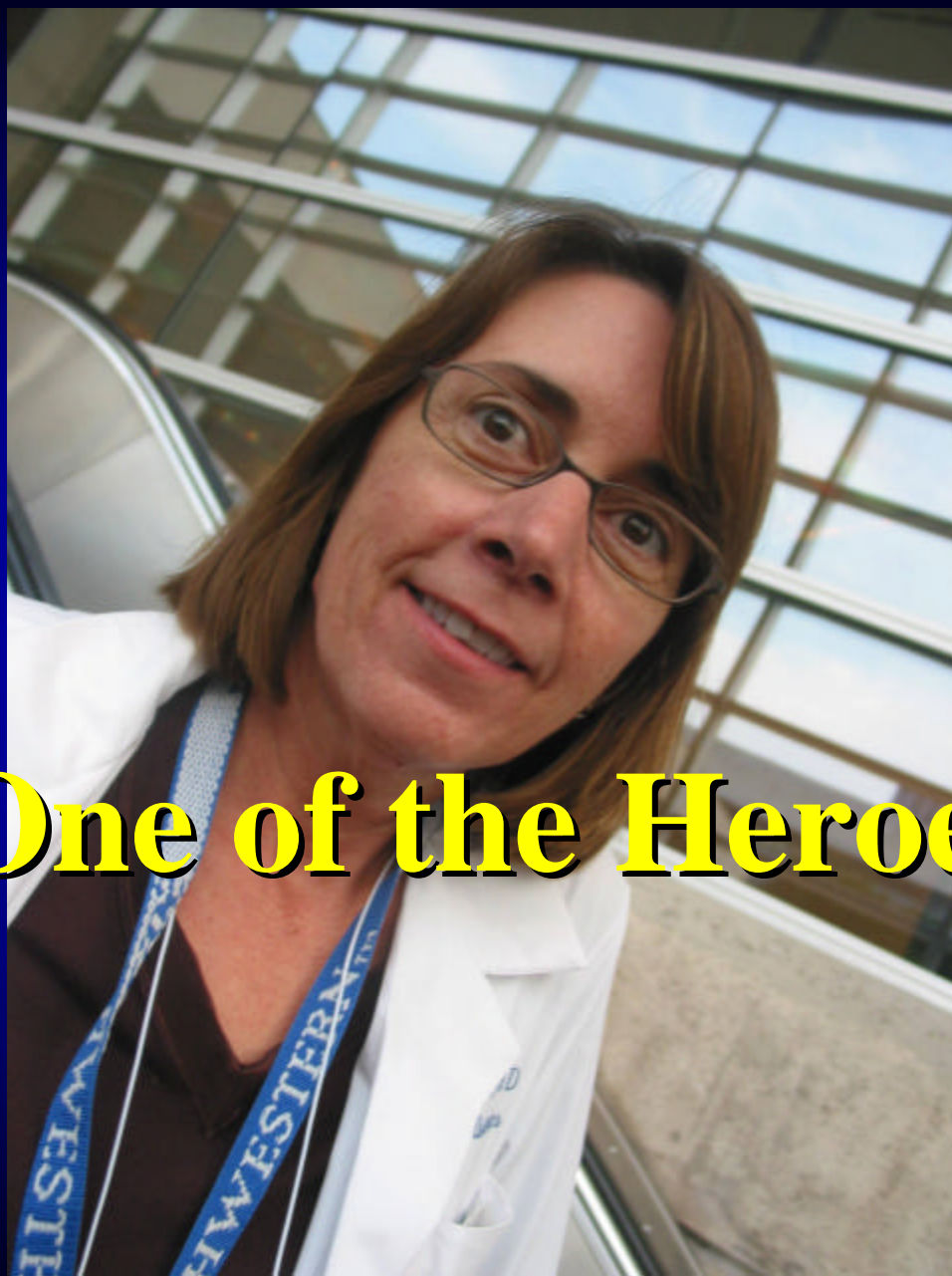












One of the Heroes





Some of the Heroes

MENTAL HEALTH CLINIC

MENTAL
HEALTH
CLINIC

Hours: 9:AM TO 9:PM

Important Information

• Community will be available for advice and support throughout the day and evening hours. All staff have their phones on.

• All staff support groups will be held at 10:00am, 12:00pm, 2:00pm, 4:00pm, 6:00pm, 8:00pm, and 9:00pm. All staff are encouraged to attend.

• A community meeting will be held at 10:00am, 12:00pm, 2:00pm, 4:00pm, 6:00pm, 8:00pm, and 9:00pm. All staff are encouraged to attend.

• All staff are encouraged to attend the community meeting. All staff are encouraged to attend.







