



# Mass Casualty Incident Readiness: Preparing for the FIFA World Cup

By Adam Lee MBA, MS, CEM & Brandy Ferguson MD

MEMORIAL<sup>®</sup>  
HERMANN

# Presenters



**Brandy Ferguson MD, MS**  
**Medical Director**



**Adam Lee MBA, MS, CEM**  
**Director**

# Objective

# Objective

- › Understand the unique surge and mass casualty implications of hosting the FIFA World Cup in Texas.
- › Identify critical components of a coordinated surge and MCI preparedness strategy.
- › Apply lessons learned from past large-scale events, MCIs, and exercises to develop scalable MCI response frameworks.



# Overview

# Agenda

Introduction/Over  
view

The Why

A Review of Mass  
Causality  
Incidents

The 2026 FIFA  
World Cup

Preparing for the  
2026 FIFA World  
Cup

Closing

# Our Mission

We are a non-profit, values-driven, community-owned health system dedicated to improving health.



## Our Vision

To create healthier communities, now and for generations to come.



## Our Values

---

Community

---

Compassion

---

Courage

---

Credibility



## Our Service Commitment

We care for every member of our community by creating compassionate and personalized experiences.



## Our Service Standards

---

Safe

---

Caring

---

Personalized

---

Efficient

# About Memorial Hermann

## Charting a better future.

A future that's built upon the health of our community. This is the driving force for Memorial Hermann, redefining health care for the individuals and many diverse populations we serve.

Our more than 6,400 affiliated physicians and 34,000 employees practice the highest standards of safe, evidence-based, quality care to provide a personalized and exceptional experience across our more than 250 care delivery sites.



As one of the largest not-for-profit health systems in Texas, Memorial Hermann has 17\* hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area.



Memorial Hermann-Texas Medical Center is one of the nation's busiest Level I trauma centers and serves as the primary teaching hospital for McGovern Medical School at UTHealth Houston.



For more than 116 years, our focus has been the best interest of our community, contributing more than \$464 million annually through our community benefit programs.



*\*Memorial Hermann Health System owns and operates 14 hospitals and has joint ventures with three other hospital facilities, including Memorial Hermann Surgical Hospital First Colony, Memorial Hermann Surgical Hospital Kingwood and Memorial Hermann Rehabilitation Hospital-Katy.*

Last Updated February 2024



# Emergency Management & Organizational Resilience



## Our Purpose

Ensure operational continuity by equipping staff with the knowledge, skills, and competencies necessary to uphold our mission, vision, and values during crises. Recognizing that disasters do not occur in isolation; we adopt a system-based approach to foster organizational collaboration and resilience.

## Our Approach



# The Team



**Brandy Ferguson MD,  
MS Medical Director**



**Adam Lee MBA, MS, CEM  
Director**



**Katie Linn MS, CEM  
Manager**



**Vacant  
Planner**



**Vacant  
Planner**



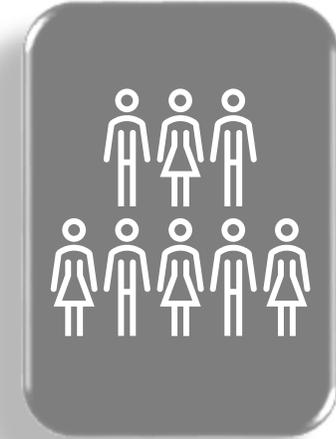
**Michael Olivier EMT-P  
Emergency Management  
Coordinator - TMC/Childrens**



