

Mid-South Emergency Planning Coalition

2024 Water Crisis Event

After-Action Report/Improvement Plan

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Specific to this report, the exercise objectives align with the Administration for Strategic Preparedness and Response's (ASPR) National Guidance for Healthcare Preparedness and the Hospital Preparedness Program Measures. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EVENT OVERVIEW

Event Name	2024 Water Crisis Event
Exercise Dates	January 15, 2024 – January 24, 2024
Scope	This is an evaluation of a real-world event affecting multiple locations within the jurisdiction of the Mid-South Emergency Planning Coalition (MSEPC) Region. The dates chosen should give an in-depth review of response activities that were occurring during the water crisis event that affected the region starting on January 15, 2024, and lasting for well over a week.
Mission Area(s)	Response
Core Capabilities, Objectives, and Activities	<p>Hospital Preparedness Program (HPP)</p> <p><i>Capability 1: Foundation for Health Care and Medical Readiness</i></p> <p>Objective 2: Identify Risk and Needs</p> <p><u>Activity 2:</u> Assess Regional Health Care Resources</p> <p><u>Activity 4:</u> Assess Community Planning for Children, Pregnant Women, Seniors, Individuals with Access and Functional Needs, Including People with Disabilities, and Others with Unique Needs</p> <p>Objective 4: Train and Prepare the Health Care and Medical Workforce</p> <p><u>Activity 1:</u> Promote Role-Appropriate National Incident Management System Implementation</p> <p><u>Activity 3:</u> Plan and Conduct Coordinated Exercises with Health Care Coalition Members and Other Response Organizations</p> <p><u>Activity 5:</u> Evaluate Exercises and Responses to Emergencies</p> <p><i>Capability 2: Health Care and Medical Coordination</i></p> <p>Objective 2: Utilize Information Sharing Platforms</p> <p><u>Activity 1:</u> Develop Information Sharing Procedures</p> <p><u>Activity 3:</u> Utilize Communications Systems and Platforms</p> <p>Objective 3: Coordinate Response Strategy, Resources, and Communications</p> <p><u>Activity 1:</u> Identify and Coordinate Resource Needs during an Emergency</p> <p><u>Activity 3:</u> Communicate with Health Care Providers, Non-Clinical Staff, Patients, and Visitors during an Emergency</p> <p><i>Capability 3: Continuity of Health Care Service Delivery</i></p>

	<p>Objective 3: Maintain Access to Non-Personnel Resources during an Emergency</p> <p><u>Activity 1:</u> Assess Supply Chain Integrity</p> <p>Objective 5: Protect Responders' Safety and Health</p> <p><u>Activity 1:</u> Distribute Resources Required to Protect the Health Care Workforce</p> <p><u>Activity 2:</u> Train and Exercise to Promote Responders' Safety and Health</p>
Exercise Objectives	<ol style="list-style-type: none">1. Incident Command: Evaluate the facilities' ability to effectively activate and maintain incident command/emergency plans in a timely and effective manner.2. Resources: Demonstrate the facilities' ability to manage the response by appropriately procuring and/or utilizing resources necessary to maintain employee and patient/client safety.3. External Partners: Ensure patient and employee safety by effectively maintaining relationships and communication with external partners including local, state, and federal government and regulatory agencies; vendors and supply chain partners; and other support agencies.
Threat or Hazard	Water Crisis
Sponsor	Mid-South Emergency Planning Coalition
Participating Organizations	Participating organizations include MSEPC member facilities, local emergency management officials, first responder agencies, and public health. A complete list of participating agencies who submitted responses for this document is included in Appendix B.
Points of Contact	<p>Heather Fortner, Executive Director hfortner@midsouthepc.org</p> <p>Sandiyan AL Hayali, Vulnerable Populations Coordinator salhayali@midsouthepc.org</p>

ANALYSIS OF HEALTHCARE PREPAREDNESS CAPABILITIES

Aligning exercise objectives and healthcare preparedness capabilities allows for a more consistent approach to exercise evaluation 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. 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	Healthcare Preparedness Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Evaluate the facilities' ability to effectively activate and maintain incident command/emergency plans in a timely and effective manner.	Capability 1 Capability 2	P			
Demonstrate the facilities' ability to manage the winter weather response by appropriately procuring resources necessary to maintain employee and patient safety	Capability 1 Capability 2 Capability 3		S		
Ensure patient and employee safety by effectively maintaining relationships and communication with external partners including local, state, and federal government and regulatory agencies; vendors and supply chain partners; and other support agencies.	Capability 1 Capability 2 Capability 3		S		

Ratings Definitions:

- Performed without Challenges (P): The targets and critical tasks associated with the healthcare preparedness 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 healthcare preparedness 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 healthcare preparedness 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 healthcare preparedness capability were not performed in a manner that achieved the objective(s).

Table 1. Analysis of Healthcare Preparedness Capability Performance

EXECUTIVE SUMMARY

In January 2024, the Mid-South region faced a significant water crisis caused by widespread low water pressure and a city-wide boil water advisory. Healthcare facilities across the region were severely impacted, losing the ability to provide essential hygiene options and critical services such as dialysis. Hospitals struggled to maintain operations, with boilers and chillers unable to function due to the water shortage.

While vendor delivery contracts for water and other resources were in place, many facilities faced delays in accessing supplies, compounded by hazardous road conditions and limited availability during the crisis. To address immediate needs, facilities requested large water deliveries using booster pumps to sustain minimal operations.

The Mid-South Emergency Planning Coalition (MSEPC), in collaboration with local EMS, emergency management, hospitals, and public health agencies, played a significant role in securing resources for affected facilities. A limited number of short-term water deliveries to dialysis centers were organized through MSEPC and supported by Memphis Fire Department tankers. All water deliveries and suppliers were sourced from private vendors and utilized surrounding localities for water hydrant access due to insufficient pressure within Memphis.

Throughout the crisis, MSEPC coordinated closely with impacted facilities and service delivery agencies to ensure that all needs were met. Leveraging local and state resources, the Coalition maintained clear communication and followed established emergency procedures through the Emergency Operations Center. These efforts enhanced the Coalition's ability to respond effectively and strengthened its regional partnerships.

To evaluate the response and identify areas for improvement, MSEPC developed a survey addressing three critical categories: Incident Command, Resources, and External Partners. Thirty-five entities participated, providing detailed feedback on their experiences. These responses shed light on both the successes and challenges encountered during the event, offering valuable insights to guide future preparedness and response efforts.

