



2020 SETRAC Off the Grid Communications Drill

After-Action Report/Improvement Plan

June 26, 2020

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. 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.

EXERCISE OVERVIEW

Exercise Name	Off the Grid Communications Drill
Exercise Date(s)	June 26, 2020
Purpose	The purpose of this drill was to evaluate the effectiveness of the Regional Healthcare Preparedness Coalition (RHPC) to communicate with partners during a region-wide communications disruption.
Mission Area(s)	Preparedness, Response and Recovery
HPP HPP Capabilities	HPP Capability 2 - Health Care and Medical Response Coordination
Objectives	Assess the ability of Regional Healthcare Preparedness Coalition (RHPC) to establish and maintain communications with the coalition members in the event of a region-wide communications disruption.
Threat or Hazard	Communication Failure
Scenario	A powerful Geomagnetic storm caused the disruption of multiple communications systems across southeast Texas. The solar flares associated with this storm also caused a disruption of the power grid.
Participating Organizations	See Appendix B
Points of Contact	Lisa Spivey – 281-822-4446 lisa.spivey@setrac.org John Wingate – 281-822-4439 john.wingate@setrac.org

ANALYSIS OF HPP CAPABILITIES

Aligning exercise objectives and HPP capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned HPP capabilities, and performance ratings for each HPP capability as observed during the exercise and determined by the evaluation team.

Objective	HPP Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Objective 1:					
Assess the ability of Regional Healthcare Preparedness Coalition (RHPC) to establish and maintain communications during communications disruption.	Health Care and Medical Response Coordination		X		
<ul style="list-style-type: none"> • Performed without Challenges (P): The targets and critical tasks associated with the HPP 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 HPP 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 HPP 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 HPP capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of HPP Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated HPP capability, highlighting strengths and areas for improvement.

Objective 1 – Assess the ability of the Regional Healthcare Preparedness Coalition (RHPC) to establish and maintain communications with the coalition members in the event of a region-wide communications disruption.

HPP Capability – Health Care and Medical Response Coordination – Full Capability

Strengths

1. The Healthcare Coalition identified the need to establish alternate methods of communication with members of the Regional Health Care Preparedness Coalition (RHPC).
2. Area HAM Radio Operators were readily available and willing to assist in the drill.
3. Dialysis Centers participated in large numbers.
4. 148 partner agencies were capable of communicating with SETRAC. Communication methods included HAM Radio transmissions, Mobile Data Transmissions (not cellular phone calls), and Satellite to Satellite phone calls.

Area for Improvement

1. Encourage the local HAM operators to attend SETRAC Coalition meetings.
2. Large numbers of text messages coming into SETRAC identified the need to have additional numbers available for partners to communicate through.
3. Provide training to agencies on the different means of communications to include their capabilities and individual requirements to operate.
4. Conduct the Off the Grid Drills semi-annually.

APPENDIX A: IMPROVEMENT PLAN

HPP Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Health Care and Medical Response Coordination	Knowledge/Education	Engage local HAM Radio Operators with the coalition through corridor meetings,	SETRAC	Corridor Coordinators	7/1/2020	Ongoing
	Mobile Device identified to receive SMS/MMS Text Messaging was saturated with messages making it difficult to reply in a timely manner.	Increase the number of communication devices to receive and respond to Text Messaging from regional partners.	SETRAC	SETRAC IT	6/26/2020	6/26/2020
	Knowledge of various types of communication equipment currently in the region and what is available for individual facilities/agencies to obtain or use to effectively communicate with.	Increase the knowledge of the Special Populations Group of SETRAC on the various types of communication equipment available region wide during Corridor meetings, exercises, and other events with SETRAC.	SETRAC	SETRAC Special Populations	7/1/2020	Ongoing
	Increase the number of Communication Drills	Conducting at least two Off the Grid Communication Drills Annually will foster a better understanding and coordination among the RHOC members.	SETRAC	Training and Exercise	07/01/2020	Ongoing

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

Off the Grid Communications Drill

APPENDIX B: PARTICIPANTS

Appendix B: Participants

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SETRAC

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Homeland Security Exercise and Evaluation Program (HSEEP)