Region	County	Id Facility	Facility Name	Program Desc	Licensed Bed Capacity	Current Census	Beds Filled with Hurricane Transfers	Beds Currently Available for Occupancy
03	JOHNSON	004612	ALVARADO MEADOWS REHABILITATION CENTER	NURSING	119	79	0	4
03	COLLIN	005011	AMBERWOOD CARE CENTER	NURSING	88	30	0	0
03	TARRANT	101157	ARBROOK PLAZA	NURSING	120	107	0	6
03	TARRANT	5018	ARLINGTON HEIGHTS HEALTH AND REHABILITATION CENTER	NURSING	180	132	3	0
03	TARRANT	4239	ARLINGTON VILLA RETIREMENT COMMUNITY	NURSING	148	134	2	10
03	DALLAS	004426	ASHFORD HALL	NURSING	330	201	3	15
03	DALLAS	100219	ASHLEY COURT AT TURTLE CREEK	NURSING	24	21	0	3
03	WISE	004054	AUGUST HEALTHCARE BRIDGEPORT	NURSING	94	55	0	11
03	DALLAS	000108	AUTUMN LEAVES NURSING CENTER	NURSING	98	57	1	5
03	TARRANT	004984	AZLE MANOR INC	NURSING	125	112	0	10
03	DALLAS	005105	BALCH SPRINGS NURSING HOME	NURSING	120	100	0	1
03	TARRANT	004606	BENBROOK NURSING & REHABILITATION CENTER	NURSING	115	112	1	3
03	TARRANT	005106	BISHOP DAVIES NURSING CENTER	NURSING	163	148	0	10
03	FANNIN	005043	BONHAM NURSING AND REHABILITATION LP	NURSING	65	39	0	15
03	GRAYSON	004344	BRENTWOOD PLACE	NURSING	52	50	0	1
03	DALLAS	005126	BRENTWOOD PLACE ONE	NURSING	120	111	4	9
03	DALLAS	004988	BRENTWOOD PLACE THREE	NURSING	120	103	0	10
03	DALLAS	005148	BRENTWOOD PLACE TWO	NURSING	120	111	0	2
03	HUNT	005284	BRIARCLIFF HEALTH CENTER OF GREENVILLE INC	NURSING	90	80	0	0
03	TARRANT	000236	BROADWAY PLAZA HEALTHCARE CENTER	NURSING	122	118	2	4
03	DENTON	005202	BROOKHAVEN NURSING CENTER	NURSING	180	163	2	8
03	DALLAS	004640	C C YOUNG MEMORIAL HOME	NURSING	236	165	6	10
03	ERATH	005085	CANTERBURY VILLA OF STEPHENVILLE	NURSING	86	35	0	0
03	DENTON	004334	CARE INN OF SANGER	NURSING	67	60	2	0
03	DALLAS	004968	CASTLE MANOR	NURSING	94	81	2	5
03	DALLAS	005101	CEDAR HILL HEALTHCARE CENTER	NURSING	120	95	1	6
03	SOMERVELL	005306	CHEROKEE ROSE NURSING AND REHABILITATION LP	NURSING	102	61	0	8
03	DALLAS	004971	CHRISTIAN CARE CENTER	NURSING	180	176	2	1
03	ELLIS	005027	CLAYSTONE HEALTHCARE CENTER	NURSING	112	112	0	0
03	TARRANT	004660	CLC RICHLAND HILLS	NURSING	120	89	0	14
03	TARRANT	005052	CLC WOODRIDGE	NURSING	126	114	0	12
03	JOHNSON	004932	CLEBURNE REHABILITATION AND HEALTH CARE CENTER	NURSING	120	88	0	7
03	FANNIN	100534	CLYDE W COSPER TEXAS STATE VETERANS HOME	NURSING	160	152	0	2
03	GRAYSON	004271	COLLINSVILLE CARE CENTER	NURSING	88	42	0	15
03	JOHNSON	004525	COLONIAL MANOR NURSING CENTER	NURSING	150	128	0	0
03	DALLAS	004285	COMMUNITY CARE CENTER OF GARLAND	NURSING	210	130	0	0
03	ERATH	004053	COMMUNITY NURSING AND REHABILITATION CENTER	NURSING	103	62	0	24
03	DENTON	004296	COTTONWOOD NURSING AND REHABILITATION LP	NURSING	60	55	0	5
03	KAUFMAN	004853	COUNTRY VIEW NURSING AND REHABILITATION LP	NURSING	115	115	0	0
03	DENTON	005220	COUNTRYSIDE NURSING AND REHABILITATION LP	NURSING	120	61	0	30
03	DENTON	005349	CROSS TIMBERS REHABILITATION AND HEALTHCARE CENTER	NURSING	120	105	1	1
03	DALLAS	004117	DALLAS HOME FOR JEWISH AGED INC	NURSING	264	207	0	2
03	TARRANT	004852	DALWORTH NURSING & REHABILITATION CENTER	NURSING	118	105	6	0
03	WISE	004483	DECATUR NURSING AND REHABILITATION LP	NURSING	60	54	0	3
03	GRAYSON	004074	DENISON NURSING AND REHABILITATION LP	NURSING	71	45	0	0
03	DENTON	005098	DENTON GOOD SAMARITAN VILLAGE	NURSING	91	59	0	0

	Hurricane Transfers	Vacant & Available Beds
Region 1	38	1,093
Region 2	28	1,183
Region 3	461	1,816
Region 4	473	561
Region 5	62	796
Region 6	311	1,229
Region 7	425	1,270
Region 8	174	450
Region 9	7	539
Region 10	10	199
Region 11	41	984
Statewide Total	2,030	10,120

NOTE: Information for Regions 5 and 6 are not updated due to staff unavailability in the coastal region offices.

Number of schools with Katrina students and total student enrolled:

Date	# of High Schools	# of Middle Schools	# of Elementary Schools	Total # of schools carrying students	Total Students enrolled
09/9	22	18	92	132	958
09/12	22	19	93	134	1,248
09/13					
09/14	23	23	106	162	1,615
09/15	23	24	109	167	1,699
09/16	23	24	112	159	1,755
09/19	22	24	114	160	1,845
09/20					
09/21	23	24	113	160	1,998
09/22	25	23	113	159	2,052
09/23	25	23	115	161	2,093



**City of Dallas Emergency Management EOC
Situation Report # 24
September 23, 2005
From 2000-0800
Hurricane "Katrina"**

This is the last Situation Report for Hurricane Katrina.

FEDERAL:

Comprehensive Transitional Housing Assistance Program:

On 9/21/05, the Federal Government announced a comprehensive housing assistance program. To meet the immediate needs of individuals and families displaced by Hurricane Katrina, the Department of Homeland Security and Housing & Urban Development announced measures to provide transitional housing assistants to evacuees. The Federal government is taking action to cut through red tape and bureaucracy and provide evacuees with flexibility, choice, and portability, so they can move from temporary shelters to move stable housing.