**Jonathan House EMT-P  
Emergency Management  
Coordinator - PL/SE**



**Michael Carrier  
Emergency Management  
Coordinator - SW/SL**



**~50 Other Duties as Assigned  
Emergency Preparedness Officers  
(EPOs) and Backup EPOs**

# FIFA World Cup 2026

MEMORIAL<sup>®</sup>  
HERMANN

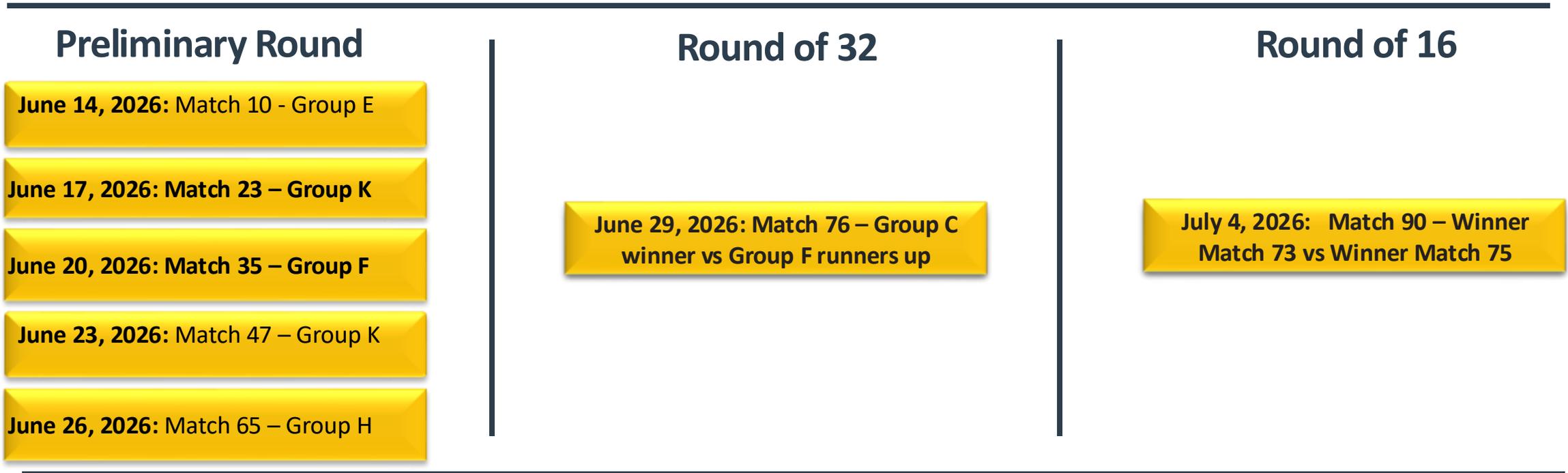
# FIFA WORLD CUP 2026™ MATCH SCHEDULE



# General Overview: FIFA World Cup - Houston

Houston will host 7 FIFA World Cup games Summer 2026

Starts: June 11, 2026 Ends: July 19, 2026



Many additional non-game events occur prior to the first game and following the last game.

# Group Stage

GERMANY		V		CURAÇAO
JUNE 14 - 12:00 PM CT				
PORTUGAL		V		COD/JAM/NCL
JUNE 17 - 12:00 PM CT				
NETHERLANDS		V		UKR/SWE/POL/ALB
JUNE 20 - 12:00 PM CT				
PORTUGAL		V		UZBEKISTAN
JUNE 23 - 12:00 PM CT				
CABO VERDE		V		SAUDI ARABIA
JUNE 26 - 7:00 PM CT				

# General Overview: FIFA World Cup - Dallas

Dallas will host 9 FIFA World Cup games Summer 2026  
Starts: June 11, 2026 Ends: July 19, 2026



Many additional non-game events occur prior to the first game and following the last game.



# FIFA WORLD CUP 2026<sup>™</sup> MATCH SCHEDULE

## GROUP STAGE

NETHERLANDS  **V**  JAPAN

JUNE 14 • 3:00 PM CT

ENGLAND  **V**  CROATIA

JUNE 17 • 3:00 PM CT

ARGENTINA  **V**  AUSTRIA

JUNE 22 • 12:00 PM CT

JAPAN  **V**  UKR/SWE/POL/ALB

JUNE 25 • 6:00 PM CT

JORDAN  **V**  ARGENTINA

JUNE 27 • 9:00 PM CT

## ROUND OF 32

2E  **V**  2I

JUNE 30 • 12:00 PM CT

2D  **V**  2G

JULY 3 • 1:00 PM CT

## ROUND OF 16

W83  **V**  W84

JULY 6 • 2:00 PM CT

## SEMIFINAL

W97  **V**  W98

JULY 14 • 2:00 PM CT

# Things to Know

Although we will not have final information on which teams will be playing in Texas, this is what we know so far...