AFFECTED FACILITIES

Acute Care Hospitals

Baptist Memorial Rehabilitation Hospital

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **limited staff and limited transportation for patients to and from Dr appts.**

How was information disseminated throughout the organization to keep staff informed of the situation? **It was passed to leadership to inform their staff of any issues, hiccups, or plans in place.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **We communicated to the pts that no matter what we would have them taken care of.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We have extra water put away in a storage unit and at another facility as well.**

How will you use this event to develop a potable/non-potable water plan for your organization? **N/A**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? *We did not have to for the time being.*

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? *I am glad I have other resources I can reach out to in case we have any future issues.*

Did your organization interact directly with the Mid-South Emergency Planning Coalition? *No*

Please describe your experience with the MSEPC. *N/A*

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? *I ensured I had MOUs in place. I had companies come out to shovel snow and salt the parking lot. Food was ordered well in advance.*

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- *Planning in advance*
- *Multiple MOUs with multiple vendors*
- *Putting the emergency plan in place and executed it with few issues.*

Overall areas of improvement:

- *Transportation issues with pts*
- *Limited staff, some did not show up for shifts.*

Le Bonheur Children's Hospital

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Staffing due to call-ins and hazardous roadways, difficulty clearing ice and snow, impact from Boil Water Advisory

How was information disseminated throughout the organization to keep staff informed of the situation? **Email, internal digital signage, mobile application notifications, physical signage.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Inpatient room monitors, nursing staff, physical signage.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Used for guidelines and reminders of previous lessons learned. Onsite emergency water was accessed for potable. Supplemental pumping was incorporated for non-potable.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Staff survey was conducted. Facility specific AAR was completed. Current plan to be updated. New non-potable emergency connect already under construction will be available prior to next event.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Followed protocols recommended by MLGW. Distributed emergency drinking water to all departments and floors.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? [Did not utilize external partners.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [N/A](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [Informational resource webpage or daily email w/ status updates, resources available, links to forms, instructions, and any other useful information.](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Onsite resources available](#)
- [Prior experience w/ identical events](#)
- [Comprehensive plan](#)
- [Communications overall were good but identified new opportunities.](#)

Overall areas of improvement:

- [Additional communication improvements](#)
- [Incorporate dialysis, OR, and outpatient clinic activities into plan.](#)
- [Easier access and deployment of portable handwashing stations.](#)
- [@MLGW, fortification of city water distribution infrastructure.](#)

Methodist North Hospital

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Loss of potable water, water pressure, boiler pressure, deliveries, trash pickup, inability to flush toilets**

How was information disseminated throughout the organization to keep staff informed of the situation? **Leadership communication to direct staff**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Direct communication and frequent caregiver updates**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Distributed bottled water, ordered tankers, set up hand washing stations.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Pre-order supplies when inclement weather is predicted.**

RESOURCES

Did your organization have issues with resource procurement? **Yes**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Distributed bottled water, shut off ice makers and water fountains, set up hand washing stations.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **Yes**

Which agencies received your requests? **LT Waste Management, Methodist DDC, Bartlett Water Public Works, Germantown water public works.**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **Road conditions made it difficult to receive deliveries.**

EXTERNAL PARTNERS

How did your organization utilize external partners? [Made arrangements to get water from a closer source, redistributed supplies based off need from other facilities within our organization.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [Quickly responded to our request for water](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [We were instructed to contact corporate to make requests to MSEPC.](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [Better pre-planning and contracts for specific events and to have supplies on hand prior to events.](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Early setup of incident command](#)
- [Accurate analysis of needs](#)
- [Teamwork within the facility](#)

Overall areas of improvement:

- [More accurate estimate of water consumption](#)
- [Pre-planning to have supplies on hand prior to events.](#)
- [Better communication tool then send word now.](#)

Regional One Health

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **We had low water pressure and after the boil advisory we had to use our potable water supply for patients and staff. we went into technical disruption protocols and kept all non-essential employees' home and closed all clinics to telehealth only.**

How was information disseminated throughout the organization to keep staff informed of the situation? **email and text alerts.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **email, phone calls.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **we have a large cache of gallons and single use bottles for patients and staff that are distributed through food and nutrition every day.**

How will you use this event to develop a potable/non-potable water plan for your organization? **at this point we can't do anything else better. it is what it is.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **water use was for toilet flushing and hand washing only. no consumption.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **Yes**

Which agencies received your requests? **Shelby county EOC**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **the state does not pay attention to Memphis let alone with the county EOC isn't activated to its full capacity.**

EXTERNAL PARTNERS

How did your organization utilize external partners? we talked to them a lot on the phone but it wasn't helpful.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? I did not feel supported.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? Yes

Please describe your experience with the MSEPC. extremely positive. the only reason we get the help we do get is from the coalitions process for communications.

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? the county and state could wake up.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- potable water distribution is no longer an issue for us. we are able to supply water very well.
- our facility team can use little water pressure to its max potential to keep the systems running even if it's not full power.
- we had ample communication with the coalition partners and MLGW.

Overall areas of improvement:

- the county needs to fully activate.
- the state needs to understand the seriousness of providing assistance.

Select Specialty Hospital- Memphis

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Yes**

How was information disseminated throughout the organization to keep staff informed of the situation? **Safety Office stayed in constant contact with upper management and kept them updated.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Patients were informed by house supervisor about the problem as well as the solution and given updates.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Cases of water was ordered by myself the Material Manager weeks in advance.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Continue to work with Safety Officer about inclement weather plans and ordering in advance.**

RESOURCES

Did your organization have issues with resource procurement? **Yes**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Only gave/use bottle water until the advisory was lifted.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? [N/A](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [N/A](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [The ability to triumph.](#)
- [Great teamwork](#)
- [Love that Safety Officers thought in advance.](#)

Overall areas of improvement:

- [Overall I think that we did a great job, Nothing to improve on.](#)

Saint Francis Hospital Bartlett

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **No**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Indirectly.

How was information disseminated throughout the organization to keep staff informed of the situation? **tenet alerts electronic alert system, e-mail.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **N/A**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **N/A**

How will you use this event to develop a potable/non-potable water plan for your organization?
N/A

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **was not affected.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? **N/A**

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? **N/A**

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [Yes](#)

Please describe your experience with the MSEPC. [contacted MSEPC to help our sister facility procure additional water resources.](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A. MSEPC is always fantastic in helping us quarterback resources.](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Familiarity](#)
- [Leadership](#)
- [Communication](#)

Overall areas of improvement:

- [bench strength.](#)
- [market communication](#)
- [resource allocation amongst market leaders](#)

Saint Francis Hospital Memphis

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **No**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Loss of city water pressure (toilet flushing, drinking water and usable ice, sterilizer operation. Delays on waste pick-up, lab and pharmacy deliveries**

How was information disseminated throughout the organization to keep staff informed of the situation? **Everbridge system sending text message and e-mail to all registered associates.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Overhead paging system when appropriate**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Early communication with corporate for potable water tankers. Communication with MSEPC and Germantown public works. Communication with Corporate and Xylem water Inc to obtain water pump and power supply.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Intend to modify potable water system to hard pipe an emergency potable water connection and booster pump to allow quicker and easier connection of tankers to our system. Stock up on bottled water earlier in the season.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **After connecting tested potable water tankers to a "certified for potable use pump" conducting flushes at selected points we allowed Sterile Processing Dept. to resume operations. The remainder of the hospital remained under the boil water restrictions.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **Yes**

Which agencies received your requests? **MSEPC, MLGW, Germantown Public works and Memphis Fire Department**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? N/A

EXTERNAL PARTNERS

How did your organization utilize external partners? Coordinating obtaining and moving potable water from outside the boil water zone to the hospital.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? State and Federal - N/A. All local agencies mentioned were extremely helpful.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? Yes

Please describe your experience with the MSEPC. Extremely helpful. Put us in direct contact with Germantown Public works and MFD.