Total Patients Seen 09/03/05 to 09/15/05

Date	Evaluated	Chronic	Acute	Mobile	Mental Health	OB/Gyn	Pedi.	Total patients visits
09/03	617							
09/04	449			12				1169
09/05	?	321	152	188	76			737
09/06	508					48	90	3,820
09/07	720	122	312	142				
09/08	554	99	289	?	38	10	118	4,454
09/09	674	117	289	181	0	0	87	5,279
09/10	488	140	234	?	0	22	92	5,767
09/11	394	127	181	?	?	14	72	6,096
09/12	450	97	135	65	?	12	57	7,069
09/13	499	37	229	165	24	?	44	7,707
09/14	338	22	161	133	0	0	22	8,045
09/15	288	25	100	122	0	1	40	8,356

Staffing Estimates at Maximum Function

Approximately 10,000 Encounters

Approximately 4500 Medication Refills

17,000 Arrived by Bus

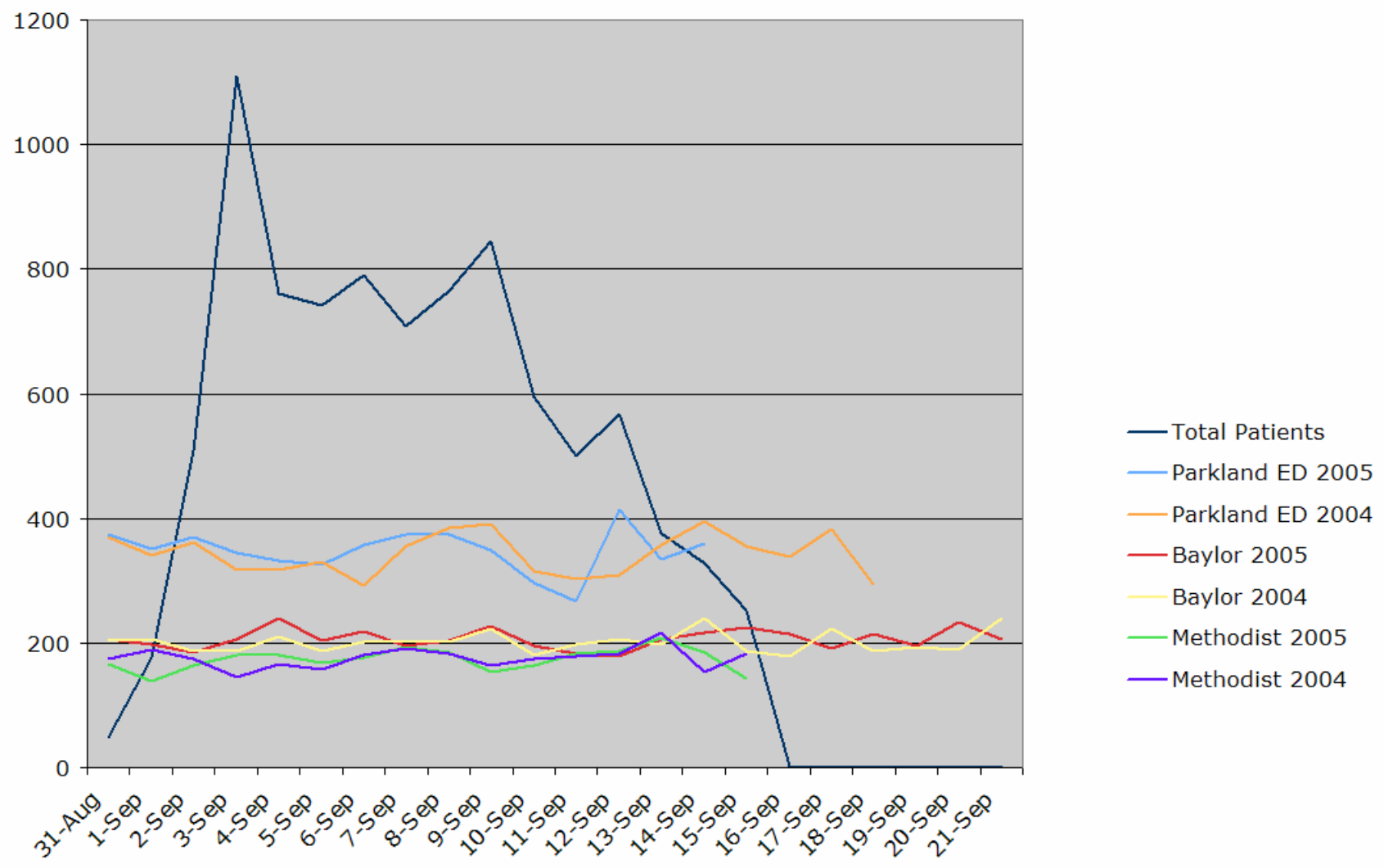
464 Arrived by NDMS Air

Approximately 35,000 Sheltered

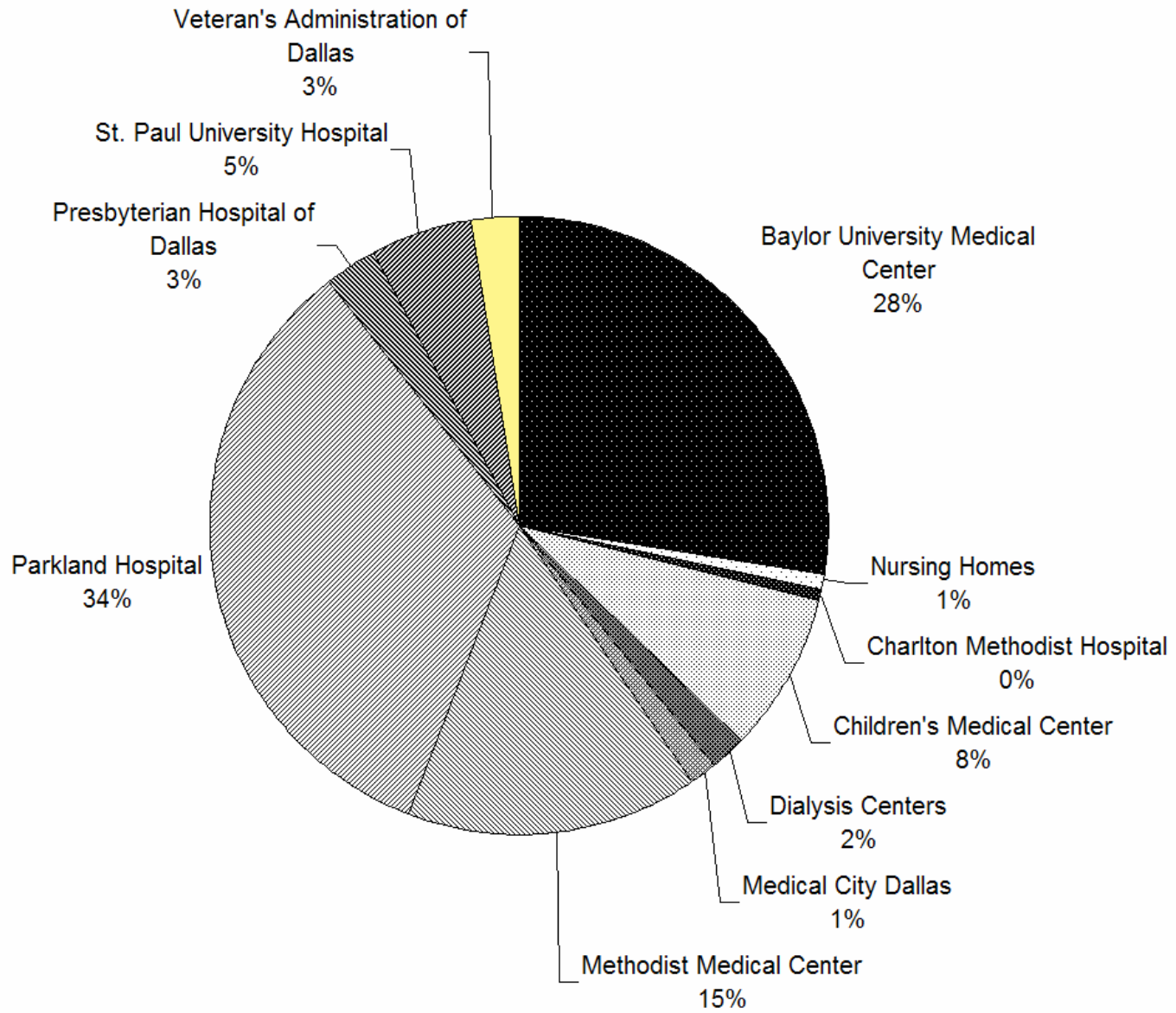
Addressed Surge Capacity

**Protected the EMS / Healthcare Infrastructure
for Dallas County**

Total Patients Seen by Clinic



Transported Patients 9/3 - 9/13 (N = 229)



Call Center at the EOC and Reunion JOC:

Date	Total Incoming Calls	Number of Call Takers
09/01	445	
09/02	2944	7
09/03	3983	22
09/04	1716	22
09/05	980	48
09/06	900	42
09/07	1209	38
09/08	711	26
09/09	499	35
09/10	401	39
09/11	258	25
09/12	112	18
09/13	252	15
09/14	246	13
09/15	259	11
09/16	197	
09/17	94	
09/18	7	
09/19	188	
09/20	152	
	?	?
Totals	14,967	361

Staffing Estimates at Maximum Function

To Run this Level of Operation
24/7/365 would cost
over \$20,000,000 per year

This was a first rate effort
All Volunteered

Key Features

- 1. Medical Reserve Corps supplied much of the staffing needs**