**Population Increase = Millions**

**World Record in Dallas?**

**Increase in Human Trafficking / Sexual Assault**

**Concurrent Events / Traffic**

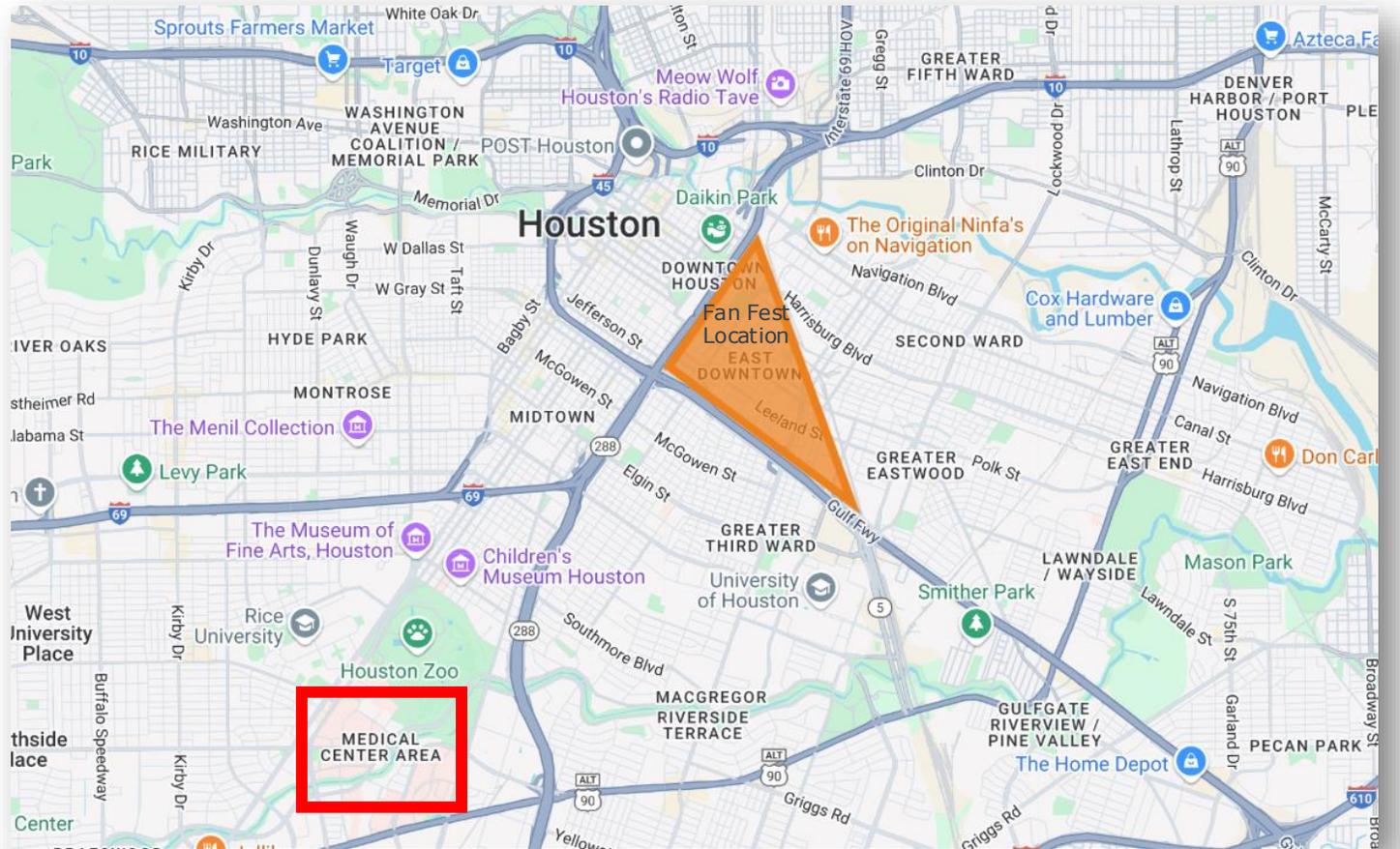
**Base Camps / Fan Festival/ "Texas-Sized Viewings"**

**How We Sell Tickets**



# Fan Festival Location - Houston

- “Our fan fest, rather than be at Discovery Green or George R. Brown [Convention Center] like it normally is with these big events, we are looking to make it this cool, neighborhood block party feel”



\*\*Want to see what Fan Fest is? Watch: [Relive the FIFA Fan Festival at the FIFA World Cup Qatar 2022! - YouTube](#)

# General Information - Houston



**Operational Period: 6/11/26 – 7/19/26 (39 days)**

**Location: East Downtown (EaDo)**

**Max Capacity of Fan Fest = 5,000**

**Approximately 12,800 Visitors per day (500,000 total)**

**Onsite Medical (including “Ethan”)**

**Heat-mitigation-cooling towels, cooling stations, misters, free water**



“FIFA Fan Fest celebrates 2.5 million visitors milestone!”  
– Russia 2018



FIFA Fan Festival™

# Fan Festival Location – Fair Park, Dallas

- Home of the State Fair of Texas and the world's largest collection of art deco exhibit buildings, the 277-acre complex hosts more than 1,200 activities every year including the State Fair of Texas and Red River Showdown. From festivals and concerts to sporting and gardening activities, Fair Park has somethings for everyone. On nearby Exposition and Parry avenues, across from the light rail station, a cluster of bars and restaurants bring nights to life for a little post-park adventure.



