



# December 2022 SETRAC Off the Grid Communications Drill

After-Action Report/Improvement Plan  
December 15, 2022

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

<b>Exercise Name</b>	<b>Off the Grid Communications Drill</b>
<b>Exercise Date(s)</b>	<b>December 15, 2022</b>
<b>Purpose</b>	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.
<b>Mission Area(s)</b>	Preparedness, Response and Recovery
<b>HPP HPP Capabilities</b>	HPP Capability 2 - Health Care and Medical Response Coordination
<b>Objectives</b>	Assess the ability of the Regional Healthcare Preparedness Coalition (RHPC) to establish communications with the CMOC in the event of a region-wide disruption of communications.
<b>Threat or Hazard</b>	Region-wide Communication Outage
<b>Scenario</b>	A winter storm has disrupted power and communications across Southeast Texas, redundant backup communications systems are unavailable.
<b>Participating Organizations</b>	See Appendix B
<b>Points of Contact</b>	Lisa Spivey – 281-822-4446 <a href="mailto:lisa.spivey@setrac.org">lisa.spivey@setrac.org</a> John Wingate – 281-822-4439 <a href="mailto:john.wingate@setrac.org">john.wingate@setrac.org</a>

## 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)
Assess the ability of the Regional Healthcare Preparedness Coalition (RHPC) to establish communications with the CMOC in the event of a region-wide disruption of communications.	Health Care and Medical Response Coordination	X			
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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).</li> </ul>					

**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 communications with the CMOC in the event of a region-wide disruption of communications.**

**Overview**

The December 2022 Off the Grid Drill was coordinated to run with the Houston Area Emergency Comm Teams monthly check-in. All facilities and agencies were provided with ICS forms 201 and 205. This information detailed the process for HAM radio operators, satellite phone, and text only options services the process to properly establish communications with the CMOC. In all there were 175 participating facilities/agencies able to establish alternate communication with the CMOC. Of the 175 participants there were 158 that communicated using web-based texting service, 12 utilizing the HAM Radio through the Houston Amateur Radio Network, and five (5) participating agencies using satellite to satellite phones.

**Additional HAM Information:**

The Houston Area Hospital Amateur Radio Net conducted the amateur radio component of the SETRAC Off the Grid Drill on 12/15/2022 from 1000 to 1100 hrs. The purpose of this net and the drill was to ensure that amateur radio stations located at hospitals and health care facilities were operational. Communications equipment like radios, cables, and antennas were tested through participation in the net. First responders, emergency operations centers and other served agencies were encouraged to check in. In addition, 12 visitors from the Ham in a Day Technician class also logged in under the supervision of the instructor, call sign N5NEV.

This was a directed net with the primary frequency 145.170 using the KA5QDG repeater with Net Control operating from the radio room at Houston TranStar, N5TRS.

**#1 – Check-ins from hospitals**

Four hospitals checked in from their radio rooms with a total of 7 EmComm team members. All were clearly audible with strong signals.

Hospital / Tactical Call Sign (opt)	Call Signs Checking In
MD Anderson	KD8YOP
Houston HCA Northwest Medical Center / W5MWM	KD5X
Methodist Baytown	KG5WZD
Methodist Continuing Care	KD5PQJ
Methodist West / KT5MW	W5WMC
Methodist Willowbrook	W0PCW, KD5U
Texas Children’s Main Campus / K5TCH	WD5HJV
Texas Children’s West / K5TCH	N2FPV
Texas Children’s Woodlands / K5TCHW	KD5EYW, K1ATM



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



### #2 – Check-ins from EmComm team members not at hospitals

Six EmComm team members representing a total of six hospitals checked in remotely, that is from locations other than their hospital radio stations. All signals were clearly audible.

Hospital	Call Signs Checking In
Methodist Willowbrook	KD5U
Cristus DuBuis, Beaumont	KI5RTA
Texas Children’s Main Campus, call sign K5GCH	W5LDK
UTMB	K5OB
Memorial Hermann Northeast	KF5VIK
Methodist West	K5SEK

### #3 – Check-ins from served agencies

Three served agencies checked in with a total of three radio operators. Signals were good to strong and clearly audible.

Agency	Call Signs Checking In
Pasadena EOC / W5PAS	---
Humble Fire	WB5LNI
Baytown EOC / K5BAY	KF5ETG

## 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	Education	Continue to hold training sessions for HAM Radio licensing due to turnover and hospital visitation policies of external vendors being permitted access during pandemic operations.	SETRAC	SETRAC Training	Ongoing	Ongoing

# APPENDIX B: PARTICIPANTS

Appendix B: Participants

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SETRAC

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Homeland Security Exercise and Evaluation Program (HSEEP)

Abba Gentle Email	
ABL Home Health Services INC.	
Acadian Ambulance Service	
Accent Care	
Altus Hospice	
Altus Hospice Beaumont	
Altus Houston Hospital	
AMR	
Angelina County & Cities Health District	
Angels Over Us, LLC	
Atrium Medical Center	
Avondale House	
Baptist Beaumont Hospital	
Baytown OEM	S
Baytown EOC	H
Beacon Home Health Agency	
Beaumont Emergency Hospital	
Beaumont Emergency Hospital	
Brazos Towers at Bayou Manor	
Calder Woods	
Care Plus Home Health	
Castle Pines	
CHI St Luke's Health Memorial	
CHI St Luke's Hospital	
CHI St Luke's Lakeside	
CHI St Luke's Springwoods Village	
CHI St. Luke's The Woodlands	
Christus St. Elizabeth	
Christus St. Mary	
City of Baytown	
City of Baytown Office of Emergency Management	
City of Wharton EMS	
Coastal Health & Wellness / Galveston County Health District	
CoH OEM	
Columbus Community Hospital	
Communication Essentials	
Cornerstone Specialty Hospital-Conroe	
Corrigan LTC	