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? I believe there is a limited number of potable water certified tankers and potable water certified temporary pumps in the immediate area.

Also, a coordinated plan is needed prior to the next event so affected hospitals know where they will be directed to fill their tankers from. This will: 1) prevent multiple tankers at one fire hydrant, 2) Equalize the distance that each tanker has to travel reducing turnaround times. 3) Equalize the strain placed on the systems of the communities providing water.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Pre-planning
- Previous experience
- Teamwork
- Communication

Overall areas of improvement:

- Permanently installed emergency water connections
- Approved internal procedures for installation and use of emergency water.
- Training of the Facilities team on the domestic water system
- Increased supply of bottled water. Evaluate placing 1 or 2 Open top dumpsters on the campus just prior to the start of the event.

Ambulatory Surgery Centers

Campbell Clinic Surgery Center Wolf River

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Closed for two days and operated on a limited schedule for the rest. No issues except travel to and from the facility for patients and family.

How was information disseminated throughout the organization to keep staff informed of the situation? **We used e-mails and text. We called staff and patients when regular schedule was altered. This was done on a daily basis.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Phone calls.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We did not have to activate our plan in Germantown.**

How will you use this event to develop a potable/non-potable water plan for your organization?
Order blue can water to use as back-up water source if needed.

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? [We did not need any assistance.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [N/A](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [They provided contacts for any resources that may have been needed.](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Good communication network](#)
- [Staff assigned to make calls to patients when needed.](#)

Overall areas of improvement:

- [More potable and non-potable water available.](#)
- [Better communication among other surgery centers](#)
- [Better communications to check on staff for their needs.](#)

Campbell Clinic Surgery Center Midtown

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **No**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **All Campbell Clinic facilities were closed 1/16/24. Surgery center facilities resumed operation with limited hours 1/17/24-1/18/24.**

How was information disseminated throughout the organization to keep staff informed of the situation? **We use a phone number that patients and staff can call to receive updates on closures and hours. We also utilize a communication tree to disseminate information to all staff.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **The inclement weather phone number is given to patients; business office and OR management also contacted patients to make them aware of the closure/affected hours.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We provided potable drinking water for staff and patients during the advisory, and we did not use our ice machines.**

How will you use this event to develop a potable/non-potable water plan for your organization? **We will store additional cases of water to ensure that we have adequate amounts in the event of an issue affecting our supply.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **We provided drinking water for staff and patients/family. OR staff and surgeons "double scrubbed" for cases, utilizing an alcohol-based antiseptic following a regular scrub with water. We did not utilize our ice machines during this time.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **Yes**

Which agencies received your requests? **MLGW**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? We maintained communication with MLGW throughout the advisory.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? We have always felt that our external partners are available in our time of need and act as a great resource when information is needed.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? No suggestions at this time.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Rapid response and a clear understanding of individual roles and responsibilities
- Adequate resources and supplies.
- Clear communication with MLGW and our counterpart, Campbell Clinic Surgery Center Germantown.

East Memphis Surgery Center

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **boil water notice; closure due to inclement weather.**

How was information disseminated throughout the organization to keep staff informed of the situation? **via call tree from leadership.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **managers contacted patients scheduled directly to inform them of facility closure and to contact their MD for reschedule.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **yes; sterile, distilled and drinking water in jugs purchased; ice maker not used.**

How will you use this event to develop a potable/non-potable water plan for your organization? **continue to utilize for future events.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Did not use ice/water machines, bottled water for patient use.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **None**

EXTERNAL PARTNERS

How did your organization utilize external partners? Leadership followed updates from MLGW and weather resources.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? MLGW provided updates often.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Communication- to both patients and staff regarding centers plan
- Decision making- to close and/or open center in a timely manner.
- Following protocol for boil water

Overall areas of improvement:

- Having supplies on hand ahead of time for water needs

Gastro One/One GI - 7668 Airways Blvd

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **No**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Closed ASC Jan 16,17,19, and 20

How was information disseminated throughout the organization to keep staff informed of the situation? **Emails, text messages and phone calls**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Phone calls, text messages, and emails.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We keep bottled and gallon potable water onsite.**

How will you use this event to develop a potable/non-potable water plan for your organization?
No improvement needed in this area.

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? [Phone calls and emails to vendor regarding if we were open or closed for business.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [N/A](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [COMMUNICATION WITH STAFF, CUSTOMERS, AND VENDORS](#)
- [Pre-planning to address weather issues were done on Jan 12th. and staff was equipped to contact customers & vendors.](#)
- [Bottled water on site and walkways pre-salted on Jan 14th](#)

Gastro One - 1310 Wolf Park Dr

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? [Yes](#)

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
[Gastro1 was closed 1/16, 1/17, & 1/19](#)

How was information disseminated throughout the organization to keep staff informed of the situation? [Text messages](#)

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? [Phone calls and automated notifications.](#)

Does your organization have a plan to specifically address potable and non-potable water? [Yes](#)

How did you use the plan to specifically address potable and non-potable water? [N/A](#)

How will you use this event to develop a potable/non-potable water plan for your organization?
[N/A](#)

RESOURCES

Did your organization have issues with resource procurement? [Yes](#)

Was your facility affected by the boil water advisory? [No](#)

What did your organization do to adhere to the boil water advisory? [N/A](#)

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? [No](#)

Which agencies received your requests? [N/A](#)

Was your request approved? [No](#)

What issues, if any, did your facility experience regarding the resource request process? [N/A](#)

EXTERNAL PARTNERS

How did your organization utilize external partners? [Borrowed supplies from our other locations.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [N/A](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Communication to staff and patients
- Collaborating with our other locations to share supplies.
- Collaborating with our vendors to replenish supplies.

Overall areas of improvement:

- Reassess opening too soon (opened on Thursday, 1/18 which was icy, and had staffing issues)

Gastro One - 1325 Eastmoreland Ave

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **The facility was closed except 1/18/24.**

How was information disseminated throughout the organization to keep staff informed of the situation? **Communication received from administration was shared with staff via phone/text/email.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Calls were placed to the patients regarding closures.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **The facility was closed.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Purchase and provide safe drinking water.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? **Calls were placed to vendors to inform them of the facility's closure.**

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [N/A](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Communication regarding closures with the patients, staff and vendors.](#)
- [Sidewalks and parking lot were salted in a timely manner.](#)
- [Continued communication/ planning to prepare for inclement weather.](#)

Overall areas of improvement:

- [Obtain and have readily available safe drinking water on site.](#)
- [Avoid potential hazards by planning ahead for closures due to inclement weather.](#)
- [Maintain the safety of all patients, staff, vendors etc. by planning ahead to close due to inclement weather.](#)

Memphis Surgery Center

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **We were closed on 01-15-24 and 01-16-24. We opened on 16th and 17th. 01-19-24 we had to close due to gases unable to be delivered. On Saturday 01-20-24 we lost water and had to close 01-22-24 due to no water at the facility. 01-23-24 we reopened.**

How was information disseminated throughout the organization to keep staff informed of the situation? **We had scheduled meeting calls with our Administrator, with updates daily. The managers would then relay to the employees under them.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Employees were sent schedules and communicated as needed.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We provided water for washing hands and drinking.**