# General Information Fan Fest - Dallas

Approximately 35,000 Attendees per Day

Over 1 million visitors throughout the 39 day event

This Would Make it One of the Largest Free Public events in Dallas History.

Live Match Broadcast of all 104 World Cup Matches

Live Music and Culture Performance

Interactive Zones to Engage in Soccer Related Activities



# General Planning Considerations

SANE Nursing / Psych Response

Increased Volume in the Hospital

Mass Casualty Incidents

VIP Visits Increase

Non-Game Events (Fan Fest, Parades,  
Meet & Greets)

Riots / Rivalries

Fans Storming the Stadium (Potential  
Crush Events)

Prolonged Event

Medication Needs of Visiting Fans

Foreign Pathogens and Outbreaks

Substance Abuse

Heat Concerns

Transit System/Parking/Traffic

Delayed Emergency Response Time  
EMS/Police

Telecommunication System Overload

Mile Marches

# Mile Marches



**Unknown Number Marching – Team Dependent**

**Occur on Game Days**

**No Identified Path Outlined Yet**

**Pop Up Marches Are Likely**

**At Least 2 separate simultaneous (or near) Marches into Stadium**

**Goal – To Have Medical Tents Along the Paths**



# Case Studies

# Case Studies: Mass Causality FIFA Events

These case studies collectively underscore the vital importance of proactive preparedness, crowd management, and planning for mass casualty incidents specifically for FIFA matches.

---

**Montpellier Ligue 1 Match (2025)**

**Guinea Stadium Crush (2024)**

**Indonesia Stadium Stampede (2022)**

**Accra Sports Stadium Disaster (2001)**

**Estadio Doroteo Guamuch Flores Disaster (1996)**

# Montpellier Ligue 1 Match (March, 2025)

- Match between two popular French teams: Montpellier Herault and Saint-Etienne
- With the scoreline and mounting frustrations among fans, several flares were thrown onto the pitch and into the stands.
  - Sparked a small fire with black smoke
  - Security evacuated fans from parts of the stands which also caused chaos to grow.
- No injuries reported



# Guinea Stadium Crush (2024)

- › December 1, 2024 at Stade du 3 Avril
- › Match between two rival teams: Nzérékoré and Labé
- › Approx. 20,000-30,000 in attendance
- › Referee gave a red card to Labé player and penalty to Nzérékoré
- › Fans swarmed field and security released tear gas into crowd



# Guinea Stadium Crush (2024)

- ▶ Spectators attempted to escape through stadium's exits
  - > Led to stampede and crowd crush
- ▶ Injured and dead victims brought to local hospital
  - > Hospital was quickly overwhelmed
  - > Some victims taken to private clinics
- ▶ Initially 56 reported dead
  - > Final fatality count: 140
  - > 11 missing



# Indonesia Stadium Stampede (2022)

- › October 1, 2022: Kanjuruhan Stadium in Malang Regency, East Java, Indonesia
- › Match between rivals, Arema and Persebaya Surabaya
- › Total attendance: 42,000 (estimated capacity of 38,000)
- › Approx. 3000 spectators entered the field after Arema loss
- › Police began using tear gas to disperse rioters





**KANJURUHAN STADIUM**

**8:00pm**

**Kick-off**

Some 42,000 spectators attend the sold-out football match

**9:39pm**

**Final whistle**

Persebaya defeat Arema 3-2 at the latter's home ground

**9:45pm**

Hundreds of spectators pour into the field and topple five police cars. Police officers beat them back with batons

**9:50pm**

Police fire tear gas and flash bangs, causing a stampede as hundreds of spectators scramble to escape



# Indonesia Stadium Stampede (2022)

- › All gates, except one, were locked
- › Stampede resulting in crowd crush, asphyxiation
- › Victims taken to local hospitals via ambulance and Indonesian Army trucks
- › 135 deaths, 583 injured
  - › Ages ranged from 3-45 years old
- › Cause of stampede: misuse of tear gas