- 2. Central Management Team**
- 3. EM Experience Helped**
- 4. Pre-identified location**
- 5. Thinking fast on the feet!**
- 6. Community commitment**
- 7. Community practice**

Key Design Features

- 1. Don't think of it as a hospital...
...unless it needs to be a hospital**
- 2. Involve EMS early, all elements**
- 3. Keep the design simple**
- 4. Reach out to national vendors**
- 5. Don't expect rapid federal help**
- 6. Be prepared for the unexpected**

Key Design Features

- 1. Have a single point of contact for the medical operation and then direct from there**
- 2. ASSIGN SOMEONE TO STAFFING EARLY!**
- 3. Handle volunteers through a central contact point, likely “off campus”**

Key Error Avoidance Points

- 1. You will need a QA program**
- 2. You need a medical chart**
- 3. Plan for Record Keeping**
- 4. Patients get sicker: Watch them**
- 5. Have a team that makes medical rounds in the shelter**
- 6. Do NOT assume that diarrhea will not break out at YOUR shop!**

Diarrheal Illness Outbreak

Occurred 9/5/05

Severe N/V/D

Spread Rapidly

Over 50 cases

Diarrheal Illness Outbreak

Strict handwashing

Quarantine

PPE

Bathroom facilities

Linens/clothing

Diarrheal Illness Outbreak

Food/beverage

Water coolers

Play area

Diarrheal Illness Outbreak

- *Disinfectants*
- *Red Bags for Waste*
- *Hand Hygiene*
- *Bathroom facilities*
- *Living and play areas*
- *Food handling*

Key Error Avoidance Points

7. Remember that shutting the operation down is just as important as setting it up!

Prepare for closing down from the start.