1st Texas Home Health
ABL Homehealth Services Inc
Absolute Kheir Services
Anarcare Home Health
Angelina County & Cities Health District
Ashton Parke
Atrium Medical Center
Avondale House
Baptist Hospitals of Southeast Texas (Beaumont)
Bayside Community Hospital
Baytown FD - EOC
Beaumont Nursing and Rehab
Behavioral Hospital of Bellaire
Beloved Home Health Services
Brazos Towers at Bayou Manor
Bridgecrest Rehabilitation Suites
Care Plus Home Health
Castle Pines
CHI St. Luke's Health Memorial San Augustine
CHI St. Luke's Livingston
City of Baytown
City of El Campo EMS
Clarewood House A.L.
Clarewood House Extended Care Center
Commitment To Caring
Consolidated Home Health
Cozy Living Community
Cura Healthcare
Cypress Creek EMS
Cypress Creek Hospital
Cypress Creek Rehabilitation
Davita Ace Dialysis
Davita Angleton
Davita Avian
Davita Bayou City
Davita Center Southwest
Davita Channelview & North Loop East
Davita Cloverleaf
Davita Cypress Station
DaVita First Colony
Davita Galveston Island
Davita Greatwood

Davita Harbor
Davita Houston Galleria
Davita Jacinto
Davita LaMarque
Davita Lonestar
Davita Mainland
DaVita Med Center
Davita Med Center at Home (Museum)
Davita Meridan
Davita Northstar
Davita Northwest
Davita PDI North and Crosstimbers
Davita Pearland
Davita Reliant
Davita Sagemeadow
Davita San Jacinto
Davita Sugar Land
Davita Summit
Davita Victory Lakes
Davita Wharton
DDMS of Houston
Debok Healthcare Inc
Devotion Hospice
Dogwood Trails Manor
Encompass Health Rehabilitation Hospital Sugar Land
Focused Care at Baytown
Fresenius Kidney Care - Jasper
Garden Oaks Adult Activity Center
Garden Villa Nursing and Rehab
Golden Triangle Dialysis
Groveton Nursing Home
Harris County ESD4
Harvest Home/Inwood Crossing
HCA Houston Healthcare Clear Lake
HCA Houston Healthcare Tomball
Heritage Villa Nursing and Rehabilitation, LP
Hillside nursing and rehabilitation
Home Care Solutions of East Texas, Inc.
House of Hearts
Houston Kidney Center Southwest
Houston Methodist Baytown Hospital
Houston Methodist Sugar Land
Houston Methodist West
Houston Methodist Willowbrook
Kindred Hospital Clear Lake
Kindred Hospital Northwest
Lake Jackson EMS
Liberty Dayton Regional Medical Center
Lufkin State Supported Living Center

MD Anderson Cancer Center
Memorial Hermann Childrens
Memorial Hermann Greater Heights
Memorial Hermann Health System
Memorial Hermann Orthopedic and Spine Hospital
Memorial Hermann TMC
Mid Jefferson Extended Care Hospital Beaumont & Nederland
MRC Creekside Retirement Community
Mzee Home Care Services, LLC
North Home Healthcare
Northwest Medical Center
OakBend Medical Center
Oceans Behavioral Hospital, Lufkin
Pacific Home Health Care Inc.
Pages Health Services
Palacios Community Medical Center
PAM Rehab Humble
PAM Rehabilitation Hospital of Clear Lake-Main
Park Manor South Belt
Parkside Surgery Center
PHI Air Medical
Pine Park
Reach Unlimited
Regent Care Center of Kingwood
Regent Care the Woodlands
Renal Center of Beaumont
Renal Center of Nederland
Renal Center of Orange
RHC Reliable Home Care INC.
River Kids Pediatric Home Health
Riverstone Dialysis
Rosary Home Health, Inc.
Seven Acres
Silverado Hospice North Houston
Spanish Trail Assisted Living of Silsbee
Spanish Trails Assisted Living
Spindletop Center
SPRINGWELL HEALTHCARE SERVICES INC
St James House-Baytown
St. Joseph Medical Center
Stat Home Health
Sugar land Rehab Hospital
Summit Nursing & Rehab
Sun Behavioral
Texas Children's Hospital West Campus
Texas Children's Hospital Main Mobile HAM
Texas Children's Hospital Main
The Gardens of Bellaire

The Village of River Oaks
The Woodlands Nursing and Rehab
TIRR Memorial Hermann
Tyler County Hospital
UTHealth HCPC
Vantage Hospice
Village Dialysis
Village Home Health
Wellness Healthcare Inc
West Houston Rehabilitation and Healthcare Center
West Wynde Health Services