# Accra Sports Stadium Disaster (2001)

- › May 9, 2001: Ohene Djan Stadium in Accra, Ghana
- › Match between Ghana's two most successful teams, Accra Hearts of Oak and Asante Kotoko
- › Stadium capacity: 40,000



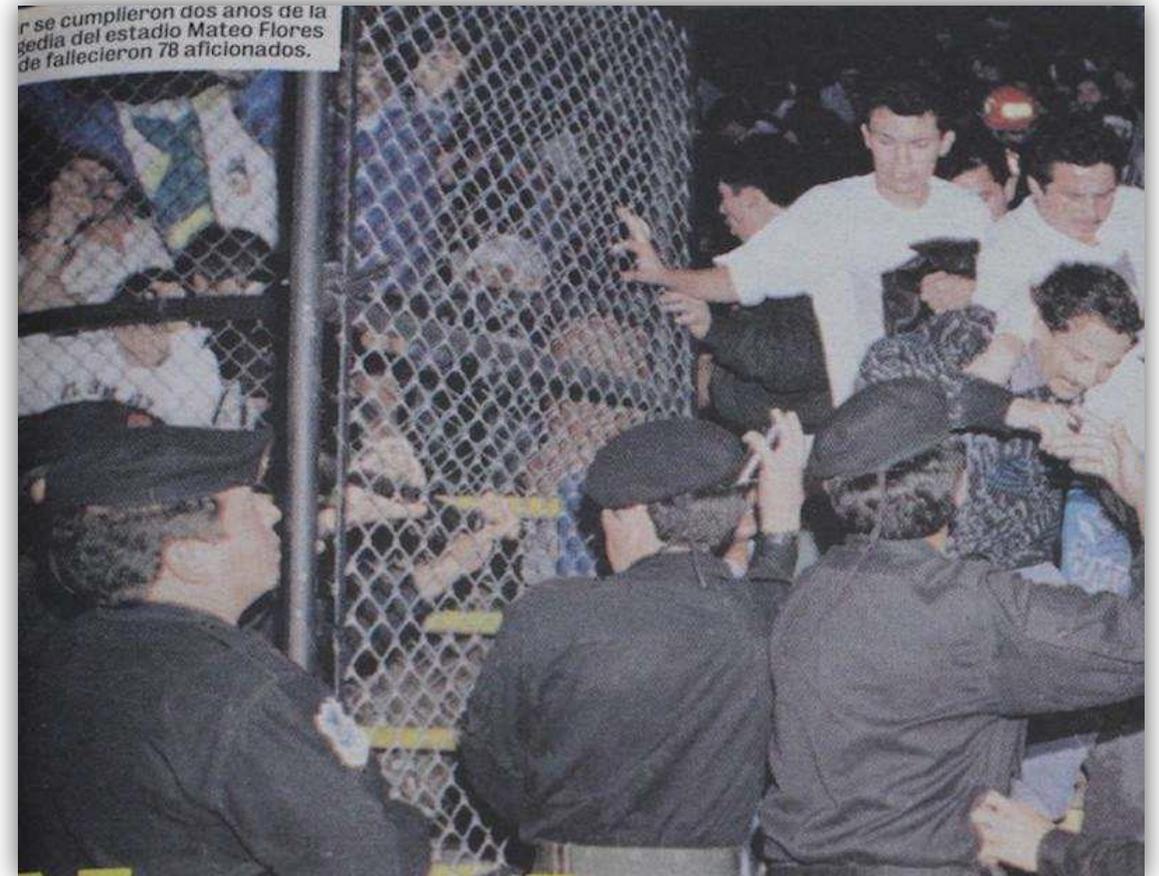
# Accra Sports Stadium Disaster (2001)

- After Accra win, Kotoko fans began throwing plastic seats and bottles onto pitch
- Police fired tear gas into crowd causing stampede
- Many exits were locked causing bottleneck
- Medical staff had left stadium near end of match
- 116 deaths from compressive asphyxia, 10 deaths from trauma
- Worst stadium disaster in Africa



# Estadio Doroteo Guamuch Flores Disaster (1996)

- › October 16, 1996 in Guatemala City, Guatemala
- › Match between Guatemala and Costa Rica
  - > 1998 World Cup Qualification Match
- › Stadium capacity: 37,500
- › Attendance: 50,000