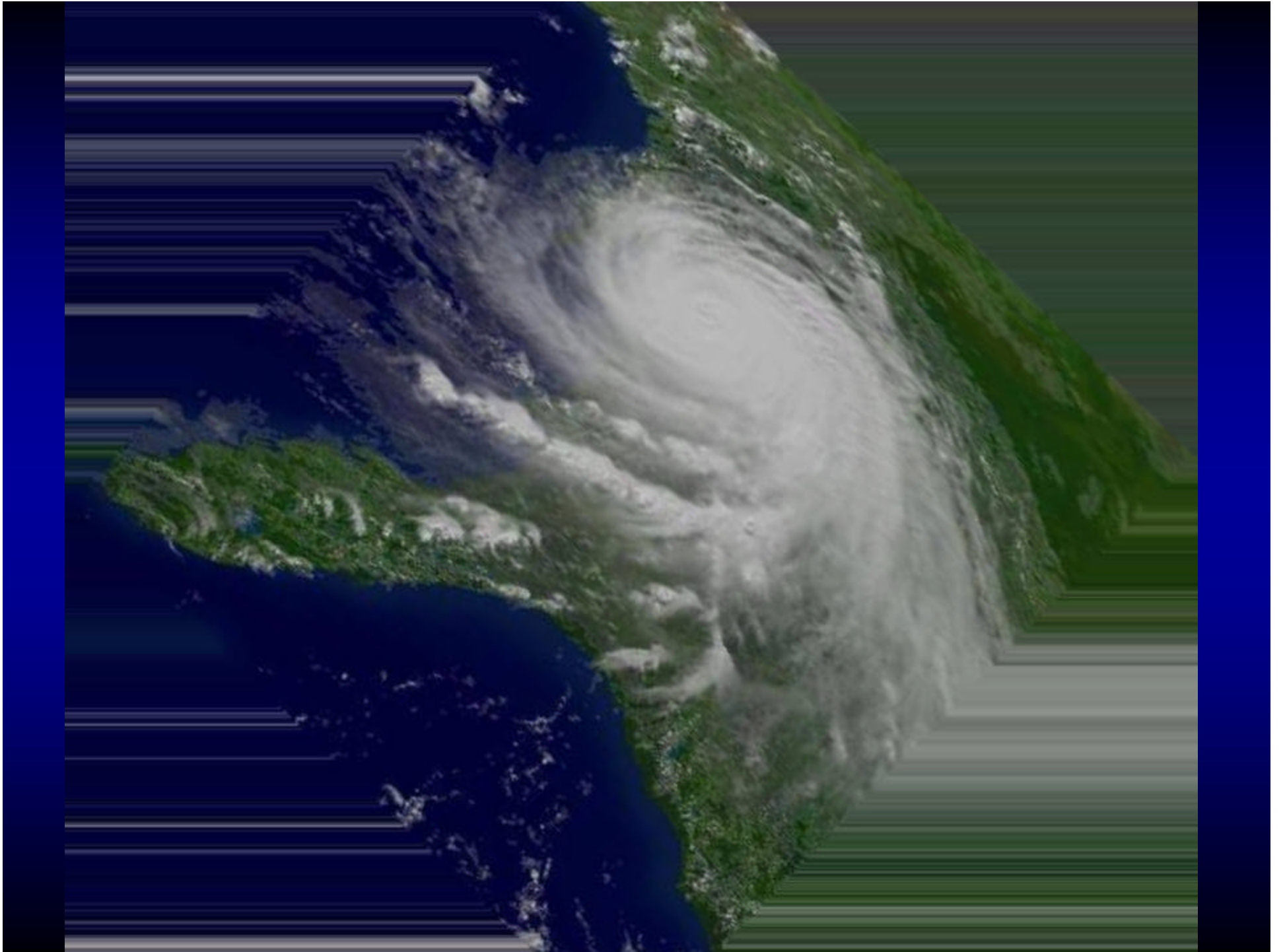
8. Just because a doctor volunteers to help does NOT mean that he/she is the right person for these patients

Unexpected Occurrences

Institutionalization

A home for the local homeless

**A number of persons
that will be just
impossible to place**



Why did it work for us?

- 1. The Community came together**
- 2. “Nothing was too good for our friends from Louisiana”**
- 3. A central staffing core took this on as a dedicated labor of love**
- 4. The MRC worked**
- 5. We got what we needed because we asked a lot of people for things**

Why did it work for us?

**We checked out ego's
(and our institution name badges)
at the door and got the job done**

**People in command accepted
that they could be wrong,
listened to others, and
continuously re-evaluated**







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FEMA chief: Victims bear some responsibility

Brown pleased with effort: 'Things are going relatively well'

Thursday, September 1, 2005; Posted: 11:41 p.m. EDT (03:41 GMT)

Programming Note: CNN looks at the disaster and chaos crippling Louisiana, "NewsNight," Thursday, 10 p.m. ET.

(CNN) -- The director of the Federal Emergency Management Agency said Thursday those New Orleans residents who chose not to heed warnings to evacuate before Hurricane Katrina bear some responsibility for their fates.

Michael Brown also agreed with other public officials that the death toll in the city could reach into the thousands.

"Unfortunately, that's going to be attributable a lot to people who did not heed the advance warnings," Brown told CNN.

"I don't make judgments about why people chose not to leave but, you know, there was a mandatory evacuation of New Orleans," he said.



Brown: When evacuation warnings go out, people should realize it's for their own good.