How will you use this event to develop a potable/non-potable water plan for your organization? **We need to keep more water on hand in case in event we cannot get it.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **Provided water for washing hands and drinking.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? [We did not utilize.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [We did not have to request anything.](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [We had good communication with setting up expectations when we were going to talk each day.](#)
- [We executed well as a team to spilt up duties. We were all dedicated and devoted to helping the facility and patients along with maintaining safety.](#)

Overall areas of improvement:

- [Always communication- we improved but can always do better.](#)
- [Having more reserves on hand.](#)
- [Communication again once we reopened it was not as organized as it was the days we closed for snow.](#)

OrthoSouth Surgery Center Germantown LLC

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **The facility was closed on 1/15/2024 and 1/16/2024 due to the winter storm. We reopened on 1/17/2024, closed for afternoon cases on 1/18/2024, and remained closed on 1/19/2024.**

How was information disseminated throughout the organization to keep staff informed of the situation? **The administration communicated with managers via phone, virtual meetings, and text. Managers then relayed information to staff through phone calls and text messages.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Information was disseminated through Ortho South's social media accounts, and all scheduled patients received personal phone calls regarding operational updates.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Facility closed; plan not needed.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Facility closed - plan not needed.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **Not affected**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? Monitored local news outlets, City of Germantown advisories, and GPD advisories regarding road conditions and weather alerts/updates.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? City of Germantown did a good job of posting road condition updates.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Incident Command demonstrated proactive preparation for the event, initiating planning and meetings on 1/12/2024 in anticipation of the Winter Storm.
- Leadership remained well-informed, and communication was promptly disseminated.
- Staff and patient safety remained a primary focus during the Winter Storm event.

Overall areas of improvement:

- Enhanced facility preparation for winter-related events should encompass parking decks, side entrances, and sidewalks.
- Enhance the frequency of company communications through social media outlets to disseminate patient information.
- Enhance staff buy-in for increased labor demands following closure events.

UroCenter

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **boil water notice; closure due to inclement weather.**

How was information disseminated throughout the organization to keep staff informed of the situation? **via call tree from leadership.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **managers contacted patients scheduled directly to inform them of facility closure and to contact their MD for reschedule**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **yes; sterile, distilled and drinking water in jugs purchased; ice maker not used.**

How will you use this event to develop a potable/non-potable water plan for your organization? **continue to utilize for future events.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Did not use ice/water machines, bottled water for patient use.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? [Leadership followed updates from MLGW and weather resources.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [MLGW provided updates often.](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Communication- to both patients and staff regarding centers plan](#)
- [Decision making- to close and/or open center in a timely manner.](#)
- [Following protocol for boil water](#)

Overall areas of improvement:

- [Having supplies on hand ahead of time for water needs](#)

Dialysis Centers

DaVita Bartlett

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? [Yes](#)

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? [Yes](#)

How was information disseminated throughout the organization to keep staff informed of the situation? [mail, phone, text.](#)

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? [Phone](#)

Does your organization have a plan to specifically address potable and non-potable water? [Yes](#)

How did you use the plan to specifically address potable and non-potable water? [n/a, patients were transferred to a working facility.](#)

How will you use this event to develop a potable/non-potable water plan for your organization? [patients will be transferred to a working facility during inclement weather/ facility shutdown.](#)

RESOURCES

Did your organization have issues with resource procurement? [Yes](#)

Was your facility affected by the boil water advisory? [No](#)

What did your organization do to adhere to the boil water advisory? [N/A](#)

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? [Yes](#)

Which agencies received your requests? [Yes](#)

Was your request approved? [Yes](#)

What issues, if any, did your facility experience regarding the resource request process? [delay](#)

EXTERNAL PARTNERS

How did your organization utilize external partners? [open communication with external partners.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [emails and phone calls.](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [Yes](#)

Please describe your experience with the MSEPC. [Good](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [open communication.](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Communication](#)
- [time management.](#)
- [personnel skills and knowledge](#)

Overall areas of improvement:

- [transportation](#)
- [board and lodging.](#)
- [extra personnel](#)

DaVita Galleria Home Training

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **We weren't able to go to work several days that week.**

How was information disseminated throughout the organization to keep staff informed of the situation? **phone and emails, texts.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **all patients called, and message was on the clinic phone answering machine**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **our patients have the ability to get bag water for their dialysis treatments.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Plan to remind all patients to have and build up extra bagged water starting in October, November and December before January or February likely snow ice usually happens.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **educated all patients on how to use bottled water or boil water and when it is appropriate to use hand gel for cleaning.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **not for this home only clinic but the incenter hemodialysis units may have**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **none did not apply**

EXTERNAL PARTNERS

How did your organization utilize external partners? I do not know our specific clinic did not use this.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? messages and information support.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. no interaction previous interaction for receiving information and alerts and attending informational meetings.

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? A list of vendors and the cooperate DaVita approval for every area be shared to all clinics and have a written process for easily needed information.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- We can manage without water due to patient treatments use sterile bagged water.
- Our patient can do all treatments in their home if they have electricity for hemodialysis.
- Peritoneal dialysis patients have bag solution that is sterile and can boil water or use bottled water for handwashing.
- Our patients have access to a national on call number for help after hours on call nurse for their specific treatment issues and when planned outages and storms are predicated out team has internet access and extra cell phone coverage for patient to call.

Overall areas of improvement:

- How to get a lot of clean water for hand washing
- Know the vendor to use and have a contract already approved.
- Get direct DaVita education and support for any water needs.
- Know what clinic generators we have already and why don't.

DaVita Riverdale Home Training

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Not affected at all because we are a Peritoneal Home Dialysis Facility**

How was information disseminated throughout the organization to keep staff informed of the situation? **Severe weather notifications were emailed throughout our village and text messages were passed on.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **All MLGW notifications were forwarded to the patients and they were told to activate the home emergency procedure.**

Does your organization have a plan to specifically address potable and non-potable water? **No**

How did you use the plan to specifically address potable and non-potable water? **N/A**

How will you use this event to develop a potable/non-potable water plan for your organization? **N/A**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **We notified each of our home patients and told them to use regular bottled water only to bathe and clean their exit sites in order to avoid contamination r blood stream infections.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **None**

EXTERNAL PARTNERS

How did your organization utilize external partners? *N/A*

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? *N/A*

Did your organization interact directly with the Mid-South Emergency Planning Coalition? *No*

Please describe your experience with the MSEPC. *N/A*

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? *I really can't give an honest answer to this question because we are strictly a home dialysis facility. All of our patients perform their own treatments at home and if necessary, bottled water was used.*

Davita River Oaks

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? [Yes](#)

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? [clinic unaffected, patient transportation interruption.](#)

How was information disseminated throughout the organization to keep staff informed of the situation? [text, email, calls.](#)

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? [Calls](#)

Does your organization have a plan to specifically address potable and non-potable water? [Yes](#)

How did you use the plan to specifically address potable and non-potable water? [NA no water interruption](#)

How will you use this event to develop a potable/non-potable water plan for your organization? [review policy.](#)