# Estadio Doroteo Guamuch Flores Disaster (1996)

- › Massive surge of attendees through General Sur sector
- › Stadium lacked adequate escape routes and emergency protocols
- › Stampede resulting in crush injuries and suffocation
- › 83 died, over 140 injured



# Lessons Learned

- › High alert for rivalry matches
- › Security may be overwhelmed by attendees > riots, stampedes
- › Injuries may vary
  - > Blunt vs penetrating injuries
  - > Inhalational
  - > Chemical exposures
- › Rapid influx of patients to hospital
- › Transport methods may differ
  - > EMS, military vehicle, self-directed, ride share



# Preparing for the 2026 FIFA World Cup

MEMORIAL<sup>®</sup>  
HERMANN

# How to Prepare for the FIFA World Cup?

- › Review and test facility-specific Mass Casualty Incident Plan
- › Ensure resources needed are available
  - > Staffing
  - > Equipment
- › MCI education for staff
  - > Triage
  - > Decompression of Emergency Department
  - > Perioperative/OR planning
  - > Surge protocol process
  - > Documentation
  - > Patient tracking
  - > Communication
- › Close communication with local stakeholders



# Continued...

- › Start the Conversations on the 2026 World Cup
- › Start your preparedness efforts now – Training, Drills, Exercise
- › Establish appropriate subcommittees/workgroups to address areas of concern.
- › Take A Regional Approach.
- › Disaster Triage Training
- › Incident Command Training



# General MCI Preparedness Items



Surge World

MCI Binders

HERT Teams

MCI Carts

ER Pre-planning

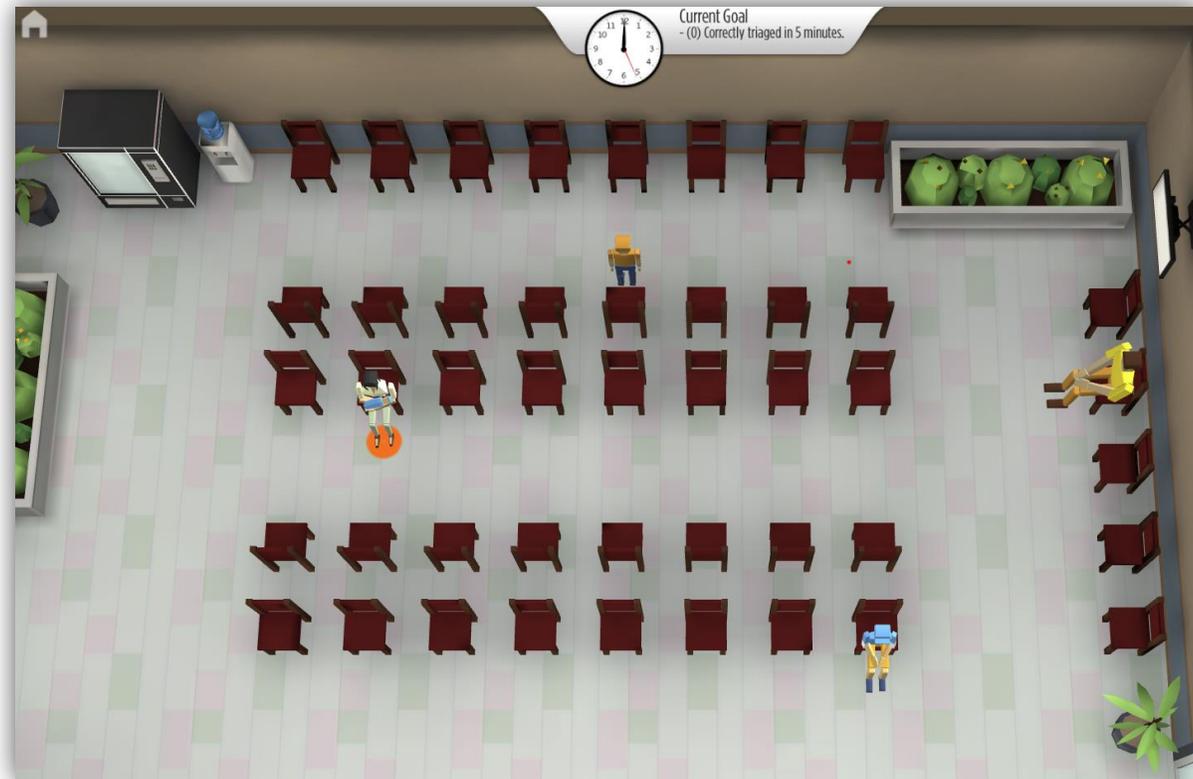
Pulsara Training



# Surge World (Gamification of Disaster Triage)

<https://surgeworld.lachildrenshospital.net/index.php>

\*\*Must use a healthcare email address to be granted access



Current Goal  
- (0) Correctly triaged in 5 minutes.