Image: [NEXT](#)

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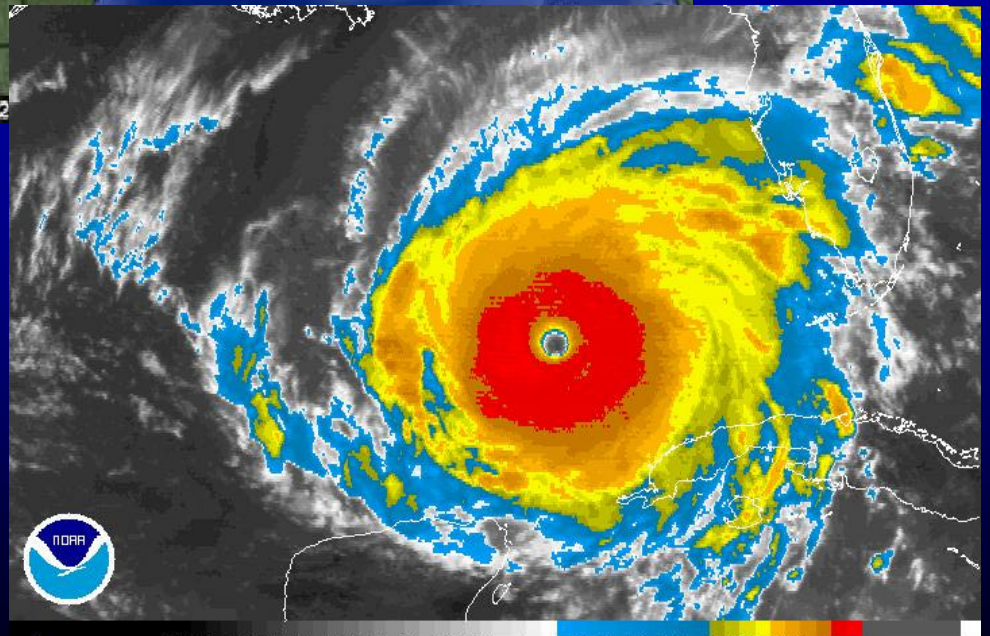
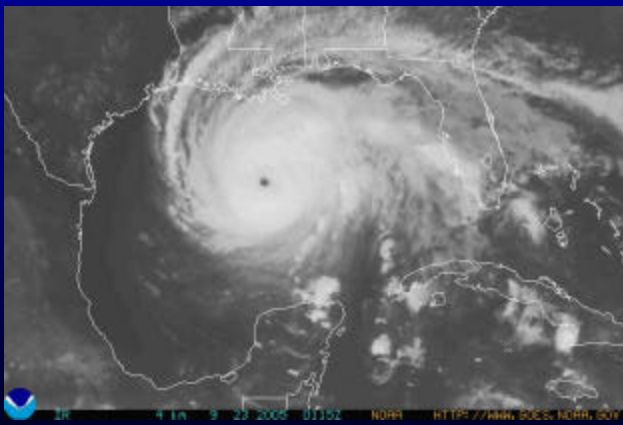
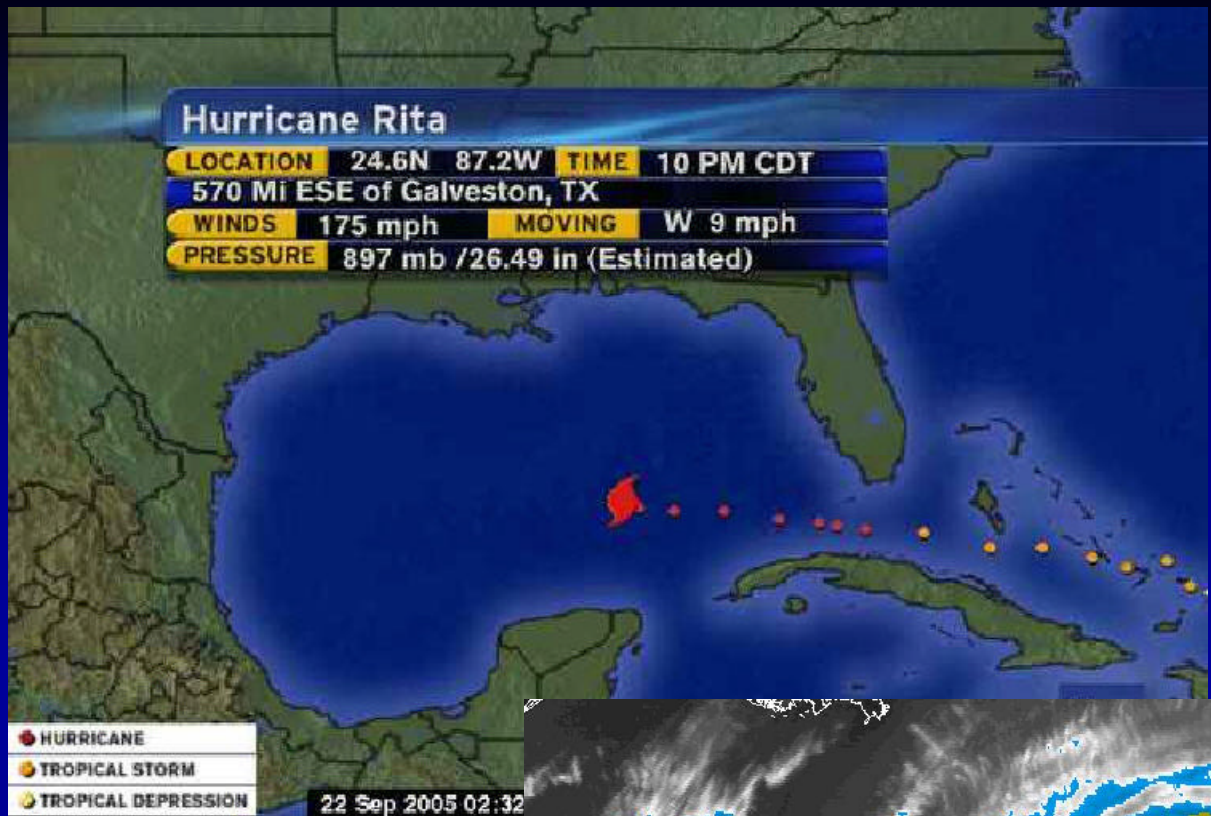
westernunion.com

Your money can be as well traveled as you are.