RESOURCES

Did your organization have issues with resource procurement? [No](#)

Was your facility affected by the boil water advisory? [No](#)

What did your organization do to adhere to the boil water advisory? [N/A Germantown](#)

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? [No](#)

Which agencies received your requests? [N/A](#)

Was your request approved? [No](#)

What issues, if any, did your facility experience regarding the resource request process? [N/A](#)

EXTERNAL PARTNERS

How did your organization utilize external partners? [N/A](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [N/A](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

DaVita Wolf River

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **We were fully operational, did not have any issues, we did however delay starting the day so the patients that drive would be able to see the roads and arrive safely. We also shortened treatments to 3 hours.**

How was information disseminated throughout the organization to keep staff informed of the situation? **Text messages were sent out to the team and phone calls made as needed.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Phone calls were made to each patient along with notifying their emergency contacts listed in the system.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Was not necessary, we did not have any interruption of water.**

How will you use this event to develop a potable/non-potable water plan for your organization?
N/A

RESOURCES

Did your organization have issues with resource procurement? **Yes**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **We only utilized bottled water, the water for the treatment already goes through several filters prior to reaching the treatment floor.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **None**

EXTERNAL PARTNERS

How did your organization utilize external partners? Rockwell was the only vendor this facility had difficulty in obtaining supplies from. The trucks were not able to make deliveries, we communicated needs with local facilities to continue to provide treatments until the shipment arrived.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? N/A

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? When inclement weather is imminent, shipments should be delivered early rather than later if possible.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- cooperation from the team to come in and stay to provide necessary treatments along with calling the patients and vendors daily to keep the lines of communication open as events may change throughout the day.
- Local facilities being willing to share supplies.
- Biomed ensuring that the front door entrance had enough salt to keep the staff and patients safe while entering the building.

Overall areas of improvement:

- Ensuring that we have enough waste containers available.
- Accurate phone numbers for patients and their emergency contact information updated.
- Having nonperishable items readily available in the facility along with enough bottled water

Fresenius Airways

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **We lost water due to the snow/ice storm and were unable to dialyze patients at their prescribed treatment.**

How was information disseminated throughout the organization to keep staff informed of the situation? **Email, group texts and phone calls.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Clinical manager and charge nurse called each patient and let them know of the plan and change in treatment time for the snow/ice storm. We also had memos/flyers for a late start on Monday/Tuesday due to the storm starting.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We had a tanker delivered that transferred water from the tanker to the building for use.**

How will you use this event to develop a potable/non-potable water plan for your organization? **We should have a tanker on standby for a week if we know inclement weather is predicted.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **Specialty Fuel for the water tanker.**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? We used Specialty Fuel for our water tanker.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? We were kept informed of inclement weather and updates of power outages/loss of water/ water pressure.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Communication throughout the company and our facility worked well.
- partnering to get alternative transportation and make up treatment options for patients. ATOM/Biomed had us prepared for the ice storm with preparations in/around the facility and water issues.
- Most of our patients were still able to attend treatment due to inclement weather, or schedule make up days.

Overall areas of improvement:

- Better communication with our patients to stay abreast of happenings when inclement weather is expected.
- Better preparation for water supplies/drinking water/water to flush toilets for staff and patients while in the facility.
- Preparation for different ideas for transportation for staff and patients when inclement weather is predicted.

Fresenius Collierville

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Icey sidewalks, staff unable to drive in inclement weather, patients unable to attend treatments, SW and dietician unable to work. hotel rooms for staff became an issue due to demands, staff unable to obtain meals due to closings.**

How was information disseminated throughout the organization to keep staff informed of the situation? **CM communicated needs to DO, ATL and DO- assistance. CM texted employee via phone and in person.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Patients informed via phone.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Did not have a need.**

How will you use this event to develop a potable/non-potable water plan for your organization?
N/A

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? [hotel reservations for staff.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [Hotels worked with FMC to ensure staff had clean rooms, breakfast and safety.](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [In the event if inclement weather, the patients should be given the option to stay in hotels without out-of-pocket expense. Transportation should be available to those who cannot drive in inclement weather.](#)

[Food should also be provided to staff/patients during inclement weather.](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [FMC ability to provide hotels for staff.](#)
- [FMC allowed CMs to buy food for staff.](#)
- [Communication - everyone stayed informed through email, text of calls.](#)

Overall areas of improvement:

- [transportation for patients to facility](#)
- [Highways](#)

Fresenius Graceland

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **No water**

How was information disseminated throughout the organization to keep staff informed of the situation? **Phone calls.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Phone calls.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **yes; sterile, distilled and drinking water in jugs purchased; ice maker not used.**

How will you use this event to develop a potable/non-potable water plan for your organization? **continue to utilize for future events.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Did not use ice/water machines, bottled water for patient use.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **None**

EXTERNAL PARTNERS

How did your organization utilize external partners? [Leadership followed updates from MLGW and weather resources.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [MLGW provided updates often.](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [N/A](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Communication- to both patients and staff regarding centers plan](#)
- [Decision making- to close and/or open center in a timely manner.](#)
- [Following protocol for boil water](#)

Overall areas of improvement:

- [Having supplies on hand ahead of time for water needs](#)

Fresenius Tipton

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **No**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **missed treatments due to transportation issues with road conditions, hospitalizations- patients unable to get dialysis because unable to get to clinic and hospitals having no water.**

How was information disseminated throughout the organization to keep staff informed of the situation? **emails, telephone, verbal.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **verbal, telephone, communicating with emergency contacts, communicating with fire department and police department locally checking on patients.**

Does your organization have a plan to specifically address potable and non-potable water? **No**

How did you use the plan to specifically address potable and non-potable water? **N/A**

How will you use this event to develop a potable/non-potable water plan for your organization? **N/A**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? *used local fire and police to help checking on patients unable to contact via phone or with homes heavily impacted by weather.*

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? *communication was open, they were able to assist.*

Did your organization interact directly with the Mid-South Emergency Planning Coalition? *No*

Please describe your experience with the MSEPC. *N/A*

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? *N/A*

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- *communication with patients and staff*
- *partnering to get alternative transportation and make up treatment options for patients.*

Overall areas of improvement:

- *some patients had more trouble than others due to location of housing and weather, potential alternative sleeping arrangements so patient can get to dialysis and not be stuck in home.*

Hospice and Home Health Agencies

Amedisys Hospice Bartlett

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Staffing and access to patients.

How was information disseminated throughout the organization to keep staff informed of the situation? **Call tree.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Call tree case managers called patients daily.**

Does your organization have a plan to specifically address potable and non-potable water? **No**

How did you use the plan to specifically address potable and non-potable water? **N/A**

How will you use this event to develop a potable/non-potable water plan for your organization?
N/A

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **Yes**

Which agencies received your requests? **In case of patients experiencing power outage identified as priority due to acuity and medical equipment use.**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **Yes**

EXTERNAL PARTNERS

How did your organization utilize external partners? Medications, oxygen, and supplies was ordered prior to actual event for patients.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? N/A

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Early preparedness
- Team response
- Communication

Meritan, Inc.

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
unable to make in person visits to patient homes.