PATIENT  
NAME  
Lauren Chavez  
AGE  
1.5

Pick a Triage Flow Chart

START

JumpSTART

**Current Goal**  
- (0) Correctly triaged in 5 minutes.

**PATIENT**  
NAME: **Lauren Chavez** AGE: **1.5**

**ERRORS:** **XXX**

**JumpSTART**

Is he **ABLE TO WALK?** Yes

**ABLE TO WALK?**

**RESPIRATIONS**   
Rate: N/A  
Rescue Attempt: N/A

**PERFUSION**

**MENTAL STATUS**

**ASSIGN TRIAGE:**

**EXPECTANT**

**IMMEDIATE**

**DELAYED**

**MINOR**

Is he **BREATHING?** No

# MCI Binders

## Current State

- › Printed instructions for Sending and Alert
- › Check list of " What to do during an MCI"
- › Phone Lists
- › Copy of MCI plan
- › Organization Structure

## What's Next

- › Create A Sharepoint App!



# Campus Hospital Emergency Responses Teams (HERT)

Multidisciplinary Clinical and nonclinical, group of Memorial Hermann professionals trained and organized to manage and respond to emergencies, disasters, or critical incidents within the hospital.

## What We Do

Regular Meetings

Drill/Train

Create Muscle Memory

Promote Safety & High Reliability



## Preparing For

Decontamination

Mass Casualty/Evacuations