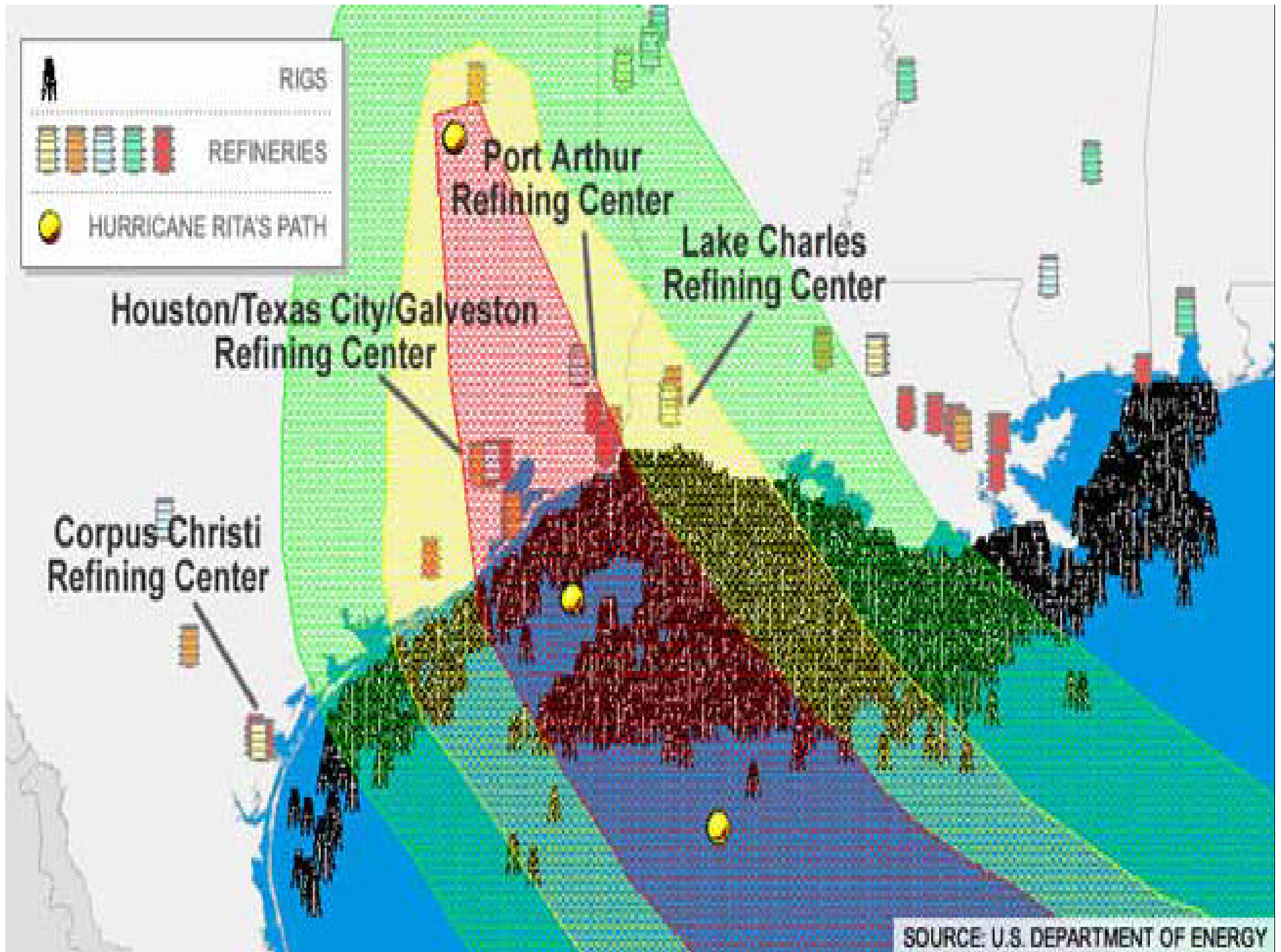


Send money from your PC.

**I had just spoken
to our EMS regional
agency during the
third week of September
using a picture of Rita
near the tip of Florida...**







NDMS activated

Patient Movement > 1,500,000

Special Needs Increased

Love Field, 5 planes

September 22 and 23, 2005

...and then...