How was information disseminated throughout the organization to keep staff informed of the situation? **phone tree.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Phone calls.**

Does your organization have a plan to specifically address potable and non-potable water? **No**

How did you use the plan to specifically address potable and non-potable water? **N/A**

How will you use this event to develop a potable/non-potable water plan for your organization?
N/A

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **implemented work from home for administrative staff.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? **N/A**

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? **N/A**

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- triaged patients
- insured patients have enough wound supplies and oxygen prior to snow event.
- direct phone contact with patients daily

Overall areas of improvement:

- safe ability to complete in home visits.
- water resources
- improve ability to complete telehealth visits with patients.

Methodist Affiliated

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Everyone was still working - mostly remote. Clinical did their visits/supplies before the storm, and daily phoned patients to check on them. Supply runs by Home Medical Equipment were done on as needed status.**

How was information disseminated throughout the organization to keep staff informed of the situation? **Daily Teams call, also texts, phone calls, email**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Phone Calls, texts, some visits.**

Does your organization have a plan to specifically address potable and non-potable water? **No**

How did you use the plan to specifically address potable and non-potable water? **We were prepared the week before and had plenty of supply on hand.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Not - needed.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Used bottled water.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? We actually were the ones used to help the hospitals with supply issues.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? They were there if needed.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A. Methodist system worked as a whole to help each other where needed.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Prepared week prior
- helping fellow facilities where needed
- patients were not jeopardized.

Overall areas of improvement:

- Can't find any. We listened to the weather warnings as a division and prepared.

Long Term Care Facilities

Kirby Pines Lifecare Community

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Relocated residents to another area in the building. Staff housed on campus. Increased par level for food and water.

How was information disseminated throughout the organization to keep staff informed of the situation? **We communicated via text messaging to a large number of staff and family members.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **The majority of the information was given face to face, and we had group sessions with the residents to keep them updated.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We have a swimming pool and a lake on our campus to obtain non-potable water for use in things like flushing toilets. We increased our par level of bottled water to have on hand for drinking and cooking.**

How will you use this event to develop a potable/non-potable water plan for your organization?
We purchased large 5 gallons buckets to obtain non-potable water. We increased the usage of disposable wipes during the water crisis. We will maintain an increase par level for potable water. We notified our vendor of our increase par level.

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Only bottled water was used for drinking and cooking during this time.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? We did not experience any issues.

EXTERNAL PARTNERS

How did your organization utilize external partners? We did not have to reach out to any state, local or federal agency. We did contact our water and food supply vendor and they were able to provide our needs.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? We did receive communication regarding the status of the situation and potential solutions.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? Yes

Please describe your experience with the MSEPC. We communicated with the MSEPC that we might have a potential need for water supply; however, we did not have to utilize the MSEPC.

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? 1. Increase par level on hand to have available in the event of a crisis. 2. Have a reliable source (even in bad weather) of getting supplies to the healthcare facilities.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Having a pool and a lake on the campus for non-potable water. Having extra bottled water on hand for drinking and cooking.
- Having accommodations for a large number of staff to sleep during the winter weather assisted with staffing.
- Having transportation services to go and pick the staff up was beneficial.
- We have a texted program available to get information out to a large number of people at one time (residents, family members and staff)

Overall areas of improvement:

- Methods to decrease the anxiety levels of family members during a crisis even though we did communicate with them.
- Better coordination of housing for the staff before there is a need. We did have a meeting and preplanned but there's some components we realized that we overlooked.
- We realized we needed to have more linen available during a crisis. Based on the situation we had increase usage.

Memphis Jewish Home & Rehab

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **The weather events effected staff's ability to get to work and have clean Drinking Water**

How was information disseminated throughout the organization to keep staff informed of the situation? **Prior to the event, all staff were made aware via Facility internal message and IC made preparation to have emergency transport on standby and proper sleeping accommodations were made for any staff that needed it. IC made preps on Em Water Procedures**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Patient and Family communication was done through constant contact and posted throughout the facility.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Non-Potable was not an issue as we maintained proper water pressure throughout the event. Potable-Utilized 500 Gallon Reserve tank to pass shift by shift 2.5-gallon dispensers to each unit. Kitchen boiled water for cooking**

How will you use this event to develop a potable/non-potable water plan for your organization? **measured amount of used water against previous disaster to help with sustainability.**

RESOURCES

Did your organization have issues with resource procurement? **Yes**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **We instituted the above plan and utilized our emergency water and supplies.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? We sourced closer partners to obtain needed supplies that others farther out could not deliver.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? The State Dept of Health and MLGW did call in and check on the facility throughout the events.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? The weather event made it very challenging on even our external partners to be of help. We did great internally without any real disruption in service to our patients and resident's care.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Pre-planning communication to staff, families and patients
- Emergency Transport Establishment Comprehensive plan
- Hosting of staff and families overnight and throughout the emergency events

Overall areas of improvement:

- Resources to better improve conditions on the external grounds.
- Redundant distribution of emergency water-Expansion of Teams to distribute water to patients' residents and staff.
- Due to the extreme temps, we are now looking at implementing a building Automation System to closely monitor unit disruptions.

No Place Like Home Healthcare

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **No**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Financially. 51% of shifts were missed.

How was information disseminated throughout the organization to keep staff informed of the situation? **Phone and text.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **Phone and text.**

Does your organization have a plan to specifically address potable and non-potable water? **No**

How did you use the plan to specifically address potable and non-potable water? **N/A**

How will you use this event to develop a potable/non-potable water plan for your organization?
At the most, might consider notifying via email/text.

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? **Not needed in this instance.**

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? **N/A**

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? No issues during this weather event.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Office staff did not require emergency plan activation to make contact with patients.
- Office staff was able to work from home without equipment failure.
- No supply issues related to weather or office closure.

Overall areas of improvement:

- 51% missed shifts/revenue. May consider the financial feasibility of an incentive for employees that work shifts during inclement weather.
- Utilizing mass email/text/website capabilities to notify patients/staff of area advisories.
- Activation of emergency plan for winter weather.

Regional One Health Subacute Care

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Loss of potable water due to the water pressure being affected.**

How was information disseminated throughout the organization to keep staff informed of the situation? **Via the mass communication system (text, email and intranet)**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **phone call and in-person.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We kept all non-essential employees' home - bottled water was given to patients - facilities team brought water to maintain the usage of toilets.**

How will you use this event to develop a potable/non-potable water plan for your organization? **Leadership is working with community partners to establish a better line of communication on the State level the local level communication was ideal.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Food and Nutrition instituted established protocols for when the boil water advisory required.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **Yes**

Which agencies received your requests? **for further organizational details see the submission from director of safety.**

Was your request approved? **Yes**

What issues, if any, did your facility experience regarding the resource request process? **for further organizational details to see the submission from director of safety**

EXTERNAL PARTNERS

How did your organization utilize external partners? [for further organizational details to see the submission from director of safety.](#)

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [for further organizational details to see the submission from director of safety.](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? **Yes**

Please describe your experience with the MSEPC. [for further organizational details to see the submission from director of safety](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [for further organizational details see the submission from director of safety.](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [for further organizational details see the submission from director of safety](#)

Overall areas of improvement:

- [for further organizational details see the submission from director of safety](#)

Signature of Primacy

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **We had to go into our three-day emergency water supply.**

How was information disseminated throughout the organization to keep staff informed of the situation? **Teams' messages, Huddles and group messages**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **During standup and morning and shift change huddles**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Yes**

How will you use this event to develop a potable/non-potable water plan for your organization? **We will continue as planned.**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **We had to use our three-day supply of emergency water**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? **Thankfully we didn't get to that point.**

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? *The news was given in a timely manner.*

Did your organization interact directly with the Mid-South Emergency Planning Coalition? *Yes*

Please describe your experience with the MSEPC. *It's always a great experience.*

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? *Sometimes we need direct contacts versus automated communication.*

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- *Water on hand*
- *Multiple storage areas to disperse water.*
- *Dietary staff were on board and ready to help.*

Overall areas of improvement:

- *We will do better tracking of how much water is dispersed.*
- *We will immediately place order for more water as soon as we know we have to tap into it.*
- *We will also purchase personal water bottles.*

Trezevant Episcopal Home

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24? **Staff had difficulty getting to work, we had staff spending the night, we had difficulty getting food delivery, we had a boil water advisory.**

How was information disseminated throughout the organization to keep staff informed of the situation? **notices posted on bulletin boards, emails and text to all staff.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **emails and notice on our website.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **We used non-potable water for flushing toilets, boiled water for cooking and making tea/coffee, bottled water for brushing teeth, taking medication.**

How will you use this event to develop a potable/non-potable water plan for your organization? **We modified our disaster plan to incorporate water that is contaminated (boil water advisory) and water that is not suitable (similar to the incident that occurred in Germantown with diesel fuel in the water supply)**

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **boiled water for cooking and making tea/coffee, bottled water for brushing teeth, taking medication.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? We worked with our food vendor to have an extra delivery Saturday 1/14 prior to the inclement weather, we had an additional dumpster brought in for overflow of disposables.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? MLGW did a fairly good job keeping people updated on the boil water advisory.

Did your organization interact directly with the Mid-South Emergency Planning Coalition? No

Please describe your experience with the MSEPC. N/A

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? Better understanding of what resources might be available in a large-scale event where multiple facilities will be requesting the same type of assistance.

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Staff willing to stay overnight.
- Non-licensed/certified staff picked up duties that did not require specialized training (empty trash, clean sidewalks, laundry, make beds)
- Kitchen able to modify menu to meet staffing and nutritional needs.

Overall areas of improvement:

- Confusion over room assignments for staff spending the night.
- Confusion over who is considered essential and non-essential staff.
- Supplies for staff spending the night not well organized.

Psychiatric Facilities

Lakeside Behavioral Health System

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
Several staff members could not make it to the facility due to hazardous road conditions.

How was information disseminated throughout the organization to keep staff informed of the situation? **Cell phones, 2-way radios and emails**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **We utilized the public address system to notify everyone as appropriate.**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **Lakeside BHS is on the bartlett water system. Our access to potable was never interrupted.**

How will you use this event to develop a potable/non-potable water plan for your organization?
The facility has a potable water plan that is adequate to meet the needs of our patient population. There will be no adjustments made at this time.

RESOURCES

Did your organization have issues with resource procurement? **No**

Was your facility affected by the boil water advisory? **No**

What did your organization do to adhere to the boil water advisory? **N/A**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? **The facility communicated with US foods and Methodist Linen to ensure we had an adequate supply. The facility also communicated with our corporate office regarding the weather situation.**

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? [US Foods and Methodist linen provided adequate support during our time of need.](#)

Did your organization interact directly with the Mid-South Emergency Planning Coalition? [No](#)

Please describe your experience with the MSEPC. [N/A](#)

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? [Methodist linen service was unable to provide linen during the boil water advisory. This didn't impact our facility due to calling and receiving extra linen before the winter precipitation impacted the area.](#)

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- [Our transportation department was able to transport staff back to and from work to meet the needs of the facility.](#)
- [The facility utilized Building 2975 for any staff who wanted lodging. Many staff utilized this option and were able to work their scheduled shifts.](#)
- [The facility utilized its landscaping vendor to de-ice walkways and parking lots to mitigate slick walkways.](#)

Overall areas of improvement:

- [The facility did not receive a linen order for several days. The facility had mitigated this concern by ordering additional linen that was delivered prior to the emergency event.](#)
- [The facility did not receive the food delivery for several days due to the inclement weather. The facility had mitigated this concern by ordering additional food to be delivered prior to the emergency event.](#)
- [The temperature remained well below freezing for 4 consecutive days and made it difficult to clear the campus of frozen precipitation. The facility had ordered an additional 7 pallets of ice melt that was delivered before the emergency event. This allowed.](#)

Memphis Mental Health Institute

INCIDENT COMMAND

Did you activate your facility's incident command or emergency plan? **Yes**

How was your facility affected by weather and other events between 1/15/24 and 1/24/24?
**Inability of staff to travel to work. Dangerous physical environment (slips trips and falls).
Supplies (deliveries)**

How was information disseminated throughout the organization to keep staff informed of the situation? **Email and State phone alerts.**

How was information disseminated or otherwise communicated to your patients/clients to keep them informed? **N/A**

Does your organization have a plan to specifically address potable and non-potable water? **Yes**

How did you use the plan to specifically address potable and non-potable water? **The facility maintains bottled water for drinking. If the event allows containers capable of holding water can be filled prior to the event. Fortunately, this did not have to take place although containers were prepared.**

How will you use this event to develop a potable/non-potable water plan for your organization?
No changes will occur in the potable/non-potable water plan.

RESOURCES

Did your organization have issues with resource procurement? **Yes**

Was your facility affected by the boil water advisory? **Yes**

What did your organization do to adhere to the boil water advisory? **Suggested use of the hot water system only. All potable water is given in bottles. Use of a single Ice machine was stopped.**

Did your organization make any resource requests to an outside agency (MLGW, Shelby County EOC, Memphis OEM, MSEPC, etc)? **No**

Which agencies received your requests? **N/A**

Was your request approved? **No**

What issues, if any, did your facility experience regarding the resource request process? **N/A**

EXTERNAL PARTNERS

How did your organization utilize external partners? Our sister Facility was contacted for possible vehicle use since one vehicle was damaged in the storm. Regional One was still able to make food deliveries to our facility.

In what ways, if any, did you feel supported by local, state, or federal partners (both governmental and non-governmental)? N/A

Did your organization interact directly with the Mid-South Emergency Planning Coalition? Yes

Please describe your experience with the MSEPC. Kept up with informational emails on current conditions and possible contacts for emergency purposes.

How could vendor relationships, agreements, availability, capability, etc be improved to better serve healthcare partners? N/A

OVERALL EXERCISE STRENGTHS AND AREAS OF IMPROVEMENT

Overall Strengths:

- Maintaining 96-hour emergency supplies
- Preparation for the acquisition of supplies
Staff transportation of other staff

Overall areas of improvement:

- 4WD and AWD vehicles
- Need of vendor provided ice and snow removal from walkways and parking lot
- Communication of impending warnings from local authorities

FINDINGS FOR POTENTIAL ACTION BY THE HEALTHCARE COALITION

Throughout the preceding evaluations, we found several issues common to most of the participating facilities. Since these items represent trends across the entire region, MSEPC considers addressing the issues in a more strategic approach to improving capabilities for all member healthcare organizations.