Incident Command

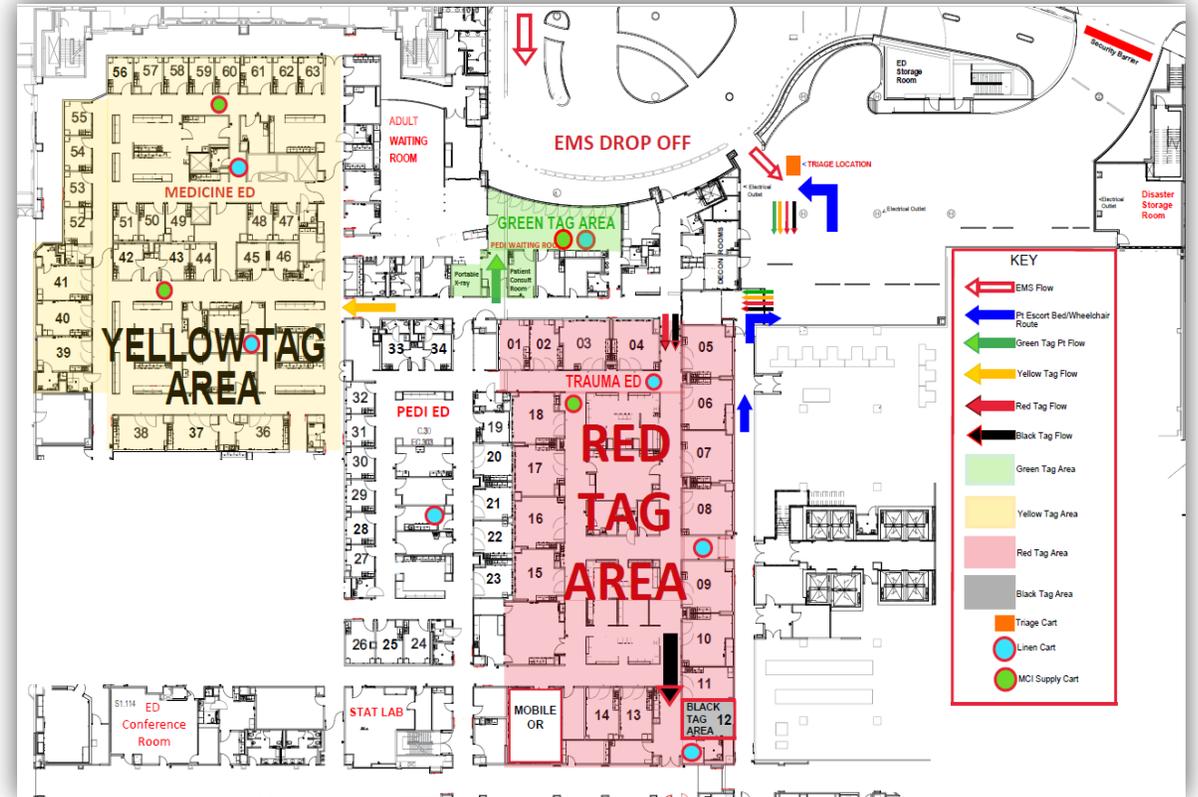
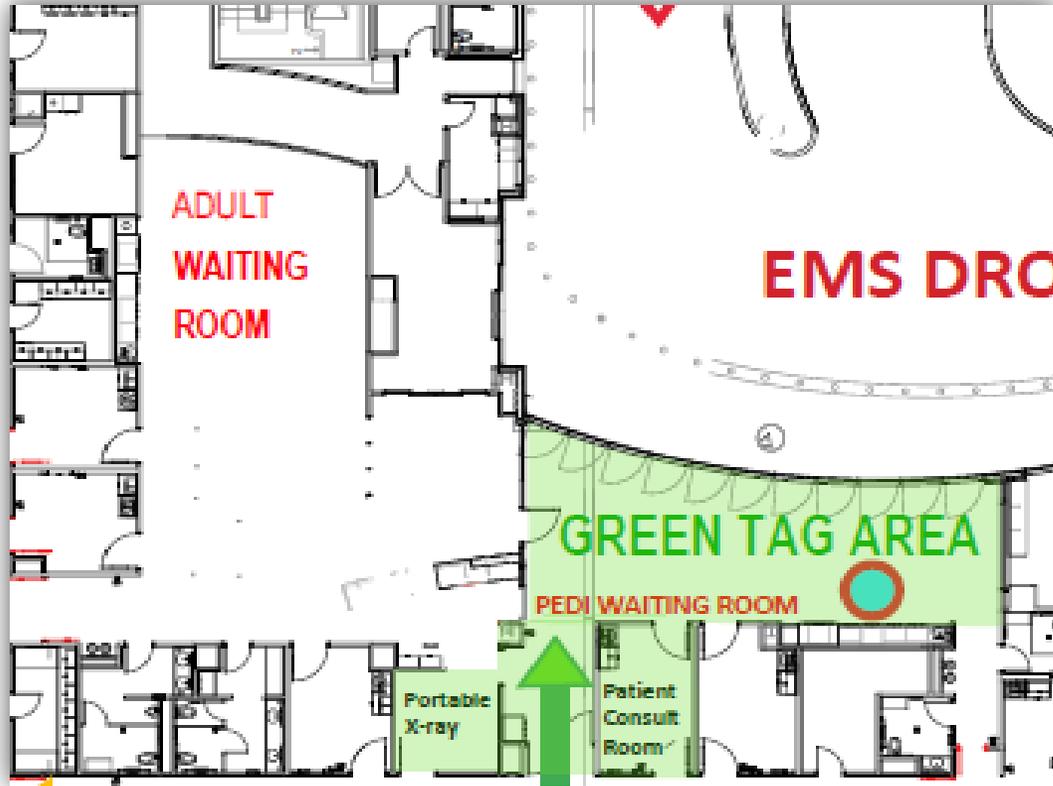
Highly Infectious Patient(s)

# MCI Carts

- › Supply Chain maintains and cycles inventory into use, so expiration is never exceeded.
- › Inventory kept is approved by the CMO/Trauma Surgeons
- › Pre-identified locations
- › Inventory List is Currently being Reviewed/Revised



# ER Pre-Planning



# Closing

# Summary – The Goal of Today

- › Understand the unique surge and mass casualty implications of hosting the FIFA World Cup in Texas.
- › Identify critical components of a coordinated surge and MCI preparedness strategy.
- › Apply lessons learned from past large-scale events, MCIs, and exercises to develop scalable MCI response frameworks.

# Questions



# Contact Information – Scan the QR Code

Adam Lee, MBA, MS, CEM

Director Emergency Management &  
Organizational Resilience



Brandy Ferguson, MD, MS

Medical Director, Emergency  
Management & Organizational Resilience

Email: [brandy.Ferguson@memorialhermann.org](mailto:brandy.Ferguson@memorialhermann.org)

O: 713-984-7856

M: 770-597-0497