FOX NEWS
5:14 PT

FOX NEWS ALERT
BUS CATCHES FIRE ON I-45
IN DALLAS

New Orleans
85/79

FOREIGN FRONTIERS AND CONCENTRATION CAMP SURVIVORS

September 23

Bus accident, 24 deaths

Rescue Response Initiated

Code Yellow at Parkland

14 survived for ED evaluation

9 admissions, 1 critical





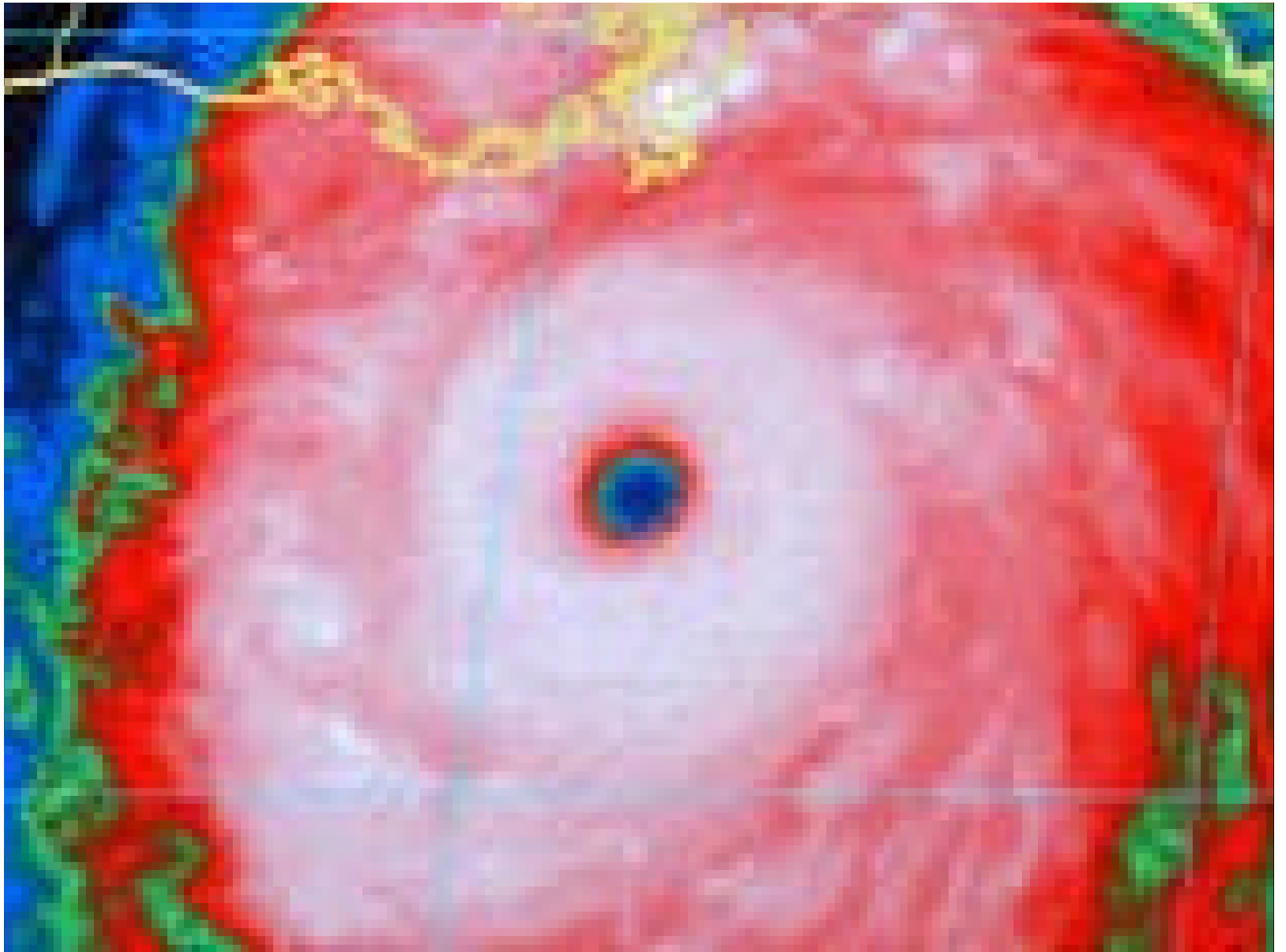
LI
KDFW

DART LANE
MORGAN BLVD
FAYETTE BLVD

FOX
NEWS
7:18 CT

FOX NEWS ALERT
REPORT: BUS CARRYING
EVACUEES FROM RITA





The Success

The Medical Team:

Out of some 10,000 patients seeking care, not a single fatality and not a single adverse outcome

Incident Command

Longest Prior Test – 4 hours

**Katrina / Rita / Bus Explosion –
*4 weeks!!!!!!***

Challenges

Communications

Free Lance or “Buddy System” Communications

Chain of Command for ICS

Additional Reporting

**Additional reported required for
diarrheal illness**

**One WNV seen, and two cases
of vibrio vulnificans sepsis seen**

Daily Communications

EOC Conference Call

State Conference Call

THA Conference Call

Parkland Conference Call

...etc etc etc...

The Heroes

All Area Hospitals
Hundreds of Volunteers
Walgreens
Innumerable vendors
Public Health

The Long Term

**We worked together with the
Dallas County Medical Society,
CMS, and USPHS
to craft “Katrina Care”**

The Long Term

**The local physician network
created a model system
for the long term healthcare
for evacuees, funded by Medicaid**

Lessons Learned

**NDMS - Need Medical Record / Tracking
Electronic Tracking System**

Too Many Data Bases

Duplication of Effort - Data Bases

Incident Command Structure in Shelters

ICS Forms / Tools for Shelter

Need Single Authority in Community

Shelter Assessment Tool

Lessons Learned

Incident Command

Scale Up / Scale Down

Create a Schedule for I.C. team

Phases of response

Immediate, Intermediate, Extended

Activation Procedure

Alert vs. Minor

Unified Command Structure

Can we do better?

Are we going to take
the communications gap
problem seriously?



*If so,
how then
do we do it?*



And, a critical question?

Will we always depend
on medical volunteers
to provide care
while so many others
perform on the clock?



The Champions!

Volunteers

Teamwork

Community Integration

Multidisciplinary Approach

Southwestern's EMS Section

Parkland/Methodist/CMC/Baylor/

St. Paul/Zale/Scottish Rite/Presby

EOC and Public Health

NDMS

Sheltering Efforts

The Convention Center CMO

Excellent response

Challenged Health Care System

Addressed Surge Capacity

Protected EMS and Hospital Infrastructure

Challenges:

Supplies, Staffing, Volunteers,

Communications, Agency

Coordination, MERC

Collaborative Community Effort

Campus Integration Needs

Integrated Campus Response

All facilities involved

Integrated Plan Development

Integrated Triage/Decon

Integrated Communication

Integrated Security

Integrated Exercise Planning

Ongoing Needs

Review and revise

**Track – define increase in
hospital visits from evacuees
once shelter closed**

**Schedule opportunity for
regional critiques**

State-wide critiques

Novel Projects!

**Novel Communications paths
for evacuees**

Medical Special Needs Centers

Electronic Personal Health Records

The Medical Winner

**A “non-denominational”,
“check your ego at the door”,
efficient, fast, accurate
volunteer system.**

The Winner

**The State of Texas
and its Citizens**

An Outpouring of Mercy and Love



The Winner

US!!

We can DO IT!!!

Thanks!!!

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