Creekside Village Healthcare	
Cypress Woods Care Center	
Devotion Hospice	
Dogwood Trails Manor	
DSHS	
Eden Hospice Care Services Inc	
Efficient Home Care, Inc.	
El Campo Memorial Hospital	
Encompass Health Cypress	
Encompass Health Rehabilitation Hospital of Humble	
Encompass Health Rehabilitation Hospital of Sugar Land	
Encompass Health The Vintage	
Essential Hospice and Palliative Services	
Extracare Home Health Services	
FKC Brazos	
FMC Katy	
Fortress Nursing and Rehabilitation	
Fresenius Midtown Kidney Center	
Fresenius Alvin Dialysis	
Fresenius Katy North	
Fresenius Kidney Care Rosenberg	
Fresenius Kidney Care Westminster	
Fresenius Mission Bend Dialysis	
Fresenius West Rosenberg	
Harris County Public Health	
HCA HH Tomball	
HCA Houston Healthcare Clear Lake	
HCA Houston Healthcare Northwest	S H
HCA Kingwood	
Health Care Temporaries Inc.	
Home Care Select	
Home Health Unlimited	
Homecare Solutions of East Texas	
Houston Behavioral Healthcare	
Houston Methodist Baytown	H
Houston Methodist Continuing Care Hospital	H
Houston Methodist Sugar Land	
Houston Methodist West	H
Houston Methodist Willowbrook	H
Houston Physician Hospital	
Humble Fire Department	H
Interim HealthCare Houston Southeast	
Kindred Clear Lake	
Kindred Hospital Sugar Land	



Kingwood Emergency Hospital	
Kingwood Endoscopy	
La Vita Bella	
LBJ Hospital	
Legent North Houston Surgical Hospital	
Liberty Dayton RMC	
Liberty Dialysis Victoria	
Lifeway Healthcare Inc	
Lufkin State Supported Living Center	
Matagorda Regional Medical Center	
MEMEEHA LLC	
Memorial Hermann Cypress	
Memorial Hermann Greater Heights	
Memorial Hermann Home Health	
Memorial Hermann Rehabilitation Hospital Katy	
Memorial Hermann Rockets Ortho Hospital	
Memorial Hermann Southwest	
Memorial Hermann Sugar Land Hospital	
Memorial Hermann TMC	
Children's Memorial Hermann Hospital	
Methodist Complete Care Hospital	
MRC Creekside Retirement Community	
Nacogdoches Medical Center	S
Nacogdoches Medical Shelvy Center FSED	S
Nacogdoches Memorial Hospital	
Navasota Nursing and Rehabilitation	
Neighbors Emergency Baytown	
Neighbors Emergency Center	
Neighbors Emergency Center - Pasadena	
Neighbors Emergency Center - Porter	
Neighbors Emergency Center Crosby	
Neighbors Emergency Center Pearland	
North Channel EMS	
Nurses Night & Day	
Oak Bend Medical Center	
Oak Bend Medical Center Wharton	
Oak Bend Medical Center Williams Way	
Oceans Healthcare	
Omni Point Health Hospital	
PAM Clear Lake North	
PAM Health Rehabilitation Hospital of Houston Heights	
PAM Rehabilitation Hospital of Clear Lake-South	
Pam Rehabilitation Hospital of Humble	
Paradigm at the Pines	

Parkside Surgery Center	
Pasadena EOC	H
Perpetual Home Health	
Prime Care Medical Services	
Regent Care Center of Kingwood	
Richmond State Supported Living Center	S
Seven Acres Jewish Senior Care Services	
Shriners Children's Texas	
Silverado Hospice North Houston	
Silverado Hospice South Houston	
SPJST #2	
St. Luke's Patients Medical Center	
St. Joseph Medical Center	
St. Luke's Health Memorial	
St. Luke's Sugar Land	
Stat Home Health	
Stat Home Health Houston Bellaire	
Summit Nursing & rehab	
Texas Children's Hospital TMC	H
Texas Children's The Woodlands	H
Texas Children's West	H
The Bradford at Brookside	
The Hallmark	
The Heights of Tomball	
The Heights on Valley Ranch	
The Orchard	
The Woman's Hospital of Texas	
Timberidge Nursing and Rehab	
TIRR Memorial Hermann	
Treemont Health Care Center	
Trucare Hospice and Palliative Services	
Tyler County Hospital	
Tyler County Hospital	
UMMC North Hospital	
University of Texas MD Anderson Cancer Center	H
UTHealth HCPC/DCB	
UTMB Clear Lake Campus	
Vidor Health and Rehabilitation	
Villa Toscana	
Villa Toscana at Cypress Woods	
Walker County OEM	
Wharton County OEM	
Woodland Park Care & Rehab	

**H = HAM Radio    S = Satellite Phone**