Overall Strengths and Improvement Opportunities

Facilities demonstrated strong pre-planning and preparedness by securing vendor contracts and stockpiling essential resources in advance. Communication systems were highly effective, using multiple platforms such as emails, phone trees, text messages, and internal alerts to keep staff and patients informed throughout the crisis. Teamwork and collaboration within departments ensured smooth coordination of patient care and resource distribution. Incident command systems were activated quickly in most facilities, allowing for timely and effective decision-making. Facilities with strong vendor relationships benefited from quick access to critical resources like water and medical supplies.

Despite these strengths, transportation and staffing were significant challenges. Many facilities faced staffing shortages due to hazardous road conditions, which impacted both patient care and operational efficiency. Additionally, water resource management was identified as a key area for improvement. Some facilities lacked proper planning for potable and non-potable water supplies during extended crises. Several facilities also experienced difficulties in securing emergency water supplies, emphasizing the need for better crisis-specific resource stockpiling and logistical planning.

Incident Command

Most facilities exhibited strength in quickly activating their emergency and incident command systems. Leadership and decision-making were clear, with many facilities holding regular meetings to keep staff informed. Facilities that prepared several days before the event by securing emergency supplies were able to manage the crisis more effectively. Incident command systems ensured that necessary protocols were followed, helping maintain operations despite the challenges.

There was some confusion regarding the timing of incident command activation, with a few facilities delaying their response until disruptions had already occurred. Additionally, determining which staff were essential versus non-essential during the crisis was inconsistent across facilities. This lack of clarity led to delays in reopening and operational inefficiencies. Better role identification and earlier activation of incident command systems could improve future crisis responses.

Resources

Resource management was a strength in many facilities, with proactive procurement of essential supplies like bottled water, linens, and medical equipment before the crisis escalated. Facilities with solid vendor agreements secured resources in advance, ensuring minimal disruption to operations. In some cases, facilities redistributed supplies within their networks or worked with neighboring sites to maintain operations during the crisis.

Some facilities experienced significant delays in obtaining resources when making requests to external agencies, like the local EOC, due to the lack of resource availability. These delays were compounded by challenges with vendor deliveries due to poor road conditions. Inconsistent stockpiling of emergency resources, particularly potable water, led to operational disruptions in several facilities. Enhanced planning for resource logistics and emergency procurement, along with better coordination for external requests, is necessary to avoid similar challenges in the future.

External Partners

Facilities with strong pre-existing relationships with vendors were able to secure essential supplies like water, medical equipment, and food with minimal delay. Some facilities worked closely with local emergency services, such as fire departments, to obtain critical resources like water deliveries. Facilities that interacted directly with the Mid-South Emergency Planning Coalition (MSEPC) reported positive outcomes, with the coalition facilitating resource connections and communication with local public works.

Several facilities faced delays in responses from local and state emergency management agencies, which slowed the procurement of critical resources. In some cases, external support was either insufficient or unavailable when requested. Additionally, communication from external partners, such as local governments and utilities, was often lacking, making it difficult for facilities to effectively manage their response to the crisis. Vendor contractual issues were also identified, with facilities emphasizing the need for pre-established contracts for emergency situations to ensure faster access to critical supplies in the future. Improved coordination and better communication with external partners are key areas that need to be strengthened moving forward.

APPENDIX A: ACRONYMS

Acronym	Term
AAR	After Action Report
ASPR	Administration for Strategic Preparedness and Response
CM	Clinic Manager
DDC	Disaster Distribution Center
ED	Emergency Department
EM	Emergency Management
EOC	Emergency Operations Center
HSEEP	Homeland Security Exercise and Evaluation Program
HPP	Hospital Preparedness Program
IC	Incident Command
IP	Improvement Plan
MFD	Memphis Fire Department
MLGW	Memphis Lights, Gas, and Water
MSEPC	Mid-South Emergency Planning Coalition
OEM	Office of Emergency Management

APPENDIX B: PARTICIPANTS

Participating Organizations
Healthcare Coalitions
Mid-South Emergency Planning Coalition
Acute Care Hospitals
Baptist Memorial Rehabilitation Hospital
Le Bonheur Children’s Hospital
Methodist North Hospital
Regional One Health
Select Specialty Hospital- Memphis
Saint Francis Hospital Bartlett
Saint Francis Hospital Memphis
Ambulatory Surgery Centers
Campbell Clinic Surgery Center Wolf River
Campbell Clinic Surgery Center Midtown
East Memphis Surgery Center
Gastro One/One GI 7668 Airways Blvd
Gastro One 1310 Wolf Park Dr.
Gastro One 1325 Eastmoreland Ave
Memphis Surgery Center
OrthoSouth Surgery Center Germantown LLC
UroCenter
Dialysis Centers
DaVita Bartlett
DaVita Galleria Home Training
DaVita Riverdale Home Training
Davita River Oaks
Davita Wolf River
Fresenius Airways
Fresenius Collierville
Fresenius Graceland
Fresenius Tipton
Hospice and Home Health Agencies
Amedisys Hospice Bartlett

Meritan, Inc.
Methodist Affiliated
Long Term Care Facilities
Kirby Pines Lifecare Community
Trezevant Episcopal Home
Memphis Jewish Home & Rehab
No Place Like Home Healthcare
Regional One Health Subacute Care
Signature of Primacy
Psychiatric Facilities
Lakeside Behavioral Health System
Memphis Mental Health Institute

APPENDIX C: IMPROVEMENT PLAN

This IP has been developed specifically for the Mid-South Emergency Planning Coalition as result of the real-world winter weather response documented from evaluations provided for the timeframe of January 15-24, 2024.

MSEPC accepts responsibility for assuring that the improvement plan issues identified will be integrated into an exercise in the next budget period.

Issue/Area for Improvement	Corrective Action	Capability Element ¹	Start Date	Completion Date
Incident Command				
Increase availability to ICS courses throughout MSEPC membership.	MSEPC will establish a training schedule to include introductory and refresher courses to review basics of HICS and offer more in-depth overviews of specific aspects of HICS.	Training	On-going	On-going. Offered quarterly.
Resources				
Need for extensive vendor directories to support supply chain issues	MSEPC to continue to work with vendors and other resource provides to establish a directory of potential vendors utilized by healthcare facilities.	Organization, Equipment	On-going	On-going. Updated with new vendors as information received.
Lack of understanding of resource request form.	MSEPC to evaluate form components and clarify or change language for increased understanding and interpretation. Continue to utilize forms during exercise play.	Organization, Training, Exercise	March 1, 2024	Updated Form completed by 4/25/2024. May be edited as needed.
External Partners				
Facilities expressed interest and necessity in knowing more about fellow member facility contacts and services.	MSEPC to collect information and develop directory to include all member facility contacts and services provided. Distribution list to be posted online.	Organization	On-going	On-going. Updated with new facility information as it is received

¹Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.